

California Maritime Security Council Port Recovery and Business Continuity Planning Considerations Guide

SUBMITTED BY:
CALIFORNIA MARITIME SECURITY COUNCIL
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OVERVIEW

California has a vital interest in ensuring the security of its deepwater ports. In today's economy, shipping and maritime commerce are essential for participation in the global marketplace. Our ports are the engines that power the national economy. The maritime structure for California is based on an open and integrated multi-layered maritime security architecture that maximizes the abilities of the maritime community to protect, prevent, quickly respond to and recover from incidents in an all-hazards environment.

The CMSC was created by Executive Order S-19-06 to enhance port security through statewide collaboration and information sharing. The Governor, through the California Maritime Security Council (CMSC), brought together local, State, and federal agencies, along with the private sector to include labor and management to assist in identifying potential threats, improve security measures and communications, conduct training and exercises, and refine our statewide maritime security strategy.

The CMSC is comprised of top officials from the following federal and State agencies and the private sector:

- California Emergency Management Agency
- U.S. Coast Guard
- California Business, Transportation and Housing Agency
- California Army National Guard
- California Highway Patrol
- U.S. Navy
- U.S. Department of Maritime Transportation Administration
- Federal Bureau of Investigation
- US-DHS Customs and Border Patrol
- US-DHS Immigration and Customs Enforcement
- Directors of California's Ports
- Representatives from Labor and Business Communities

Background

The primary purpose of the *Port Recovery and Business Continuity Planning Considerations Guide* is to provide port partners with considerations to assist in efforts to quickly recover from a catastrophic event at a California port. It encompasses the strategic recommendations that may be addressed in recovery and recovery efforts statewide in order to re-establish port operations.

The mission of the California maritime industry is to ensure the safe, secure, and efficient movement of cargo to and from our maritime ports of entry. The CMSC acts as an advisory body to the Governor in matters related to Maritime Security.

The California Maritime Security Strategy includes information from the eight (8) supporting plans of the National Strategy for Maritime Security. The supporting plans address different aspects of maritime security; therefore, they are mutually linked and reinforce one another. These plans will be updated on a periodic basis in response to changes in the maritime threat, the world environment, and national security policies.

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VISION

This document may enhance existing local port recovery plans by providing additional information, and a framework through which existing plans can be revised. It is also intended to complement, not replace, existing United States Coast Guard (USCG) mandated trade resumption, recovery, business continuity, and recovery plans. This document will not conflict with existing USCG Business Continuity and Resumption of Trade plans, Port Recovery plans, and vulnerability assessments. **The *Planning Guide* will preserve existing ongoing dialogue between the State and port planners, and will be updated as needed as new information becomes available. Because of the environment of each port changes constantly, this will be a living document, and can be revised at any time. Though the *Planning Guide* is not all-inclusive, efforts have been made to address as many areas as possible and individual ports may wish to adopt or adjust parts of this document as they see fit.**

Existing policies and plans may be enhanced so as to allow port authorities, owners, operators, private sector and local government to exercise potential emergency authority and maintain essential operations fulfilling their responsibilities to stakeholders through a coordinated incident management system.

This *Planning Guide* is also designed to compliment the port reconstitution software available from the Port of Long Beach, and the port recovery plans made available by the Port of Los Angeles.¹

MISSION

The Recovery and Business Resumption Subcommittee's mission is to provide recommendations on the establishment of an all-hazards approach to enhance the ability for recovery operations to include best practices and procedures from incident management disciplines from the public and private sectors.

GUIDING PRINCIPLES

The Statewide Port Recovery and Business Continuity Planning Considerations Guide supports statewide risk mitigation plans and continuity-of-operations/resumption-of-trade plans that can help the port community respond to and recover from natural and intentional disasters. This document also provides information from recovery documents, and integrates Federal and State all-hazards recommendations for use by local and private sector entities at California's deep water ports.

Ports serve a primary function as economic engines of the state and nation, and as such, emergency planners should remain cognizant of the financial imperatives that both they and private sector port stakeholders follow.

As per California's State Maritime Security Strategy, the CMSC's Recovery and Reconstitution Subcommittee will engage in communication and knowledge sharing through this document and through interactions with other Subcommittees, and will recommend processes and procedures

¹ The Ports of Long Beach and Los Angeles have agreed to make these resources available to call California ports for use in formulating or improving existing maritime recovery and reconstitution plans. Please contact a representative at either port to learn more.

to assist the ports in the enhancement and augmentation of existing port and USCG business continuity and recovery plans.

The California Emergency Management Agency's Role in Recovery

The California Emergency Management Agency (Cal EMA) responds to and aids in the recovery from emergencies within the State of California under the authorities of the California Emergency Services Act (ESA), the California Disaster Assistance Act (CDAA), the federal Robert T. Stafford Disaster Relief and Emergency Assistance Act, and other legislation.

Within Cal EMA, the Recovery Branch is responsible for managing disaster recovery and providing assistance to local governments and individuals impacted by disasters. The Recovery Branch ensures that state and federal support are provided in an efficient and timely manner throughout the recovery process. The Recovery Branch acts as the grantee for federally funded disaster assistance programs, as grantor for the state CDAA program, and coordinates recovery assistance for individuals, businesses and the agricultural community. The Recovery Branch provides technical support to reduce the costs and streamline the process of future recovery efforts. Additionally, the Recovery Branch ensures that proposed recovery projects are reviewed for environmental concerns and that historical preservation activities are considered.

In support of these responsibilities, the Recovery Branch performs extensive liaison activities with local, state and federal agencies, legislators, various volunteer and nonprofit organizations, as well as the general public. The Recovery Branch emphasizes recovery preparedness through the coordination of recovery planning efforts, the development of recovery training programs and the involvement in emergency management exercises and drills.

The Public Assistance Section provides assistance to state agencies, local governments, special districts and eligible private nonprofit organizations that have been impacted by a disaster to achieve a safer future for all California communities. The Public Assistance Section ensures that state and federal support are provided to applicants in an efficient and timely manner in order to assist in recovery from a major disaster or emergency.

The Individual Assistance Section coordinates with federal, state, local, and voluntary/nonprofit entities to provide recovery assistance following a disaster that impacts individuals and households, businesses, and/or the agricultural community in the State of California.

The Grants Processing Section provides a broad range of services relating to financial and administrative requirements of the Public Assistance (PA) Disaster Grant, California Disaster Assistance Act (CDAA), Fire Management Assistance Grant (FMAG), Emergency Management Performance Grant (EMPG), and Hazardous Materials Emergency Preparedness Grant (HMEP) Programs.

Technical Assistance Programs (TAP) works on issues that require a degree of technical expertise that may not be available within other discipline areas at Cal EMA. TAP provides these services internally within Cal EMA, and externally (other state agencies, local government, and when appropriate the private sector).

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STRATEGIC OBJECTIVES AND GOALS

Though each port has mission-specific needs including business and security, the goals of this Planning Considerations Guide are based on common concerns shared by all the ports. These include:

- Preserving the lives and safety of human capital.
- Returning ports to business operations as quickly and efficiently as possible.
- Preservation of passenger and cargo flows, and of maritime supply chains.
- Developing partnerships between the public and private sector to improve the resiliency of California's ports.
- Assessing and determining resources available to mitigate economic impacts of an incident on the port and its businesses.
- Determining how to create redundant and resilient power, water, sanitation, and data storage systems.
- Suggesting procedures for sharing information and determining best practices with local partners.
- Adding considerations that ports may integrate into their disaster recovery plans and their overall enterprise continuity management approach.

The objectives of this Planning Considerations Guide are:

1. To provide a framework to include operations and logistics of the port recovery efforts
2. To identify the areas that need to be addressed and that should be considered within the existent processes in place
3. To be the CMSC organizational document that identifies overarching concepts on which local plans can be based.

STRATEGIC PLANNING CONSIDERATIONS

These planning guidelines originated with the planning assumptions and considerations formulated by a group of including federal, state, local, and private sector port partners.

Port stakeholders must focus on recovery even from the start of response operations, as there is no gap between relief and recovery. Port planners may prioritize their needs in a port recovery and response scenario, and determine what needs to be fixed first during recovery efforts.

- Local priorities at each port should be taken into account when determining where to focus recovery efforts. Potential priority areas include ferries, cruise ship terminals, break bulk cargo loading/unloading areas, and container loading/unloading areas.
- 2-way movements, i.e. clearing the area of cargo and passengers prior to being able to take on the cargo from another port that is down should be taken into account. Ports should consider speaking with subject matter experts regarding their area of operations, such as representatives from the Rail community.
- Ports may consider short-, medium-, and long-term goals and priorities to better organize and improve existing recovery plans.

The first step in the recovery process may be to perform a business impact analysis that considers all of the potential impacts in an all-hazards environment. Recovery Plans should consider how to deal with these possible events:

- Acts of Nature (Earthquake, Fire, Flood, Storms)
- Man-made disasters (to include terrorist acts)
- Power Disruptions, Power/Water/Sanitation System Failure
- Computer Software or Hardware Failures
- Computer Shutdowns due to Hackers, Viruses, etc.
- System processing errors and shutdowns
- Labor Strife (Walkouts, Shutdowns)

Having determined the potential events recovery planners may next look at the impacts of each event and the magnitude of the resulting disruptions. This critical activity will determine which scenarios are most likely to occur and what recovery processes are needed.

RISK MANAGEMENT

Risk management is a systematic process to analyze the threats, vulnerabilities, and consequences (or relative importance) of assets in a program to better support key decisions, linking resources and program results. Risk management is used by many organizations in both government and the private sector. In recent years, DHS has consistently advocated the use of a risk management approach to help implement and assess responses to various national security and terrorism issues.

Risk management helps to more effectively and efficiently prepare recovery plans in an all-hazards environment. Key elements of a risk management approach are listed below:

- Threat assessment: A threat assessment identifies adverse events that can affect an entity, and may be present at the global, national, or local level. The threat assessment considers the intent of the terrorist agent, capability of the terrorist agents to implement the action, the overall simplicity of the attack;
- Consequence assessment: A consequence assessment identifies and evaluates the importance of an asset based on the potential for loss of life, economic impact, adverse impact on the environment, strategic military considerations and national iconic value;
- Vulnerability assessment: A vulnerability assessment identifies weaknesses in physical structures, personnel protection systems, processes, general availability of the target or other areas that may be exploited by terrorists;
- Risk assessment: A risk assessment qualitatively and/or quantitatively determines the likelihood of an adverse event occurring and the severity, or impact, of its consequences;
- Risk characterization: Risk characterization involves designating risk on a scale, for example, low, medium, or high. Risk characterization forms the basis for deciding which actions are best suited to mitigate risk;
- Mitigation evaluation: Mitigation evaluation is the identification of mitigating alternatives to assess the effectiveness of the alternatives. The alternatives should be evaluated for their likely effect on the risk and their cost;
- Mitigation selection: Mitigation selection involves a management decision on which mitigation alternatives should be implemented. Selection among alternatives should be based on pre-considered criteria;
- Systems approach: An integrated systems approach to risk management encompasses taking action in all organizational areas, including personnel, processes, technology, infrastructure, and governance; and

- Monitoring and evaluation: Monitoring and evaluation is a continuous repetitive assessment process to keep risk management current and relevant.

By applying the National Infrastructure Protection Plan (NIPP) risk management framework in a maritime setting, maritime recovery and reconstitution stakeholders can provide jurisdictional focus, facilitate bottom-up information sharing and collaboration, and enable cross-sector coordination. Roles and responsibilities of maritime recovery and reconstitution partners in risk management differ by state and region, depending on a number of factors, such as:

- The authorities supporting each agency involved
- The ways in which homeland security and infrastructure protection are addressed, managed, and funded in each area, and
- Whether the area of concern crosses state or international borders.

Despite these differences, it is important that the management processes established at the state or regional level be well-defined and specific to ensure that states and localities can meet their responsibilities under the NIPP.

Continuity of Operations Planning

Continuity of Operations (COOP) planning is essential for keeping a business running both during and after an incident. The *California Continuity Planning Guidance and Plan Template (2009)* provides instructions for developing a Continuity Plan based on new guidance published by the Department of Homeland Security (DHS) in 2008. The *California Continuity Planning Guidance and Plan Template (2009)* incorporates information from the *Federal Continuity Directive (FCD) 1* and the *Continuity Guidance Circular (CGC) 1*.

The *California Continuity Planning Guidance and Plan Template (2009)* can be used by any organization, in the public or private sector, to develop a comprehensive Continuity Plan. Supplemental tools are also available, such as data collection worksheets, acronym lists, various continuity discussion/theme papers, glossary, and evaluation checklists. All of these can be accessed on the California Emergency Management Agency (Cal EMA) website.

Although the *California Continuity Planning Guidance and Plan Template (2009)* provides a general guide for reference, agencies are encouraged to tailor continuity plan development to meet their own needs and requirements. Organizations should include any additional elements that are helpful in understanding and implementing a Continuity Plan. The result will be a baseline plan that can be refined and enhanced over time.

To improve continuity of operations following an incident, planners may wish to build alternate work sites for port staff, to which they can evacuate but continue normal operations. Ideally, these sites will be located away from the physical property of the port, such that an incident there will not directly affect the back-up site. To enhance their organization's resilience, planners may also wish to establish or set aside off-site locations for redundant data processing systems, vital record storage, and emergency operations centers (EOCs).

Some or all of the following considerations may be inserted into maritime COOP plans:

- Carefully assess how the port functions, both internally and externally, to determine which staff, materials, procedures and equipment are absolutely necessary to keep the port operating.

- Review or create business process flow charts.
- Identify operations critical to survival and recovery.
- Include emergency payroll, expedited financial decision-making and accounting systems to track and document costs in the event of a disaster.
- Establish procedures for succession of management. Include at least one person who is not at the port headquarters, if applicable.
- Identify suppliers, shippers, resources and other businesses that the port interact with and depends on to do business.
 - Develop professional relationships with more than one company to use in case the primary contractor can no longer serve the port's needs.
 - Create a contact list for existing critical business contractors and others that the port can use in an emergency. If possible, keep this list with other important documents on file, in an emergency supply kit and at an off-site location.
- Plan what alternate EOCs and command centers can be utilized if the port administration building is not accessible. This type of planning is often referred to as a continuity of operations plan, or COOP, and includes all facets of the port's business model.
- Plan for payroll continuity.
- Decide who should participate in putting together the port's emergency plan.
 - If possible, include staff from all levels in continuity planning (including Administration, Communications, Business Development, Structural and Civil Engineering, Homeland Security, etc.), as well as private sector stakeholders.
 - Consider a broad cross-section of people from throughout your organization, but focus on those with expertise vital to daily business functions. These will likely include people with technical skills as well as managers and executives.
- Define crisis management procedures and individual responsibilities in advance. This may also include private sector port partners who operate on port premises but who are not port staff.
 - Make sure those involved know what they are supposed to do.
 - Train others in case port personnel require back-up help.
- Coordinate with others.
 - Meet with other businesses co-located at the port.
 - Talk with first responders, emergency managers, community organizations and utility providers.
 - Plan with the port's suppliers, shippers and others that the port regularly does business with.
 - Share port COOP plans as appropriate, and encourage other businesses to set in motion their own continuity planning and offer to help others.
- Review emergency and COOP plans annually. Ports comprise dynamic environments that change on a daily, basis; so too do preparedness needs shift constantly. Port planners may also wish to include an introduction to or review of existing emergency and COOP plans in new employees training.

Environmental Concerns

Environmental concerns may also be taken into consideration when developing risk management analyses and plans. Weather considerations may be updated and checked as needed from the National Weather service, and tidal changes due to regional storms may play a role in determining recovery plans. Additionally, port risk analysis may also take into account rising sea levels resulting from climate change. Though these risks cannot be entirely mitigated, recovery and risk management planning may benefit from their inclusion.

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MARITIME STAKEHOLDER COMMUNITY

Private sector maritime stakeholders and must work together with federal, state, and local government partner agencies to ensure port economic recovery, and must take steps to mitigate economic consequences to a port from an all-hazards approach. Goods movement and economic recovery will likely take precedence, and this need will determine the roles of various authorities in recovery efforts. These lists are not all-encompassing, however, these agencies may be considered for inclusion in ports' emergency plans.

Area Maritime Security Committees

The local membership and organization of the Area Maritime Security Committees (AMSCs) will take into account all aspects of maritime security in each port area and its adjacent waterways and coastal areas. AMSCs are comprised of federal, state, and local agencies, law enforcement and security agencies, and port stakeholders. **AMS Committee membership could include, but is not limited to, representatives from the following agencies and organizations:**

Federal Agencies:

- U.S. Coast Guard (e.g., Groups, Air Stations, Small Boat Stations, VTS, MSSTs, Auxiliaries);
- Department of Defense (DoD);
- Department of State (DOS);
- Nuclear Regulatory Commission (NRC);
- U.S. Northern Command (USNORTHCOM);
- U.S. Pacific Command (USPACOM);
- U.S. Department of Agriculture (USDA);
- Environmental Protection Agency (EPA);
- Occupational Safety and Health Agency (OSHA);
- United States Attorney;
- Federal Bureau of Investigation;
- Federal Emergency Management Agency (FEMA);
- Bureau of Customs and Border Protection (CBP);
- Bureau of Immigration and Customs Enforcement (BICE);
- Transportation Security Administration (TSA);
- Army Corps of Engineers (USACE);
- U.S. Transportation Command (USTRANSCOM);
- Military Sealift Command (MSC);
- Military Surface Deployment and Distribution Command (SDDC);
- Animal and Plant Health Inspection Service (APHIS);
- Maritime Administration (MARAD);
- Federal Railway Administration (FRA);
- Federal Highway Administration (FHWA);
- Pipeline and Hazardous Materials Safety Administration;
- Federal Transit Administration (FTA); and
- Other government representatives, where appropriate.

State and Local agencies:

- National Guard;
- Marine Police;

- Port Authority Police and/or security forces;
- Fire Departments;
- Civil Defense;
- City Government officials;
- Transportation agencies;
- Fish and Wildlife marine units;
- Health agencies;
- Occupational safety agencies;
- Terminal/facility security forces;
- Pilot associations;
- Other State, local and City Government representatives;
- State Department of Natural or Environmental Resources marine units;
- Other environmental agencies;
- Regional development agencies/metropolitan planning organizations; and
- Tribal authorities and tribal organizations.

Industry related organizations:

- Facility owners/operators;
- Terminal owners/operators;
- Trade organizations;
- Recreational boating organizations (yacht clubs, rowing clubs);
- Railroad companies;
- Trucking companies;
- Shipyards;
- Tow-boat operators;
- Marine exchanges;
- Vessel operators;
- Organized labor;
- Commercial fishing industry;
- Waterborne vendors & service providers (harbor tugs, launch services, line handlers, small ferry operators, water taxis); and
- Other facilities within the port having waterside access (refineries, chemical plants, power plants, etc.).

In addition to these port partners, port emergency planners may also wish to consider consulting agencies and organizations from the following groups.

Private Sector Partners

Business continuity and emergency planners at ports must take into account the necessity of private sector transportation partners in maintaining or reconstituting business operations. Port emergency planners may consider involving private transportation partners in port recovery planning, training, and exercises, as the goods movement services these partners offer are invaluable. Additionally, import-export companies and other non-transportation private sector stakeholders at the port may be included in evacuation and recovery exercises.

- ILWU
- Rail Lines (BNSF and UP)
- Refinery owners and operators

- Manufacturers, distributors, shipping lines, and carriers (international and domestic)
- Terminal owners and operators
- Cargo owners
- Insurance companies
- National retail distributors (examples include Wal-Mart, Target, Home Depot, etc.)
- Banking and finance industry
- Ferry operators
- Cruise ship operators
- Logistics services companies (UPS, FedEx)
- Business vendors and supplier (food, water, shelter, etc.)
- Truckers' associations and independent truckers
- California Association of Port Authorities (CAPA)
- American Association of Port Authorities (AAPA)
- Lobbying groups
- The Marine Exchanges of Southern California and the San Francisco Bay Area²

² The Marine Exchange of Southern California maintains arrival and departure reports on vessels operating in Southern California from 1923 to the present. In addition to record compilation, the Marine Exchange also operates a Southern-California-wide Vessel Traffic Service, which offers users a real-time picture of the vessel traffic situation from Los Angeles to San Diego.

Federal

In addition to providing financial assistance and emergency coordination through FEMA Region IX, and port safety and salvage assistance through the Coast Guard, the Department of Defense can also provide manpower and equipment during port recovery operations. Port policy planners may also consider putting plans in place to contact congressional representatives, whose input at the federal level in leveraging recovery funding may be invaluable. The US Army Corps of Engineers also may be of assistance in channel dredging operations, and in port reconstruction.

Department of Homeland Security (DHS)

- Act as the Principal Federal Official (PFO) for domestic incident management.
- Coordinate federal maritime infrastructure recovery operations within the U.S.
- Coordinate federal government resources.

U.S. Coast Guard (USCG)

- Provide on-scene resources to assist in assessments;
- Act as the PFO when directed by the Secretary of DHS or as the Senior Federal Official (SFO);
- Participate in recovery planning by developing Area Maritime Security (AMS) Plans and collaborate with maritime stakeholders, especially local harbor safety committees;
- As the COTP/FMSC:
 - Develop and implement AMS Plans;
 - Control vessel traffic, movement and anchorage;
 - Establish and enforce safety and security zones;
 - Control access to and operations of facilities under, in, or adjacent to waters subject to the jurisdiction of the U.S.;
 - Control the movement of vessels carrying Certain Dangerous Cargos (CDC);
- Furnish available personnel, equipment or other resource support as requested;
- Provide port security measures to reduce potential, future threats and to ensure integrity of the existing infrastructure system;
- Track Notice of Arrival (NOA) information from ships entering U.S waters and ensure changes to NOA are provided to the appropriate Coast Guard and Customs and Border Protection (CBP) officials at alternate ports of entry;
- As part of AMS Plans, in coordination with appropriate stakeholders and other government agencies, be aware of maximum vessel, cargo and inter-modal throughput within the respective area of responsibility;
- Consider temporary easement of enforcement of regulations to facilitate re-routing of cargo, including NOA lead times;
- Support CBP in the screening and evaluating of cargo movement into and out of the U.S.;
- In support of ESF #3 of the NRP, coordinate with the U.S Army Corps of Engineers (USACE) to mark and remove obstructions declared to be hazards to navigation;
- Ensure safety of navigation and security of AOR prior to reopening of any waterway;
- Assist in debris and contaminated debris management activities;
- Provide support as outlined in ESFs 1, 3, 4, 9, 10, 11, 13 of the National Response Plan (NRP) and any other tasking as directed by the Secretary of DHS.

U.S. Customs and Border Protection (CBP)

- Provide on-scene resources to assist in assessments;

- In coordination with appropriate stakeholders and other government agencies, be aware of maximum available vessel, cargo and inter-modal throughput within the respective area of responsibility;
- Screen and evaluate cargo, crew, and passenger movement into and out of the U.S.;
- Conduct hands-on physical boardings of vessels with highest-risk cargo;
- Inspect and search vessels, conveyances, persons, and cargo within the Customs territory of the U.S.;
- Detain and seize vessels, cargo, and contraband;
- Authorize lading and unlading of cargo;
- Determine the admissibility of persons arriving in the U.S.;
- Collect, integrate and analyze maritime intelligence concerning cargo and inter-modal shipments;
- Identify and mitigate security risks within the supply chain through the Customs-Trade Partnership Against Terrorism (C-TPAT) program;
- Authorize the redirection of conveyances to other ports;
- Be aware of NOA changes provided by the Coast Guard;
- Ensure changes to the Trade Act of 2002 cargo manifest and Advance Passenger Information System (APIS) manifest for passenger and crewmembers are provided to the appropriate Coast Guard and CBP officials at alternate ports of entry;
- Consider temporary easement of enforcement of coastwise trade regulations to facilitate commerce;
- In coordination with DOS, approach the governments of Canada, Mexico, and Panama to make arrangements for diversion of U.S. bound cargo and passengers;
- Detect and identify chemical, biological, radiological, and nuclear materials through the employment of detection technology and coordination with CBP Weapons of Mass Destruction Teleforensics Center;
- Inspect cargo containers and review cargo information in advance of loading in foreign ports, through the Container Security Initiative (CSI);
- When requested, in accordance with agency authority and the availability of resources, redeploy appropriate personnel, equipment, air and marine assets and other resources in support;
- Participate in recovery activities of Area Maritime Security Committees;
- Support the Coast Guard so as to ensure compatibility, as appropriate, between the Customs-Trade Partnership Against Terrorism (C-TPAT) and requirements promulgated by the Coast Guard;
- Support the Coast Guard in planning Transportation Security Incident (TSI) recovery, as appropriate; and
- Provide support as outlined in ESFs 9, 10, 11, 13 of the NRP and any other tasking as directed by the Secretary of DHS.

Transportation Security Administration (TSA)

- Develop policies on the identification of critical assets and infrastructure;
- Coordinate with USCG, CBP, DOT, and private industry to facilitate redirection of conveyances to other ports;
- Following a TSI, in coordination with other appropriate stakeholders and government agencies, be aware of maximum available vessel, cargo and inter-modal capacity, to take steps to ensure the continuity of cargo flow;
- Monitor investigations of TSI's to obtain lessons learned to improve risk mitigation plans and programs.
- Support the Coast Guard in maritime security planning;

- Support the Coast Guard and participate as a member of the Area Maritime Security Advisory Committees;
- Coordinate intelligence functions with other entities of the DHS through the Transportation Security Operations Center (TSOC);
- Provide support as outlined in NRP and accompanying ESFs.

Emergency Preparedness and Response/Federal Emergency Management Agency (EP&R/FEMA)

- Provide disaster relief resources in accordance with the NRP.

Office of Intelligence and Analysis (I&A)

- Identify and assess a broad range of intelligence information concerning current and future threats against the United States;
- Issue timely warnings and advisories for the full spectrum of terrorist threats against the homeland, including physical and cyber events; and
- Review threats to the Maritime Transportation System (MTS) and marine critical infrastructure and key assets.

Directorate for Preparedness

- Consolidates preparedness assets across the Department;
- Facilitates grants and oversees nationwide preparedness efforts by supporting first responder training, citizen awareness, public health, infrastructure and cyber security and ensures proper steps are taken to protect high-risk targets;
- Focuses on cyber security and telecommunications;
- Addresses threats to our nation's public health through the Chief Medical Officer, who coordinates preparedness efforts against biological attacks; and
- Is responsible for infrastructure protection, training and exercises, the U.S. Fire Administration, and the Office of National Capitol Region Coordination.

Office of Operations Coordination

- Conducts joint operations across all organizational elements.
- Coordinates activities related to incident management.
- Employs all Department resources to translate intelligence and policy into action; and
- Oversees the Homeland Security Operations Center (HSOC) which collects and fuses information from more than 35 Federal, State, territorial, tribal, local, and private sector agencies.

Department of Defense (DoD)

- Provide Defense Support of Civil Authorities (DSCA) in accordance with the NRP;
- Support recovery activities with federal, state, local, and tribal elements as requested and approved by the Secretary of Defense;
- When requested and approved by the Secretary of Defense, provide military personnel, DoD civilians and contract personnel, as appropriate in support of domestic incidents; and
- Provide support under Immediate Response Authority by DoD directive and prior approval of the Secretary of Defense; and
- Take necessary "Immediate action" to respond to requests of civil authorities consistent with the Posse Comitatus Act.

U.S. Army Corps of Engineers (USACE)

- Provide rapid dredging capability through contracting or from Federal Dredging Fleet;

- Conduct high tech channel surveys;
- Conduct pre- and post-incident assessments of public works and infrastructure;
- Provide technical assistance to include engineering expertise, construction management and contracting, and real estate services;
- Provide emergency repair of damaged public critical infrastructure and facilities;
- Remove and dispose of contaminated and uncontaminated debris from public property;
- Provide appropriate representation to the IIMG and/or HSOC when requested by Office of Assistant Secretary of Defense for Homeland Defense;
- Restoration and operation of inland waterways, ports and harbors to include assisting in restoring the transportation infrastructure;
- Obtain heavy equipment and/or demolition services;
- Support mass care operations by providing ice, water and temporary housing;
- Temporary restoration of damaged public utilities by providing equipment, supplies and technical assistance;
- Recovery assistance to radiological and nuclear incidents to include radiological surveys, gross decontamination, site characterization, contaminated water management and site remediation;
- Assist with incident environmental impact assessments by providing technical environmental expertise;
- Deploy emergency power teams for power-system restoration;
- Provide long-term community recovery through community planning, civil engineering and hazard risk assessment expertise;
- Support development of national strategies and plans for the restoration of public facilities and infrastructure;
- Operational support for mobilization centers (including mobile command centers), staging areas, and distribution sites for all infrastructure and engineering service commodities; and
- Support the USCG and participate as an advisory member of the AMS Committees.

Department of State (DOS)

- Coordinate requests for, and offers of, transportation assistance from foreign governments;
- Provide support to the various ESFs, when activated, as outlined in the NRP;
- Notify foreign governments as appropriate of impacts on commerce ;
- In coordination with CBP, approach the governments of Canada, Mexico, and Panama to make arrangements for diversion and facilitation of U.S. bound cargo and passengers;
- Provide support of DHS Maritime and Cargo Security Programs; and
- Provide awareness and monitoring of cargo subject to export control.

Department of Transportation (DOT)

- Prioritize and/or allocate civil transportation capacity;
- Manage hazardous material containment response and movement;
- Assess damage to the nation's rail, pipeline and highway systems;
- Provide technical expertise and assistance for repair and restoration of transportation infrastructure;
- Provide advice and assistance on the transportation of contaminated materials;
- Provide engineering personnel and support to assist in damage and structural assessments, structural inspections and debris; and
- Provide support to the various ESFs, when activated, as outlined in the NRP.

Federal Aviation Administration (FAA)

- Should seaports be rendered unusable during a crisis at one of California's ports, harbors, or marinas, the FAA can be contacted to work with local maritime partners to airlift supplies into an affected area.
- Where necessary, the FAA may also be contacted to ensure the expedited arrival of recovery equipment arriving by air.
- The FAA's mission is to provide the safest, most efficient aerospace system in the world by providing credentialing, regulatory, training, and air traffic control resources to America's civilian aircrews.
- The Western-Pacific Region FAA Emergency Operations Center can be contacted at:
P.O. Box 92007
World Way Postal Center
Los Angeles, CA 90009
(310) 725-3300

Maritime Administration (MARAD)

- Provide transport of critical supplies, bulk goods, or heavy equipment/supplies to ports adjacent to disaster areas through the use of the National Defense Reserve Fleet;
- Obtain priority use and allocation of port facilities and services, shipping services, containers and chassis under the Defense Production Act;
- Maintain personnel readiness services needed to operate active and reserve vessels;
- Assist the USCG in development of recovery assessments and plans;
- Participate in activities of the Area Maritime Security Committees;
- Coordinate with CBP to determine if it is appropriate to waive provisions of the Jones Act; and
- Consider temporary easement of enforcement of coastwise trade regulations to facilitate commerce.
- The Southern California's Gateway Office's subject matter expertise is Environmental Compliance and Congestion Mitigation and serves as the Gateway Team Leader for the Agency on regional and local issues.
- US Department of Transportation Maritime Administration Southern California Gateway Office Glenn M. Anderson Federal Bldg 501 West Ocean Blvd, Room 5190 Long Beach, CA 90802 Office (Main): 562-628-0246

Federal Highway Administration (FHWA)

- Provide emergency funds or loans for repair or reconstruction of highways.

Federal Railroad Administration (FRA)

- Provide direct loans and guarantees to rehabilitate inter-modal or rail equipment or facilities.

Office of Pipeline Safety (OPS)

- Provide emergency funds or loans for repair or reconstruction of pipelines; and
- Coordinate recovery operations at the federal level for cross-modal aspects of a TSI;
- Respond to requests for waivers of restrictions to meet emergency requirements for pipeline operation.

Department of Interior (DOI)

- Provide tribal nation liaisons per ESF#3 of the NRP.

- Ports, harbors, and marinas whose properties extend into or abut national parks should consult with the DOI prior to undertaking construction projects after an incident.
- The Bureaus of Land Management and Reclamation play a role in post-incident recovery on issues involving public land use and water resources, respectively.

Department of Commerce (DOC)

- Provide economic impact data and analysis; and
- Provide to appropriate government agencies awareness and monitoring of cargo subject to export controls.

National Oceanic and Atmospheric Administration (NOAA)

- Assess port and regional level maritime, seafloor, weather and infrastructure conditions.
- Provide awareness and monitoring information on maritime, seafloor weather and infrastructure conditions to appropriate incident management officials.

Department of Energy (DOE)

- Assist in the economic assessment of damage to energy infrastructure; and
- Consider use of Strategic Petroleum Reserve in the event of an incident affecting the nation's ability to produce or store petroleum.

Department of Justice (DOJ)

- Through the FBI, conduct and coordinate all federal law enforcement and criminal investigation activities during a terrorist incident;
- Coordinate the activities of members of the law enforcement community; and
- Consult with other federal agencies with regard to the temporary easement of enforcement regulations to facilitate the reconstruction of critical infrastructure and resumption of commerce.

U.S. Chamber of Commerce

- The fundamental activity of the U.S. Chamber of Commerce is to develop and implement policy on major issues affecting business. The Chamber of Commerce also liaises with local chambers of commerce, and can assist with small business development and reconstitution.

U.S. Department of Agriculture

- The Department of Agriculture ensures the safety and security of the Nation's commercial supply of food (e.g., meat, poultry, and egg products) in an all-hazards environment, and mitigates the effect of the incident(s) on all affected parts of the U.S. population and environment. The following organizations within the Department of Agriculture can also provide assistance.
 - Natural Resources Conservation Service (NRCS)
 - Rural Housing Service (RHS)
 - Rural Utility Service (RUS)
 - Farm Service Agency (FSA)

U.S. Department of Health and Human Services

- The Department of Health and Human Services (HHS) is the United States government's principal agency for protecting the health of all Americans and providing essential human services, especially for those who are least able to help themselves.
- DHHS can provide the services of Disaster Medical Assistance Teams, and other medical professionals.

- During an emergency, the HHS Emergency Management Group operates out of the HHS Secretary's Operations Center to coordinate the ESF #8 response. The Assistant Secretary for Preparedness and Response may request that liaisons from the ESF #8 support agencies and HHS Operating Divisions be provided to ensure a coordinated ESF #8 response.
- The HHS Incident Response Coordination Team, which is mobilized by the Assistant Secretary for Preparedness and Response, coordinates all deployed ESF #8 assets.

U.S. Department of Housing and Urban Development

- The Department of Housing and Urban Development (HUD) assists Federal and state agencies to help implement disaster recovery assistance. When requested by FEMA, HUD may administer a Disaster Housing Assistance Program to provide housing vouchers to disaster displacees. For a Presidentially declared disaster, HUD's Federal Housing Administration activates a mortgagee letter making a variety of insured loan programs available for disaster victims and putting into play use of special loan servicing and underwriting requirements.

U.S. Department of Labor

- The Department of Labor (DOL) fosters and promotes the welfare of the job seekers, wage earners, and retirees of the United States by improving their working conditions, advancing their opportunities for profitable employment, protecting their retirement and health care benefits, helping employers find workers, strengthening free collective bargaining, and tracking changes in employment, prices, and other national economic measurements.
- DOL's "Pathways to Employment" initiative helps evacuees and other survivors of the recent disasters find employment and training opportunities. "Pathways to Employment" provides targeted assistance to people based on individual needs through the nationwide network of 3,500 One-Stop Career Centers located across the country.
- The following organizations within the Department of Agriculture can also provide assistance.
 - Occupational Safety and Health Administration (OSHA)
 - Bureau of Labor Statistics
 - Emergency Service Grants

U.S. Department of the Treasury

- The Department of the Treasury's Internal Revenue Service provides tax counseling and assistance to taxpayers whose property has been damaged or lost in a Federally-declared disaster area.
- The Office of Critical Infrastructure Protection and Compliance Policy coordinates the Department's development and implementation of policies regarding: the protection of the critical infrastructure of the financial services sector; the development of certain other statutes and regulations within the financial sector.
- The Department of the Treasury administers three forms of financial disaster assistance: the Disaster Assistance and Emergency Relief Program, Go Direct, and the Savings Bond Redemption and Replacement Program. All three may be of use to consumers affected by an incident. Additionally, ports, harbors, and marinas themselves may be eligible for certain programs under the Treasury's Disaster Assistance programs.

U.S. Department of Veterans Affairs

- The primary function of the Veterans Administration is to help veterans by providing certain benefits and services. The VA can assist post-incident by providing disaster relief and assistance to veteran-owned small businesses through the Veterans Benefits Administration.

U.S. Environmental Protection Agency

- EPA leads the nation's environmental science, research, education and assessment efforts. The mission of the Environmental Protection Agency is to protect human health and the environment.
- During debris removal and reconstruction, the EPA can provide assistance in debris recycling, and is a primary regulatory agency in determining the environmental impact and feasibility of reconstruction projects.

Small Business Administration

- The U.S. Small Business Administration (SBA) aids, counsels, assists and protects the interests of small business concerns. The SBA helps Americans start, build and grow businesses, and can assist maritime small business partners in recovery efforts.
- Local offices located at:

San Diego District Office
550 West C Street, Suite 550
San Diego, CA 92101
(619) 557-7250
FAX: (619) 727-4883

Los Angeles District Office
330 North Brand, Suite 1200
Glendale, CA 91203
(818) 552-3215

San Francisco District Office
455 Market Street, 6th Floor
San Francisco, CA
94105-2420
(415) 744-6820

Sacramento District Office
6501 Sylvan Road, suite 100
Citrus Height, CA 95610
(916) 735-1700 Phone
(916) 735-1719 Fax

Santa Ana District Office
200 W Santa Ana Blvd.,
Suite 700
Santa Ana, CA 92701
(714) 550-7420
Fax (714) 550-0191

U.S. General Services Administration

- The General Services Administration (GSA) assists with procurement work for other government agencies. GSA can provide assistance in equipment purchases required for port, harbor, and marina recovery efforts.
- As part of this effort, it maintains the large GSA Schedule, which other agencies can use to buy goods and services. The GSA Schedule can be thought of as a collection of pre-negotiated contracts. Procurement managers from government agencies can view these agreements and make purchases from the GSA Schedule knowing that all legal obligations have been taken care of by GSA.

U.S. Postal Service

- Following a disaster, the USPS ensures that if possible, commerce continues unabated. FEMA works closely with the U.S. Postal Service (USPS) to see that mail gets delivered to its intended recipient, even if the recipient is affected by a disaster.

Federal elected officials (congresspersons, senators)

- When a disaster occurs, natural or otherwise, Congress plays an important role in providing relief funds and immediate assistance to individuals and communities. The Disaster Relief Act of 1974 established the process for presidential disaster declarations.
- The House of Representatives has the ability to approve and authorize the distribution of disaster relief funds to affected areas.

State

During a crisis, the State will make available economic development resources to affected ports and port entities including goods movement assistance. In particular, port recovery planners should consult the California Goods Movement Plan, as this document provides information on state actions during recovery from an incident at the ports. The following state entities can provide assistance and information during recovery efforts, and port recovery staff may wish to meet and plan with local representatives from these agencies when undertaking port recovery planning.

California Emergency Management Agency

- From the on-set of a disaster to the removal of debris, the firefighters and emergency managers of the Response and Recovery Division are working to meet the needs of California's 58 county operational areas.

Labor and Workforce Development Agency

- Their mission is to provide leadership to protect and improve the well-being of California's current and future workforce. Agency members include: Agricultural Labor Relations Board, California Business Investment Services, California Economic Strategy Panel, California Unemployment Insurance Appeals Board, California Workforce Investment Board, Department of Industrial Relations/Labor Commissioner, The Employment Training Panel, and the California Employment Development Department.

Business, Housing, and Transportation Agency

- The Business, Transportation and Housing Agency works on a myriad issues that directly impact the state's economic vitality and quality of life including transportation, public safety, affordable housing, international trade, financial services, tourism, and managed health care.
- In the aftermath of an incident at a port, harbor, or marina, the BTHA can assist with transportation issues by working with the Highway Patrol to clear roads, establish traffic flows, and facilitate business recovery efforts.

California Environmental Protection Agency

- The California Environmental Protection Agency is charged with developing, implementing and enforcing the state's environmental protection laws that ensure clean air, clean water, clean soil, safe pesticides and waste recycling and reduction.
- During reconstruction and rebuilding, CalEPA provides regulatory input and ensures that all projects comply with existing state-mandated emissions and environmental laws. Port reconstitution and rebuilding projects will require approval and input from CalEPA prior to undertaking.

Division of Occupational Safety and Health

- The Division of Occupational Safety and Health, better known as Cal/OSHA, protects workers and the public from safety hazards through its Occupational Safety and Health, elevator, amusement ride, aerial tramway, ski lift and pressure vessel inspection programs, and also provides consultative assistance to employers.

California State and Consumer Services Agency

- The State and Consumer Services Agency is responsible for adopting state building standards and certifying professionals, along with other tasks. The Agency may be of assistance to certified professionals affected by an incident at a port, harbor, or marina, and may also assist with the reconstruction process. Port reconstitution planners may consider including the Agency as a point of contact if reconstruction is necessary.

California Department of Forestry and Fire Protection

- **Serves the People:** CAL FIRE provides all hazard emergency response - fire, medical, rescue and disaster - to the public and provides leadership in the protection of life, property and natural resources.
- **Protects California and the Public:** CAL FIRE safeguards the public through: engineering; research, development and adoption of regulations; fire and life safety programs; fire prevention, law enforcement, and public information and education; resource protection; and emergency response.
- **Limits Impacts and Enhances California's Resources:** CAL FIRE limits the damage caused by fires, disasters, environmental degradation, and related emergencies by employing diverse yet complimentary efforts which include: training California's fire service professionals; public education and prevention awareness; responsible stewardship of state forests; oversight of management activities on private forest lands; and emergency management.

Health and Human Services Agency

- The Health and Human Services Agency can provide disaster relief services to individuals affected by an incident at a port, harbor, or marina.
- Specifically, the Health and Human Services Agency administers the Medi-Cal program, income support for the aged, blind or disabled, income support for CalWORKs recipients, low-cost public health insurance, food stamps, child welfare services, mental health services, drug and alcohol treatment, and vocational rehabilitation.

California Department of Fish and Game

- The Department of Fish and Game is responsible for law enforcement activities in California's waterways. Ports, harbors, and marinas whose facilities include streams, lakes, and rivers administered by the Department of Fish and Game should consider liaising with the Department during reconstruction and reconstitution projects to ensure compliance with existing environmental laws and regulations.

California Department of Boating and Waterways

- Boating and Waterways' mission is to provide safe and convenient public access to California's waterways and leadership in promoting the public's right to safe, enjoyable, and environmentally sound recreational boating. The Department of Boating and Waterways may be an important partner for ports, harbors, and marinas with rivers, lakes, and streams on their facilities.

California Department of Social Services

- The mission of the California Department of Social Services is to serve, aid, and protect needy and vulnerable children and adults in ways that strengthen and preserve families, encourage personal responsibility, and foster independence. Their Welfare to Work (WTW) program provides oversight of CalWORKs, California's version of the federal

Temporary Assistance for Needy Families (TANF) program, which could be useful during recovery efforts.

California Department of Community Services and Development

- CSD administers federal programs to help low-income families achieve and maintain self-sufficiency, meet their home energy needs, and reside in housing free from the dangers of lead hazards.

California Department of Insurance

- The California Department of Insurance is responsible for enforcing many of the insurance-related laws of the state.
- During the recovery process, any insurance claims filed by port, harbor, or marina authorities or officials may be reviewed by the Department of Insurance.

California Department of Finance

- The Department of Finance interacts with other state departments on a daily basis in terms of preparing, enacting, and administering the budget; reviewing fiscal proposals; analyzing legislation; establishing accounting systems; auditing department expenditures; and communicating the Governor's fiscal policy. The Department also promotes responsible resource allocation through the State's annual financial plan.

California Department of Food and Agriculture

- The California Department of Food and Agriculture protects and promotes California's agriculture. California's farmers and ranchers produce a safe, secure supply of food, fiber, and shelter.
- Ports that import or export large volumes of food and/or agricultural cargo may consider liaising with the Department of Food and Agriculture to discuss distribution options and to ensure compliance with regulations surrounding food distribution.

California Army and Air National Guard (NG Civil Support Teams)

- The California Army National Guard Civil Support Teams can deploy rapidly to assist a local incident commander in determining the nature and extent of an attack or incident involving weapons of mass destruction; provide expert technical advice on WMD response operations; and help identify and support the arrival of follow-on state and federal military response assets.
- The WMD civil support teams are able to deploy rapidly, assist local first-responders in determining the nature of an attack, provide medical and technical advice, and pave the way for the identification and arrival of follow-on state and federal military response assets. They provide initial advice on what the agent may be, assist first responders in that detection assessment process, and are the first military responders on the ground, so that if additional federal resources are called into the situation, they can serve as an advance party that can liaise with the Joint Task Force Civil Support.

Earthquake Commission

- The California Earthquake Authority is a publicly managed, largely privately funded organization that provides catastrophic residential earthquake insurance and encourages Californians to reduce their risk of earthquake loss.

State Lands Commission

- The staff of the California State Lands Commission serves the people of California by providing stewardship of the lands, waterways, and resources entrusted to its care through economic development, protection, preservation, and restoration.
- Ports, harbors, and marinas whose properties include state lands will need to work with the State Lands Commission prior to beginning rebuilding and reconstruction efforts on state-owned property.

Coastal Commission

- The Coastal Commission, in partnership with coastal cities and counties, plans and regulates the use of land and water in the coastal zone. Development activities, which are broadly defined by the Coastal Act to include (among others) construction of buildings, divisions of land, and activities that change the intensity of use of land or public access to coastal waters, generally require a coastal permit from either the Coastal Commission or the local government.
- The Coastal Commission plays an integral role in ensuring compliance with state environmental regulations as they relate to construction in coastal areas.

California Air Resource Board

- The Air Resource Board's mission is to promote and protect public health, welfare and ecological resources through the effective and efficient reduction of air pollutants while recognizing and considering the effects on the economy of the state. This includes protecting the public from exposure to toxic air contaminants.
- Regional Air Quality Management Districts (AQMDs) can be found at the following locations.

BAY AREA AQMD

(Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, western portion of Solano, southern portion of Sonoma counties)
939 Ellis Street
San Francisco, CA 94109-7799
Phone: (415) 749-5000
Fax: (415) 928-8560

NORTH COAST UNIFIED AQMD

(All of Del Norte, Humboldt, Trinity counties)
2300 Myrtle Avenue
Eureka, CA 95501-3327
Phone: (707) 443-3093
Fax: (707) 443-3099

SACRAMENTO METRO AQMD

(All of Sacramento County)
777 12th Street, Third Floor
Sacramento, CA 95814-1908
Phone: (916) 874-4800
Fax: (916) 874-4899

SAN DIEGO COUNTY APCD
(All of San Diego County)
10124 Old Grove Road
San Diego, CA 92131-1649
Phone: (858) 586-2600
Fax: (858) 586-2701

SAN JOAQUIN VALLEY APCD
(All of Fresno, Kings, Madera, Merced, San Joaquin, Stanislaus, Tulare, and Valley air basin portions of Kern counties)
1990 E. Gettysburg
Fresno, CA 93726
Phone: (559) 230-6000
Fax: (559) 230-6061

SOUTH COAST AQMD
(Los Angeles County except for Antelope Valley AQMD, Orange County, western portion of San Bernardino and western portion of Riverside counties)
21865 E. Copley Dr.
Diamond Bar, CA 91765-4182
Phone: (909) 396-2000
Fax: (909) 396-3340

VENTURA COUNTY APCD
(All of Ventura County)
669 County Square Drive, 2nd Floor
Ventura, CA 93003-5417
Phone: (805) 645-1400
Fax: (805) 645-1444

California Building Standards Commission

- Reviews and approving building standards proposed and adopted by state agencies
- Codifies and publishes approved building standards in one state building standards code (California Code of Regulations, Title 24)
- Administers California's building code adoption processes
- Resolves conflict, duplication, and overlap in building standards
- Ensures consistency in the nomenclature and format of the code
- Hears appeals resulting from the administration of state building standards
- Receives local agency modifications to California Code of Regulations, Title 24
- Coordinates and manages the model code adoption process for various state agencies
- Adopts and approves model codes and building standards for buildings owned by the state, including those constructed by the Trustees of the California State University and the Regents of the University of California
- Adopts and approves model codes for state agencies that fail to adopt these codes within one year of their publication

California Department of Veterans Affairs

- The California Department of Veterans Affairs can provide small business assistance loans, and financial support for veteran-owned businesses and individual veterans.

State Terrorism Threat Assessment System

- The State Terrorism Threat Assessment System (STTAS) is a collaborative effort to gather and analyze information, employ cutting-edge analytical tools and methodologies to produce and share timely and actionable information between stakeholders across the full range of public safety disciplines. The STTAS includes regional fusion centers and emergency operations centers across the state.

State elected officials

- All disaster declaration requests are made by the Governor's office through regional FEMA offices. As part of the request, the Governor must take appropriate action under State law and direct execution of the State's emergency plan.
- The Governor shall furnish information on the nature and amount of State and local resources that have been or will be committed to alleviating the results of the disaster, provide an estimate of the amount and severity of damage and the impact on the private and public sector, and provide an estimate of the type and amount of assistance needed under the Stafford Act. In addition, the Governor will need to certify that, for the current disaster, State and local government obligations and expenditures (of which State commitments must be a significant proportion) will comply with all applicable cost-sharing requirements.
- Based on the Governor's request, the President may declare that a major disaster or emergency exists, thus activating an array of Federal programs to assist in the response and recovery effort.

Academic and research organizations

- Colleges, universities, and research organizations can provide insight into potential recovery and reconstitution planning. Organizations such as UCLA's School of Public Affairs' Department of Urban Planning may offer insight into aspects of recovery not normally considered.

Regional

Crises begin and end at the local level, but often require the combined assets and cooperation of regional-level organizations and entities. A regional approach to port recovery and reconstitution planning allows for the consolidation of resources, while reducing the overall cost to individual port partners.

Urban Area Security Initiatives (UASIs) and Operational Areas

- The Urban Areas Security Initiative (UASI) Grant Program supports the planning, equipment, training and exercise needs of high-threat, and high-density urban areas around the country.
- UASIs and Operational Areas also enhance regional security initiatives, and encourage mutual assistance.
- For preparedness activities, UASIs and Operational Areas surrounding a port can assist in providing funding for training and exercises.
- Operational Areas and UASIs have emergency managers and emergency management committees that could serve as a resource for planners.
- Operational Areas will be able to assist recovery efforts by providing a liaison with local and county building code enforcement officials.
- Planners should reach out to county emergency services personnel to determine what, if any recovery plans the Operational Areas have in place.

UASIs in California

- San Francisco Bay Area (Super UASI)
- Los Angeles/Long Beach Area
- Anaheim Area/Santa Ana Area
- Oxnard Area
- Riverside Area
- Sacramento Area
- San Diego Area

Local

In addition to state entities, ports may also consider liaising with local business development groups, small business associations, and municipal economic development councils. These organizations can provide input and land-side connections to assist in business recovery.

Local leadership may also play a role in personnel matters: as city employees, port emergency planning and response staff may be subject to orders from the mayor or city council. For example, port staff members may be subject to the local mayor's directives regarding recalling of municipal employees during an emergency. Additionally, incident response and port recovery will require the involvement of the local supervisor or city council member in whose jurisdiction the port resides.

- Local and county-level elected officials
- City Council or Board of Supervisors
- City finance directors
- City Managers
- Local workforce investment boards
- Local small business development agencies
- Local housing authorities
- Local homeless advocates
- Municipal and County emergency planners and first responders
- County health agencies
- Local hospitals and medical care providers
- Local school districts, community colleges, and universities
- Regional transportation authorities (Metrolink, BART, Caltrain, San Diego Metro)
- Public affairs and communications
- Local environmental protection and advocacy groups (coastal commissions)
- Local utility companies
- Local information management agencies
- Academic and research organizations
- Grant writers

Should an incident transpire requiring evacuations in or around a port, local fire, law enforcement, and medical services must be involved. Port emergency planning personnel are encouraged to work with local first responders to plan for evacuations of the area surrounding the port, in addition to the port itself.

The following community based organizations may be involved in recovery efforts in addition to public and private sector port partners.

- Community/faith-based organizations
- American Red Cross

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SHORT-TERM RECOVERY PLANNING

Short-term recovery planning runs parallel to short term response, and begins during and immediately after an incident. When performing short-term recovery planning, planners should also take into account various special events going on at a port that may have an impact on recovery and response operations.

USCG Salvage and Recovery

Coast Guard salvage plans for each port provide the basis for further planning at the port-specific level. During the response to a marine casualty, the On Scene Coordinator (OSC) or Captain of the Port (COTP) may require a Salvage Plan. The OSC/COTP will evaluate this plan for its impact upon many issues including: (1) personnel safety (passengers, crew, and first responders), (2) the environment, (3) waterways and shipping, (4) commercial facilities, (5) recreational areas, and (6) the overall response effort.

DoD Technical Standards for Bottom Mapping (CNMOC 3142A) provide guidelines that planners may use for port recovery efforts. This uniformity provides a valuable resource for determining whether shipping and deep-water channels are clear of debris following a submarine earthquake or landslide.

Regional interoperability is useful where equipment and information can be interchanged. This introduces redundancies and resiliency into a port's recovery assets, and improves the ability of ports to compose and execute mutual aid agreements.

Debris Removal and Disposal

Under the Rivers and Harbors Act of 1899, the U.S. Army Corps of Engineers (USACE) has the responsibility of removing hazards to navigation from all U.S. navigable waterways and ensuring that the approximately 25,000 miles of waterways in the United States are free from any hazards to navigation. In practice, USACE secures funding for such debris removal from ongoing project funds and then seeks reimbursement from supplemental appropriations. Salvageable vessels are not "debris" according to USACE definitions. USACE will coordinate debris removal with all other involved agencies.

Ports should check with their municipal governments to determine what plans or agreements are in place when selecting contractors to assist in debris removal. Some municipalities may not allow pre-incident (on call) contracts to be signed, while others may have lists of recommended vendors, and it is advised that ports determine this when performing port clean-up and recovery planning. As part of pre-incident planning, port staff may determine what kinds of on-call contracts and expenses are reimbursable under FEMA regulations. Some types of contracts negotiated after an incident may be eligible for only a partial refund, and FEMA may choose only to reimburse what it considers to be fair market value for the labor/services provided.

Planners will need to take into account the impact of California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) rules on port reconstruction and debris removal. A potential solution could be a pre-authorized executive order or Federal order, exempting the ports from these considerations. Additionally, forming MOUs or pre-existing agreements with the California Environmental Protection Agency and its national equivalent may provide an additional solution to expedite recovery considerations. Standards at local ports must be in line with CEQA/NEPA standards. Information for waste disposal at sea should be

coordinated with the respective offices at the California Environmental Protection Agency and the U.S. Environmental Protection Agency.

Affected ports may also consider contacting the National Oceanographic and Atmospheric Agency (NOAA). NOAA's Marine Debris Program is committed to identifying, removing, reducing, and preventing debris in the marine environment, on a national and an international level. The Program has identified strategies to address marine debris:

- Source Identification
- Monitoring
- Research and Information Transfer
- Reduction through Removal
- Prevention, including Education and Outreach
- Emergency Response

NOAA also operates the Environmental Response Management Application (ERMA), a web-based Geographic Information System (GIS) tool designed to assist both emergency responders and environmental resource managers who deal with incidents that may adversely impact the environment. The application can assist in response planning and is accessible to both the command post and to assets in the field during an actual response incident, such as an oil spill or hurricane. The data within ERMA also assist in resource management decisions regarding hazardous waste site evaluations and restoration planning.

ERMA supports environmental preparedness, response, and recovery efforts by:

- Providing integrated and timely information to improve decision-making.
- Integrating and synthesizing various types of information on a single map interface.
- Providing fast visualization of current information.
- Improving communication and coordination among responders and stakeholders

ERMA helps emergency responders and environmental resource managers by:

- Providing secure upload and download capabilities for plotting new data on spatial maps, such as field survey, over-flight areas, ship traffic, marine debris, and incident command areas.
- Displaying a variety of existing data on the map, including Environmental Sensitivity Index shoreline classifications, spill response resources, contaminant datasets, regulated facilities, resources at risk, and restoration projects.
- Displaying real-time data on the map, including weather forecasts and tidal information from observational buoys.
- Allowing the user to choose the base-map view, such as NOAA navigational charts, raster images, and aerial photography.
- Providing links to documents, such as spatially-referenced photos, area contingency plans, and site survey results.

Environmental concerns may also encompass Hazardous Material (HazMat) clean-up efforts. Though situations may vary by port, HazMat storage on port property may necessitate projects aimed specifically at containing and removing toxic substances. Special consideration should be given to the regulations related to this process, and ports may wish to liaise with Cal EPA and the U.S. EPA to determine statutes and requirements for HazMat removal.

Carriers, Cargo Owners, and Terminal Operators

Port authorities should have pre-existing agreements in place to prevent permanent business loss following an incident at a port. Efforts to retain or regain business following an incident may include agreements that stipulate that business remain in California or on a regional level in the event of an incident at a port. Allowing shipping companies to take a part in recovery planning will give private sector port partners peace of mind by demonstrating a port's ability to prepare for and plan for post-incident recovery activities.

Planning assumptions assume that the private sector will implement continuity of operations or recovery operations plans on their own accord, based on incident information provided by port emergency operations and public safety entities. Travel and/or cargo transfer restrictions, access restrictions, and worker safety influence private sector partners' decisions regarding the implementation of contingency plans and diversion or redirection cargo and/or their conveyances.

Recall and Evacuation

Evacuation and recall orders may be subject to local ordinances, and port emergency planners may wish to verify that their evacuation and recall plans are in line with those of their respective cities. Evacuation plans should also be coordinated with local governmental jurisdictions to determine what, if any, evacuation plans are currently in place.

To simplify recall procedures, ports may wish to consider establishing a number that employees can call in the event of an emergency that has information on employee recalls and further instructions.

Private sector partners, including organized labor, terminal operators, shipping companies, and vessels' crews will likely make their own evacuation and recall decisions contingent on the information provided by the port's staff. To this end, port security and communications departments may consider coordinating the issuing of updates to key recipients, focusing especially on issues involving goods movement.

Labor

In the event of an incident at a California port, longshoremen may relocate, and may not start working again until a wharf is declared safe by a state, federal, or local agency.

Port authorities and recovery planners should remain cognizant of the financial imperatives that private sector partners, including labor, follow. In the event of an incident, longshoremen will only return if there is work to be done; if cargo destined for an affected port is redirected elsewhere, longshoremen may relocate in order to find work at other ports.

Port authorities may consider building a 'catalogue of plans' once dialogue between the port and its private sector port partners has taken place, and assess the various plans to ensure that all parties are in agreement on procedures.

Communications

Interoperable and resilient communications networks can facilitate a faster recovery and restore confidence in port tenants in the wake of an incident. Ham radio, short wave radio, and encrypted lines are all examples of potential types of post-incident communication lines.

Interoperability among different port partners' equipment can also make the reconstitution process easier, and creates redundancy and resiliency. Communications interoperability promotes communication within and across agencies and jurisdictions via voice, data, or video-on-demand, in real-time, when needed, and when authorized - this includes equipment and the ability to communicate. Physical communications systems that are able to directly communicate are considered to be interoperable. This can be a function of the actual system or the frequency on which the system operates. Additionally, disaster-resistant IT systems incorporating redundancies and other resiliency measures can be crucial in returning a port to its full operating condition following an incident.

Printed and posted information, pre-planned phone messages (reverse 911), and advertisements can be used to expedite business continuity among port partners. These messages can be tailored to be generic, or can be tailored to address a specific port partner. To ensure the presentation of a united front by all port partners following an incident, cooperation among public affairs and relations officers at all partner entities is crucial.

Maintaining a common operating picture improves overall situational awareness and provides a standard overview of an incident, thereby providing incident information that enables the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions. Compiling data from multiple sources and disseminating a common operating picture ensures that all responding entities have the same understanding and awareness of incident status and information when conducting operations.

Recovery and Protection of Vital Records

Ports and private sector port partners may consider creating back-up files containing accounting, financial, and administrative data pertaining to the port and the businesses residing therein. Resilient data storage allows for ease in business continuity, and can expedite port recovery. Financial records, personnel records, and cargo handling data can, if preserved throughout an incident, lead to an expedited return to business. Potential safeguards include redundant data storage on- or off-site and the creation of backup files on CD or other portable media.

As part of the Transit Workers Identification Credential (TWIC) program, ports may wish to invest in redundant TWIC readers. As per the SAFE PORT Act of 2006, all workers at a port must possess a TWIC card. Mobile, redundant TWIC card readers at a port can greatly expedite a port's ability to move cargo, thereby improving short-term goods movement. Consideration should also be given to additional credential programs in order to allow essential port staff access to port facilities immediately post-incident.

Damage Assessment and Prioritization of Restoration Work

Tasks during initial damage assessment might include the following.

- Assessment of Engineering Assets
- Assessment of Current Condition of Facilities
- Assessment of Utility Infrastructure

Mitigation efforts that assist in damage assessment might include the following.

- Conducting Vulnerability Analysis
- Documentation of Current Replacement Costs

- As-Built Building Plans, Specifications and Other Facility Records
- Determining, positioning, and planning for assistance to obtain Critical Recovery Resources
- Pre-Event Contracting

A Preliminary Damage Assessment (PDA) is a joint assessment used to determine the magnitude and impact of an event's damage. In preparation for an entity's application for a Stafford or other type disaster-relief grant, a FEMA/State team will usually visit local applicants and view their damage first-hand to assess the scope of damage and estimate repair costs. The State uses the results of the PDA to determine if the situation is beyond the combined capabilities of the State and local resources and to verify the need for supplemental Federal assistance. The PDA also identifies any unmet needs that may require immediate attention.

During the PDA process, federal/State teams view and assess damaged sites, noting any environmental or historic issues that may be present, and determining any known insurance coverage. Federal/state teams will also request that affected port partners establish what immediate expenditures might be associated with any emergency work that needs to be performed. This information may be used to provide affected port partners some expedited funding, if a formal disaster declaration is obtained. More information can be found at: http://www.fema.gov/government/grant/pa/pr_pda.shtm.

If hazardous materials are released into a protected natural area during a natural disaster or man-made catastrophe affecting a port, harbor, or marina, the Natural Resource Trustees of the EPA may conduct Natural Resource Damage Assessment (NRDA) to calculate the monetary cost of restoring injuries to natural resources that result from releases of hazardous substances or discharges of oil. Damages to natural resources are evaluated by identifying the functions or 'services' provided by the resources, determining the baseline level of the services provided by the injured resource(s), and quantifying the reduction in service levels as a result of the contamination. If natural resources are injured by a discharge or release of a mixture of oil and hazardous substances, DOI regulations regarding hazmat clean up are used. NOAA regulations are applicable only in assessing damages that may result from discharges of oil. Full descriptions of DOI and NOAA standards can be found at: <http://www.epa.gov/superfund/programs/nrd/nrda2.htm>.

HAZUS-MH

Hazards United States-Multi Hazard (HAZUS-MH) is a powerful risk assessment methodology for analyzing potential losses from floods, hurricane winds and earthquakes. In HAZUS-MH, current scientific and engineering knowledge is coupled with the latest geographic information systems (GIS) technology to produce estimates of hazard-related damage before, or after, a disaster occurs.

The system estimates risk in three steps. First, it calculates the exposure for a selected area. Second, it characterizes the level or intensity of the hazard affecting the exposed area. Third, it uses the exposed area and the hazard to calculate the potential losses in terms of economic losses, structural damage, etc. Tools available to emergency planners include:

- HAZUS' Advanced Engineering Building Module (AEBM) can be used to perform analyses of structures at a port, and incorporates a building's structural components and reaction to an earthquake or flood.

- HAZUS' ShakeMaps can determine the ground-shaking intensity in an area to facilitate effective emergency response in the event of a catastrophic earthquake. The addition of preliminary loss estimates will allow emergency personnel to respond more appropriately to the areas of immediate need.

Potential loss estimates analyzed in HAZUS-MH include:

- **Physical damage** to residential and commercial buildings, schools, critical facilities, and infrastructure.
- **Economic loss**, including lost jobs, business interruptions, repair and reconstruction costs.
- **Social impacts**, including estimates of shelter requirements, displaced households, and population exposed to scenario floods, earthquakes and hurricanes.

Federal, State and local government agencies and the private sector can order HAZUS-MH free-of-charge from the FEMA Publication Warehouse. More information about HAZUS-MH can be found at: <http://www.fema.gov/library/viewRecord.do?id=2898>

The HAZUS.org website also contains links to communities-of-interest to state, regional, and industry representatives, and can provide advice on applications for HAZUS tools. For more information can be found at <http://www.hazus.org>.

Short Term Reconstruction

Subject to operation orders, the DoD or the Coast Guard carries out major clearing, salvage, and dredging for channels and slips. Immediately following an incident, port planners, reconstruction specialists, and civil and structural engineers will likely assess what infrastructure at the port is a loss, and what infrastructure may be damaged, but salvageable. Priority may be given to restoring any accessible deep-draft or lighter wharfage that is not heavily damaged. Possible uses for vessels sunk alongside piers or wharves may also be considered.

The decision to rehabilitate or abandon port structures depends on the extent of damage, importance of the structure, and limits on its use. Aspects of an inspection may include:

- An underwater inspection by divers to check for possible demolition damage or deterioration of footings.
- An inspection of the piling at low water from a boat to check for decay, borer attack, or other damage. The stringers and deck are examined from below to determine the need for repair.
- Breakwaters, jetties, or seawalls are inspected for damage. If breached, such structures are repaired to avoid scour and further damage.
- Assessment of facilities by civil engineers and code regulators to ensure compliance with local building and architectural codes and to ensure that damaged or repaired buildings are safe for occupancy.

In the event of a terrorist or criminal act at the port, reconstruction planning should also take into account the interests of federal law enforcement representative, and the need to collect evidence. This should not preclude reconstruction; however planners should remain cognizant of the need for evidence preservation on the part of law enforcement representatives at the incident site.

External Communications

Following a disaster, it will be critical to establish communications with appropriate media outlets, community groups, and offices of elected officials at the federal, state, and local levels. Accurate information can mean the difference between life and death, and can provide reassurance to the public and maritime stakeholders that response and recovery operations are truly underway.

Examples of external communication stakeholders include:

- Local media outlets (television and radio stations, newspapers)
- Local elected officials and their staff (members of the board of supervisors or city council, mayor's office)
- State elected officials and their staff (governor's office, state senator's office, state assembly member's office)
- Federal elected officials and their staff (congressional representative's office, senator's office)

Port representatives assigned to contact each of these communities will prepare and transmit informational releases at appropriate time intervals. Timeliness in information distribution is critical: knowing local media news cycles and deadlines can enhance information sharing efforts by preventing the spread of rumors, speculation, and misinformation. Prompt communications with elected officials and their respective staff can also expedite the relief and assistance process from federal, state, and local sources.

Communications between the port and external stakeholders should present a unified message, and it is of critical importance that any information shared and made public be presented "with one voice".

The process for publishing of informational releases and press bulletins may include review by senior management and emergency staff, and ultimate approval by a port, harbor, or marina's executive director or chief executive officer. Port communications and emergency planning staff may also wish to confer to determine standard operating procedures for informational releases if the senior official is unavailable. Communications personnel may also consider formulating an emergency communications plan to provide additional information on how to handle media relations during and after an incident.

NIMS identifies the requirements of a standardized framework for communications, information management (collection, analysis, and dissemination), and information sharing at all levels of incident management. As per the ICS structure laid out in NIMS, the Public Information Officer (PIO) and the Planning Section are responsible for external communications following an incident at the port. Responsibilities of these staff may include the following examples of external communications activities:

- Holding regular press conferences or briefings to give updates on recovery/reconstitution efforts and the port's status.
- Making communications personnel available to the media on a regular basis to host question and answer sessions.
- Devoting time to communicating with members of Congress, the governor, state legislators, mayors, city supervisors and councilpersons and their respective staff during and after an incident.
- Establishing partnerships with local and national media outlets to distribute information that will be available to the general public.

- Explaining disaster management practices and roles to media representatives and federal, state, and local elected officials and their staff.
- Public information publications in the form of pre-prepared materials such as evacuation routes, and crisis information designed to provide the citizenry with instruction of actions they should take based on the current situation.
- Gathering, verifying, coordinating, and disseminating accurate, accessible, and timely information on an incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external use

Because external communications with federal and state officials are critical in obtaining Stafford Act funds and other sources of financial relief following an incident, planners may also wish to review FEMA's website on the disaster declaration process, which can be found at: http://www.fema.gov/rebuild/recover/dec_guide.shtm.

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MEDIUM-TERM RECOVERY PLANNING

In medium-term recovery planning, port planners engage in contracting and setting up for large-scale reconstruction and reconstitution operations at an affected port. This may include financial planning, contracting, and the formation of mutual aid agreements to assist in long-term business continuity. Planning actions at this part of the recovery process set the stage for undertaking shovel-ready projects.

Mutual Assistance

Among the United States' Pacific-coast deepwater ports, there exists an acute shortage of heavy salvage equipment. To this end, port emergency planners should consider reviewing or developing mutual aid memoranda and agreements between their respective port and California's ten other commercial ports to obtain, either to loans or purchase, necessary equipment from other sources. In the event of an incident, equipment critical to recovery and business resumption at one port may be available at another port. Ports outside of California may also be able to lend assistance, and planners may consider reaching out to ports in Oregon and Washington, as well as internationally to Pacific-coast ports in Canada and Mexico. Additionally, heavy salvage equipment may be available from U.S. deepwater ports along the Gulf of Mexico.

Ports may include within their recovery operations plans provisions for the pooling of recovery and business resources (heavy lift equipment, for example), and plans pre-positioning where needed and possible. Additionally, ports may consider creating mutual assistance plans and documents specifying actions they will undertake to request assistance from the rest of California's ports in the event of an incident that renders their port unable to accept goods. Alternatively, rather than having agreements in place, planners may also consider having ready-to-sign documents authorizing assistance on short notice.

Intermodal Transportation of Goods Movement

Some ports have secondary rail yards and inland ports/marshalling yards that are imperative to keeping the seaports in business. These should be identified for each port, and taken into account. Ports may wish to develop an operational regional logistics support plan for cargo diversion that addresses diversion of cargo in an incident at the port. Planners may also explore the agreements with railroads regarding goods movement in the event of an incident. Furthermore, ports may map out intermodal connections and the relations between maritime and rail bond transit for use in the creation of local-level business recovery plans.

Though most major highways or roads are under the purview of state and local government, planners should investigate the areas around their port and determine jurisdiction, then invite the appropriate personnel to the table to discuss actions. Port emergency planners may also consider examining alternative transportation routes to and from the port, and also within the port itself.

Additionally, given the intermodal nature of goods movement and transit from the ports to consumers, ports may consider examining intermodal transportation hubs at the on port premises and at any inland ports. Consulting and cooperating with trucking companies and freelance truckers should also be undertaken when formulating recovery plans. There are two major goods movement plans that Business, Transportation, and Housing Agency has produced

that address connectivity directly. Both are available on the BTHA website (<http://www.arb.ca.gov/html/gmpr.htm>) and should be taken into account.

Medium Term Reconstruction

Initial reconstruction of damaged or destroyed facilities begins, as structural and civil engineers rehabilitate existing port structures. They use expedient methods of lightening and port construction to handle cargo.

Medium-term reconstruction projects at existing non-container cargo ports include:

- Expedient repair of existing structures.
- Lightening with available equipment.
- Repairable wharf structures are now permanently rehabilitated. Structures are limited to a live-deck load of 500 pounds per square foot.
- New unloading facilities are constructed. Plans for standard structures limit the live-deck load to 500 pounds per square foot.
- Continuing work on highways, railways, canals, and storage facilities outside the wharf area. Repairs must keep pace with the development of berthing and unloading facilities at the waterfront.

Medium-term reconstruction projects at existing container ports include:

- Continuation of Phase One by shore parties.
- Construction of floating container wharf causeways
- Repair of existing container wharves by any expedient method possible.
- Lightening with TOE equipment.
- Construction of port decks capable of supporting live loads of 1,000 pounds per square foot or more.

To ensure compliance with local construction and zoning laws, building inspectors, architects, and civil engineers should be consulted prior to the start of any major reconstruction projects. The California Building Standards Commission (BSC) is responsible for setting the standards for statewide building codes. Additionally, port planning and engineering staff should consider consulting with their local departments of building inspection or structural and occupational safety to determine local code additions.

Additionally, allowing shipping companies to take a part in reconstitution planning will give private sector port partners peace of mind by demonstrating a port's ability to prepare and plan for post-incident reconstitution activities.

Marketing and Communications

Post-incident, port media and communications departments may consider publishing press releases and full-page advertisements to demonstrate to the public that the affected port is open for business and still functional. This can also be a means of fostering future investment, and outreach efforts to private shipping companies may be helpful in business retention.

Historic Places

Reconstruction, including demolition and building upgrades, may affect historic places located on port property. The National Historic Preservation Act (NHPA) directs federal agencies to take into account the effect of any undertaking (a federally-funded or assisted project) on historic properties.

FEMA defines an “historic property” as any district, building, structure, site, or object that is eligible for listing in the National Register of Historic Places because the property is significant at the national, state, or local level in American history, architecture, archeology, engineering, or culture. Typically, an historic property must be at least 50 years old and retain structural integrity. Historic Places may also meet some or all of the following criteria:

- Listed individually in the National Register of Historic Places or preliminarily determined as meeting the requirements for individual listing on the National Register;
- Certified or preliminarily determined as contributing to the historical significance of a registered historic district;
- Individually listed on a state inventory of historic places; or
- Individually listed on a local inventory of historic places.

Communities may exempt historic buildings from National Flood Insurance Program substantial improvement and substantial damage requirements in either of two ways. First, they can exempt them through their definition of substantial improvement. Second, they can issue variances for historic structures. However, the improvement must not preclude the structures continued designation as a historic structure and must be the minimum necessary to preserve its historic character.

Section 106 of the NHPA requires that, before approving or carrying out federal, federally assisted, or federally licensed undertakings, federal agencies to take into consideration the impact that the action may have on historic properties. Section 106 also requires that federal agencies provide the Council with the opportunity to comment on the undertaking.

FEMA, in coordination with the State Historic Preservation Officer (SHPO)/ Tribal Historic Preservation Officer (THPO) and other consulting parties, must identify historic properties that may be affected by the proposed project and assess adverse effects of the actions. FEMA must then obtain concurrence from the SHPO/THPO on the eligibility of the identified historic properties and the effects on them. If there are adverse effects, FEMA, in cooperation with the Subgrantee and Grantee, consults with the SHPO/THPO and other consulting parties on ways to avoid or treat adverse effects to historic properties and develops a project-specific Memorandum of Agreement with the SHPO/THPO that outlines the agreed-upon treatment measures.

Responsibility for compliance with NHPA lies with the federal agency funding the project or action, which in this case is FEMA. However, there may be Programmatic Agreements executed for certain disasters or in specific states that substitute a more streamlined review process in place of Section 106. In any case, Subgrantees and Grantees assist FEMA in carrying out responsibilities under the Act, as appropriate.

Federal environmental and historic preservation laws and Executive Orders provide the basis and direction for the implementation of federal environmental and historic preservation review requirements for FEMA-funded projects. These laws and executive orders are aimed at protecting our nation’s water, air, coastal, wildlife, land, agricultural, historical, and cultural resources, as well as minimizing potential adverse effects to children, low-income, and minority populations. Failure to comply with these laws could result in project delays and denial of funding. FEMA, through the Environmental and Historic Preservation Program, engages in a

review process to ensure that FEMA-funded activities comply with these laws. The following activities may trigger an Environmental and Historical Places review:

- Debris Removal
- Emergency Protective Measures
- Repair to Pre-Disaster Condition
- Modification, Expansion, and Mitigation Projects
- New Construction and Ground Disturbance

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LONG-TERM RECOVERY PLANNING

In the event that a part of the entirety of a port becomes unusable or requires rebuilding, the following long-term reconstruction considerations may be taken into account.

Ports may consider developing a Joint Powers of Authority document between individual ports and their respective city, county, and state government representatives to facilitate and expedite reconstruction. This document would serve as a pre-existing contingency to be activated in the event of an incident that destroyed or required rebuilding of some or all of a port's property. Additionally, such a document might lay out funding plans and land use decisions, both of which could be critical in addressing how and where to rebuild damaged or destroyed port facilities.

For example, the Alameda Corridor, a project of "national significance" was financed and delivered by a single purpose agency established under provisions of the California Government Code as a Joint Exercise of Powers Authority (JEPA). A dedicated source of State revenues was identified and selected to support goods movement projects of both regional and statewide significance, and this high priority project was "leveraged" with private sector investments.

Financing Long-Term Recovery

The recovery process cannot start without a flow of money. To a large extent, funding will come from the Federal Emergency Management Agency (FEMA) after a catastrophic disaster. However, it is important to remember that local governments need to pay for recovery efforts upfront and are usually reimbursed by FEMA through a claims reimbursement process for those costs.

Consideration should be given to what funding sources are available after an incident, to include: insurance, Stafford Act, and the private sector in the form of investors. Ports could also consider speaking to the Department of Commerce, and the Department of Transportation's Maritime Administration regarding discussions on funding. Additionally, port grant and financial staff may consider examining ways to re-purpose existing funding from port security and other types of grants.

Having a repair and reconstruction ordinance specifies the standard to which all public and private buildings are to be repaired, regardless of the cause of damage. This ordinance helps secure FEMA funding and can help ensure that mitigation measures are incorporated into the rebuilding process. Port Planners may use Memoranda of Understanding (MOU) to prepare for rebuilding and construction by executing pre-existing agreements, and pre-negotiated contracts with reconstruction contractors. Port partners, working with the State, should identify the agencies that can determine contracting rules at the state and federal levels. Discussions with these agencies should include disaster relief and recovery clauses. In some cases, ports and their municipal representatives may consider creating agreements that permit normal contracting rules to be waived in the event of an incident requiring reconstruction or large-scale equipment purchases for the purpose of rebuilding and recovery.

Having a legal provision allowing the city manager or county administrator to make significant emergency purchases will greatly facilitate recovery efforts. In the aftermath of a disaster, quick actions (such as clearing debris off roads) are imperative. If the chief administrator of a jurisdiction cannot legally make emergency purchases and is forced to go through the regular channels, a swift response will be compromised. In some cases, council or board approval may take considerable time or simply may not be possible. For example, enough council members

may not be able to convene to have a quorum. Granting the chief administrator the ability to make necessary emergency purchases will greatly increase local government's capacity to act quickly.

Funding from federal or state sources may also require the formation of an oversight committee to determine how funds are being used, and to ensure the proper distribution of relief monies to an affected port.

Long-Term Recovery Roles

Where present, the following branches at each port may be tasked with various aspects of long-term recovery efforts at a port.

- **Engineering-** responsible for all design plans, specifications and other contract documents necessary for the construction of new facilities and for any modifications to existing Port facilities.
- **Environmental Management-** responsible for assessment of environmental impacts of reconstruction projects and determining mitigation measures as appropriate. Prepare and distribute any environmental documentation mandated by state and federal law.
- **Goods Movement-** administer a comprehensive goods movement recovery policy
- **Construction & Maintenance-** provide support for the maintenance, repair, alteration and reconstruction of port-owned facilities and infrastructure.
- **Economic Development-** has lead role in development and management of economic development initiatives, strategies, and programs with the Port to create employment opportunities and assist with the economic recovery.
- **Real Estate-** lead role in maintenance and repair of damaged port buildings and properties.

Long Term Recovery Planning

The goal of long-term recovery is to ensure that an affected port emerges from crisis even stronger than it was before the event. Long term recovery initiatives include the following steps:

- Analyzing existing After Action Reports and developing long term recovery strategies based on the assessments contained in the report;
- Determining the financial impact of the emergency on the transit agency and budget for recovery, including insurance reimbursement and non-reimbursement issues, and federal and state financial assistance opportunities;
- Building relationships with emergency management and first responders based on unmet coordination needs illuminated by interagency reaction to the event; and
- Initiating public relations activities to rebuild confidence in the transit operation on the part of customer and the community as a whole.

ESF #14 efforts are driven by State/local priorities, focusing on permanent restoration of infrastructure, housing, and the local economy. When activated, ESF #14 provides the coordination mechanisms for the Federal government to:

- Assess the social and economic consequences in the impacted area and coordinate Federal efforts to address long-term community recovery issues resulting from an Incident of National Significance;
- Advise on the long-term community recovery implications of response activities, the transition from response to recovery in field operations, and facilitate recovery decision-making across ESFs;

- Work with State, local, and tribal governments; NGOs; and private-sector organizations to conduct comprehensive market disruption and loss analysis and develop a forward looking market-based comprehensive long-term recovery plan for the affected community;
- Identify appropriate Federal programs and agencies to support implementation of the long-term community recovery plan, ensure coordination, and identify gaps in resources available;
- Avoid duplication of assistance, coordinate to the extent possible program application processes and planning requirements to streamline assistance, and identify and coordinate resolution of policy and program issues; and
- Determine/identify responsibilities for recovery activities, and provide a vehicle to maintain continuity in program delivery among Federal departments and agencies, and with State, local, and tribal governments and other involved parties, to ensure follow-through of recovery and hazard mitigation efforts.

Under the National Response Plan, Emergency Support Function (ESF) #14 - Long-Term Community Recovery is charged with the mission of organizing Federal support to communities faced with daunting recovery challenges arising from long-term consequences of an Incident of National Significance. ESF #14, led by the Federal Emergency Management Agency (FEMA), is supported by four primary agencies including the Departments of Agriculture, Commerce, Homeland Security, Housing and Urban Development and Treasury, as well as the Small Business Administration. A number of other agencies serve in a support role. Post emergency planning staff will interact with these entities during recovery from an incident, and may consider formulating pre-existing MOUs with local representatives.

Every Incident of National Significance is different, in terms of the impacts of the disaster on affected communities. Following each disaster, affected communities will have varying degrees of access to resources and capabilities to address recovery needs, based on what is available locally or from the State, through mutual assistance, or from the private sector. In support of this mission, the Federal Emergency Management Agency (FEMA) has developed a Long-Term Community Recovery (LTCR) Assessment Tool.

The Long-Term Community Recovery (LTCR) Assessment Tool:

- Is intended to help authorities analyze the impacts of a disaster on a community, while taking into consideration the local government's capacity to assist in promoting its own long-term recovery.
- Takes a holistic approach to community recovery by looking at how damages can result in impacts greater than the material scope of a disaster, and by identifying gaps in recovery assistance.
- Assists Federal and multi-level decision makers identify the type and level of supplemental long-term community recovery assistance that may be needed for full recovery from a disaster, though it is not tied to any specific funding sources.

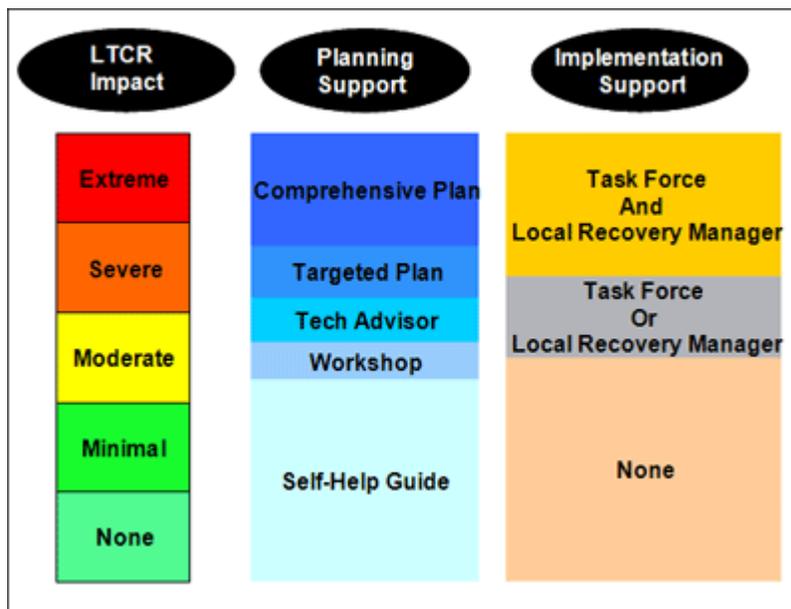
Although primarily developed to support the mission of ESF-14, the Federal Coordinating Officer (FCO) may also use the Tool in Incidents that do not result in ESF-14 activation. The Tool includes processes and procedures for assessing long-term recovery needs, community evaluation protocols, standard planning templates, staffing strategies, and timetables for various levels of effort.

Generally, the LTCR Assessment Tool will be applied when the FCO determines it may be appropriate (possibly after request by a State). FEMA or contract staff will conduct the assessment with assistance from the State, local officials, other Federal agencies, private sector, and voluntary agencies. The Tool analyzes a disaster's impact within three sectors: Housing, Economy (including Agriculture), and Infrastructure/Environment. This feature facilitates the tailoring of a long-term community recovery service level and sector strategy to the area's needs. While the Tool is designed to be used at the local level; it can, with minor modifications, be used for a wide variety of regional applications.

Before undertaking a complete sector area analysis, a preliminary screening determines whether the damage from the disaster - measured against local capacity and resources - warrant further review with respect to long-term community recovery. The preliminary screening, relying upon readily available information, can be accomplished in a matter of hours for each jurisdiction. Conversely, the Sector Analyses make take a few days, depending upon the level of complexity and amount of data at hand.

Each analysis provides an overview of the sector and important considerations for assessing the net impacts. Factors for each of the Sectors are addressed in three general categories:

- Disaster-Related Damages - The extent (geographic and magnitude) of damage for each Sector.
- Local Resiliency Indicators - Establish the pre-disaster baseline condition of the Sector.
- Resources/Local Capacity - The community/governmental resources available and whether the community has the administrative capacity to address disaster recovery needs.



Once the Sector Analysis has been completed, the next step is for the FCO, in partnership and coordination with the other Federal agencies and the State, to establish the appropriate level of long-term community recovery assistance, which consists of two elements: planning and implementation.

Illustrated to the left is the relationship between the Assessment, Planning Support, and Implementation Support components of the LTCR Assessment Tool. The various service levels represent

different options depending on the need and capabilities of the affected community, ranging from providing a Local Recovery Manager to mentor State and local officials, to convening a Task Force of key federal, state, and non-profit agencies to identify resources and strategies for implementing key recovery projects.

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MITIGATION

Mitigation is defined in this document as any action taken to reduce or eliminate long-term risk to life and property by natural and human-caused disasters. A dynamic process, mitigation builds on realistic assessments of potential hazards, coupled with effective strategies for investing in preventive measures. Mitigation on a port level requires input and insight from multiple stakeholders from throughout the maritime community, blending public and private sector goals, objectives, and actions. Though intended to reduce or eliminate risks, the mitigation process should ideally be continuous, and includes elements of recovery, reconstitution, and preparedness.

Mitigation programs may target for renovation any buildings on port property that are prone to collapse during an incident, or which may require seismic upgrades. Relative to mitigation programs for residential buildings, more local governments have actively promoted mitigation of unreinforced masonry buildings in their commercial areas by requiring that these buildings be retrofitted or vacated. Local governments may facilitate retrofitting by providing incentives.

The principal focus of port mitigation plans should be to ensure security across the port area and to enhance the port area's resiliency through redundancy or alternative systems for critical infrastructure, taking into account single node failures including transportation routes, utility systems, communications systems, and/or primary operating systems for cargo handling.

To reduce delays, planners may also consider items such as remote inventories of critical parts/materials and repair equipment, as well as cooperation with neighboring ports/facilities in the event of a prolonged adverse impact resulting from man-made security events. Mitigation planners may consider following the format outlined in the "Emergency Preparedness and Continuity of Operations Planning Manual for Best Practices" available through the American Association of Port Authorities and Homeport.

Planners may consider developing Standard Operating Guidelines, which identify the agency that is to lead mitigation efforts in various scenarios, the actions for other stakeholders, and other considerations. The guidelines present the immediate actions that would be required of responding agencies, including who should be notified and how, the notifications to make, actions to save lives and prevent the incident from worsening, and the initial steps to mitigate the damage already caused. For an example of Standard Operating Guidelines, please refer to the US Fire Administration's "Fire Departments and Maritime Interface Area Preparedness".

Cal EMA State Hazard Mitigation Plan

The Cal EMA Enhanced State Hazard Mitigation Plan (SHMP) is the official statement of California's statewide hazard mitigation goals, strategies, and priorities. The Plan is a comprehensive description of the State's commitment to reduce or eliminate the impacts of disasters caused by natural and human-caused hazards, and is a federal requirement under the Disaster Mitigation Act of 2000 for the State of California to receive federal funds for disaster recovery, mitigation and fire suppression. The Plan is coordinated and maintained by Cal EMA, but is the culmination of input and recommendations from numerous stakeholders from local, state and federal government agencies, private sector organizations, and residents of California.

The SHMP also advises that port planners review American Society of Civil Engineers has created Seismic Guidelines for Ports. The guidelines provide generalized information for assessing seismic hazards for use in developing seismic hazard mitigation design criteria. The

guidelines are based on observations of the performance of ports and harbors after earthquakes around the world.

In addition to the SHMP, an early report prepared by California Coastal Commission staff in June 2001 identified a number of potential consequences from climate change induced sea level rise, including impacts to ports and harbors, seawalls and other engineered structures, groundwater, wetlands, beaches, and coastal bluffs. In terms of overall economic impacts, the Coastal Commission projected areas of the coast where a long-term rise in sea level would be most severe and areas that would experience the greatest economic losses. Nearshore wave heights and wave energy will increase, intensifying the potential for storm damage, beach erosion and bluff retreat. Ports and harbors will have reduced cargo transfer capability as ships ride higher along the dock. Port emergency planners engaging in reconstruction projects following an incident may consider consulting the Coastal Commission's 2001 report.

Utilities

Functioning utilities are critical to port recovery efforts. Water, power, fuel, and sanitation lines must either have either redundancies built in, or be resilient enough to resist threats. To this end, ports may consider both strengthening their critical infrastructure, and mapping out utilities. This process includes determining where utility lines originate, relative to the plants that process or generate the water and electricity necessary to carry out recovery plans. Agencies that are responding to an incident at a port must have all the information they need in order to restore utilities. In some cases, ports may also desire to make their infrastructure compatible with that of other local utility companies. Local government representatives and private sector power, water, fuel, and sanitation providers should also be consulted during the planning process.

Various software packages are commercially available to determine minimums needed to get up and running after an incident. Additionally, the California Air National Guard, as part of their Full Spectrum Integrated Vulnerability Assessment (FSIVA) process, may have information regarding utilities, their sources, and their interdependencies.

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Appendix A – Checklist Considerations

Portions of this document may be used to develop a checklist for ports based on their individual concerns and characteristics. Provided below are a list of FEMA sample document upon which individual ports' recovery checklists can be based.

The intent of FEMA "Checklists" is to provide a means of creating a "Business Recovery" manual for ports. The manual would be used by port staff and port partners during recovery efforts. These "Checklists" can be used by manufactures, corporate offices, retailers, utilities or any organization where a sizeable number of people work or gather.

The contents of these checklists apply both to port staff and to port partners with businesses on the port's facilities. Planners may consider using this "Checklist" as a resource to apply business controls to the plan, if needed, or to assess the overall readiness and maintenance of a port's plan documentation.

The "Checklist" is divided into (4) four sections:

- [LEVEL 1](#): Executive Awareness/Authority
- [LEVEL 2](#): Plan Development and Documentation
- [LEVEL 3](#): Management and Recovery Team Assessment and Evaluation for Effectiveness
- [LEVEL 4](#): Management and Recovery Team

More information for private sector partners can be found at:
<http://www.fema.gov/business/recovery.shtm>

**LEVEL 1: Executive Awareness/Authority
Standard Checklist Criteria for Business Recovery**

Completed By:

Name: _____

Company: _____

Room: _____

Street: _____

City, State, Zip: _____

Phone Number: _____

Business Recovery Plan for: _____

Business Recover Plan (BRP.--LEVEL 1 (Executive Awareness/Authority.	Y	N	N/A
1. Has a BRP been: a. Developed? b. Updated within the last 6 months?			
Business Recover Plan (BRP.--LEVEL 2 (Plan Development and Documentation.	Y	N	N/A
1. Has a classification (critical, important, marginal) been assigned to the Business Process/Function/ Component that this Facility/Function supports?			
2. Has a BRP been: a. Documented? b. Maintained?			
3. Does the BRP include the following sections: a. Identification? b. Incident Management? i. Responsible company officer? ii. Personnel responsible for updates? c. Response? d. Recovery? e. Restoration? f. Plan Exercise? g. Plan Maintenance? h. Business Recovery Teams and Contact Information?			

4. Does the BRP identify hardware and software critical to recover the Business and/or Functions?			
5. Does the BRP identify necessary support equipment (forms, spare parts, office equipment, etc.) to recover the Business and/or Functions?			
6. 6. Does the BRP require an alternate site for recovery? a. Does the BRP provide for mail service to be forwarded to the alternate facility? b. Does the BRP provide for other vital support functions?			
7. Are all critical or important data required to support the business being backed up? a. a. Are they being stored in a protected location (offsite)?			
8. Do you conduct a walk-through exercise of your Plan at least annually? (This should include a full walk-through as well as "elements" of your plan (i.e. accounts payable, receivable, shipping and receiving, etc).			
9. Does the walk-through element exercises have a prepared plan which includes: a. Description b. Scope c. Objective			
10. Is a current copy of the BRP maintained off-site?			
11. Do all users of the BRP have ready access to a current copy at all times?			
12. Is there an audit trail of the changes made to the BRP?			
13. Do all employees responsible for the execution of the BDRP receive ongoing training in Disaster Recovery and Emergency Management?			

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**LEVEL 2: Plan Development and Documentation
Standard Checklist Criteria for Business Recovery**

Completed By:

Name: _____

Company: _____

Room: _____

Street: _____

City, State, Zip: _____

Phone Number: _____

Business Recovery Plan for: _____

Business Recover Plan (BRP.--LEVEL 1 (Executive Awareness/Authority.	Y	N	N/A
1. Has a BRP been: a. Developed? b. Updated within the last 6 months?			
Business Recover Plan (BRP.--LEVEL 2 (Plan Development and Documentation.	Y	N	N/A
1. Has a classification (critical, important, marginal) been assigned to the Business Process/Function/ Component that this Facility/Function supports?			
2. Has a BRP been: a. Documented? b. Maintained?			
3. Does the BRP include the following sections: a. Identification? b. Incident Management? i. Responsible company officer? ii. Personnel responsible for updates? c. Response? d. Recovery? e. Restoration? f. Plan Exercise? g. Plan Maintenance? h. Business Recovery Teams and Contact Information?			

4. Does the BRP identify hardware and software critical to recover the Business and/or Functions?			
5. Does the BRP identify necessary support equipment (forms, spare parts, office equipment, etc.) to recover the Business and/or Functions?			
6. 6. Does the BRP require an alternate site for recovery? a. Does the BRP provide for mail service to be forwarded to the alternate facility? b. Does the BRP provide for other vital support functions?			
7. Are all critical or important data required to support the business being backed up? a. a. Are they being stored in a protected location (offsite)?			
8. Do you conduct a walk-through exercise of your Plan at least annually? (This should include a full walk-through as well as "elements" of your plan (i.e. accounts payable, receivable, shipping and receiving, etc).			
9. Does the walk-through element exercises have a prepared plan which includes: a. Description b. Scope c. Objective			
10. Is a current copy of the BRP maintained off-site?			
11. Do all users of the BRP have ready access to a current copy at all times?			
12. Is there an audit trail of the changes made to the BRP?			
13. Do all employees responsible for the execution of the BDRP receive ongoing training in Disaster Recovery and Emergency Management?			

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**LEVEL 3: Management and Recovery Team Assessment and Evaluation for Effectiveness
Standard Checklist Criteria for Business Recovery**

Business Recover Plan (BRP)--LEVEL 3 (Management & Recovery Team Assessment and Evaluation For Effectiveness)	Y	N	N/A
1. Has the business officer and management team approved the BRP?			
2. Does the business owner maintain: a. The master copy of the BRP? b. An audit trail of the changes made to a BRP?			
3. Do all aspects of physical and logical security at the alternate site conform to your current security procedures?			
4. Are the physical and logical security at the alternate site at least as stringent as the security at the disaster location?			
5. Have all employees and their alternates responsible for executing a manual work-around for a mechanized process been identified in the BRP and properly trained?			
6. Has an independent observer documented the simulation exercise(s) noting all results, discrepancies, exposures, action items, and individual responsible, etc.?			
7. Was a debriefing held within a reasonable period of time (typically two weeks) after the simulation exercise(s) to ensure all activities have been accurately recorded?			
8. Did the exercise coordinator publish a simulation exercise(s) report within a reasonable period of time (typically three weeks) after the completion of the simulation exercise(s)?			
9. Did the exercise report include: a. What worked properly as well as any deficiencies and recommendations for improvement? b. Responsibility and due date for the development of the Corrective Action Plan?			
10. Was a Corrective Action Plan developed by the Exercise Team to address			

any deficiencies identified by the exercise?			
11. Is there a retention plan for the Exercise Plans and Corrective Action Plans (minimum retention 3 years)?			
12. Has a walk-through element exercise been performed at least quarterly?			
13. Did each walk-through element exercise have a prepared plan which includes: a) Description b) Scope c) Objective			
14. When there is a change in hardware, software, or a process that might impact the Business Recovery Plan, is the BRP reviewed and updated within 30 days of the changes: Sign-Off By Officer: by whom? Name: _____ When? Date: _____			
15. Based on the Joint Assessment has the Team determined that the BRP is effective?			

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**LEVEL 4: Management and Recovery Team
Standard Checklist Criteria for Business Recovery**

Business Recover Plan (BRP)--LEVEL 4 (Certification) (Management & Recovery Team Assessment Of Readiness and Plan Maintenance)	Y	N	N/A
1. Has the component BRP been approved by the owner(s) of the Business Function(s)?			
2. Has the entire BRP simulation exercise been performed at least annually?			
3. Has the Corrective Action Plan been completed and closed?			
4. Did the BRP simulation exercise have a prepared plan which includes: a. Description b. Scope c. Objective			
5. Did the component BRP simulation exercise meet the acceptable Recovery Time Objective set by management?			
6. Based on the Joint Assessment has the Team determined that the BRP and Exercises have met all requirements to provide reasonable assurance that the plan will work in the event of a disaster?			
7. Does the BRP specify the maximum acceptable Recovery Time Objective (RTO)?			
8. Does the BRP specify the level of service (which the business owner has agreed to be acceptable) to be provided while in recovery mode?			
9. Have all changes relating to RTO in the BRP been approved by the process owner?			

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Appendix B – List of References

This list contains the titles of documents and authorities used to draft this document:

- Committed to Protecting America: A Private-Sector Crisis Preparedness Guide, *Business Roundtable*, March 2005
- Committed to Protecting America: CEO Guide to Security Challenges, *Business Roundtable*, February 2005
- American National Standard on Disaster/Emergency Management and Business Continuity Programs (NFPA 1600)
- US Government Accountability Office. GAO-07-412, Port Risk Management: Additional Federal Guidance Would Aid Ports in Disaster Planning and Recovery. March 2007.
- Homeland Security Presidential Directive – 5 (HSPD-5). Available Online at: <http://www.whitehouse.gov/news/releases/2003/02/20030228-9.html>
- Joint Field Office Activation and Operations, Interagency Integrated Standard Operating Procedure. Version 8.3. April 2006. Available Online at: www.fema.gov/pdf/emergency/nims/jfo_sop.pdf
- National Response Framework. Available Online at: <http://www.fema.gov/pdf/emergency/nrf/nrf-core.pdf>
- National Incident Management System. Available On line at: www.nimsonline.com
- Strategy to Enhance International Supply Chain Security. July 2007. Available Online at: www.dhs.gov/xlibrary/assets/plcy-internationalsupplychainsecuritystrategy.pdf
- The Maritime Infrastructure Recovery Plan for the National Strategy for Maritime Security, April 2006. Available Online at: http://www.dhs.gov/xprevprot/programs/editorial_0757.shtm
- Cal EMA 2007 State Hazard Mitigation Plan. Available Online at: http://hazardmitigation.calema.ca.gov/plan/state_multi-hazard_mitigation_plan_shmp
- California Continuity Planning Guidance and Plan Template. Available Online at: [http://www.oes.ca.gov/WebPage/oeswebsite.nsf/ac853b3f23b1cdac88257353004a071f/e5eb6f0df18c155c8825740c0081fd9f/\\$FILE/Continuity%20Guide%20and%20Template%202009.doc](http://www.oes.ca.gov/WebPage/oeswebsite.nsf/ac853b3f23b1cdac88257353004a071f/e5eb6f0df18c155c8825740c0081fd9f/$FILE/Continuity%20Guide%20and%20Template%202009.doc)
- US Army Field Manual 05-480- Port Construction and Repair. 12 December 1990, <http://www.globalsecurity.org/military/library/policy/army/fm/5-480/index.html>
- California Emergency Services Act and California Disaster Assistance Act. Available Online at: [http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/CALifornia%20Emergency%20Services%20Act/\\$file/ESA-all8-06-final.pdf](http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/CALifornia%20Emergency%20Services%20Act/$file/ESA-all8-06-final.pdf)
- Robert T. Stafford Disaster Relief and Emergency Assistance Act. Available Online at: http://www.fema.gov/pdf/about/stafford_act.pdf
- Fire Departments and Maritime Interface Area Preparedness. Available Online at: https://www.usfa.dhs.gov/downloads/pdf/publications/tr_165.pdf

- Emergency Preparedness and Continuity of Operations Planning Manual for Best Practices. Available through the American Association of Port Authorities (note: access to this document requires account creation on the AAPA website).

Appendix C – Glossary

AAPA- American Association of Port Authorities
AQMD- Air Quality Management District
BNSF- Burlington North-Santa Fe Rail Line
BSC- California Building Standards Commission
BTHA- Business, Transportation, and Housing Agency
Cal EMA- California Emergency Management Agency
CAPA- California Association of Port Authorities
CDAA- California Disaster Assistance Act
CEQA- California Environmental Quality Act
CMSC- California Maritime Security Council
COOP- Continuity of Operations
COTP- Captains of the Port
DHS- United States Department of Homeland Security
DoD- United States Department of Defense
DOI- United States Department of the Interior
DOL- United States Department of Labor
EMPG- Emergency Management Performance Grant
EPA- United States Environmental Protection Agency
EOC- Emergency Operations Center
ERMA- Environmental Response Management Application
ESA- California Emergency Services Act
ESF- Emergency Support Function
FAA- Federal Aviation Administration
FCO- Federal Coordinating Officer
FEMA- Federal Emergency Management Agency
FMAG- Fire Management Assistance Grant
FSIVA- Full Spectrum Integrated Vulnerability Assessment
GIS- Geographic Information System
GSA- U.S. General Services Administration
HAZUS-MH- Hazards United States- Multi-Hazard
HMEP- Hazardous Materials Emergency Preparedness Grant
HUD- United States Department of Housing and Urban Development
ILWU- International Longshore and Warehouse Union
JEPA- Joint Exercise of Powers Authority
LTCR- Long-Term Community Recovery
MARAD- United States Maritime Administration
NEPA- National Environmental Policy Act
NHPA- National Historic Preservation Act
NIPP- National Infrastructure Protection Plan
NOAA- National Oceanic and Atmospheric Administration
NRDA- Natural Resource Damage Assessment
OSC- On Scene Coordinator
PDA- Preliminary Damage Assessment
SHPO- State Historic Preservation Officer
STTAS- State Terrorism Threat Assessment System
TAP- Technical Assistance Programs
THPO- Tribal Historic Preservation Officer
TWIC- Transit Worker Identification Credential

UASI- Urban Area Security Initiative
UP- Union Pacific Rail Line
USACE- United States Army Corps of Engineers
USCG- United States Coast Guard