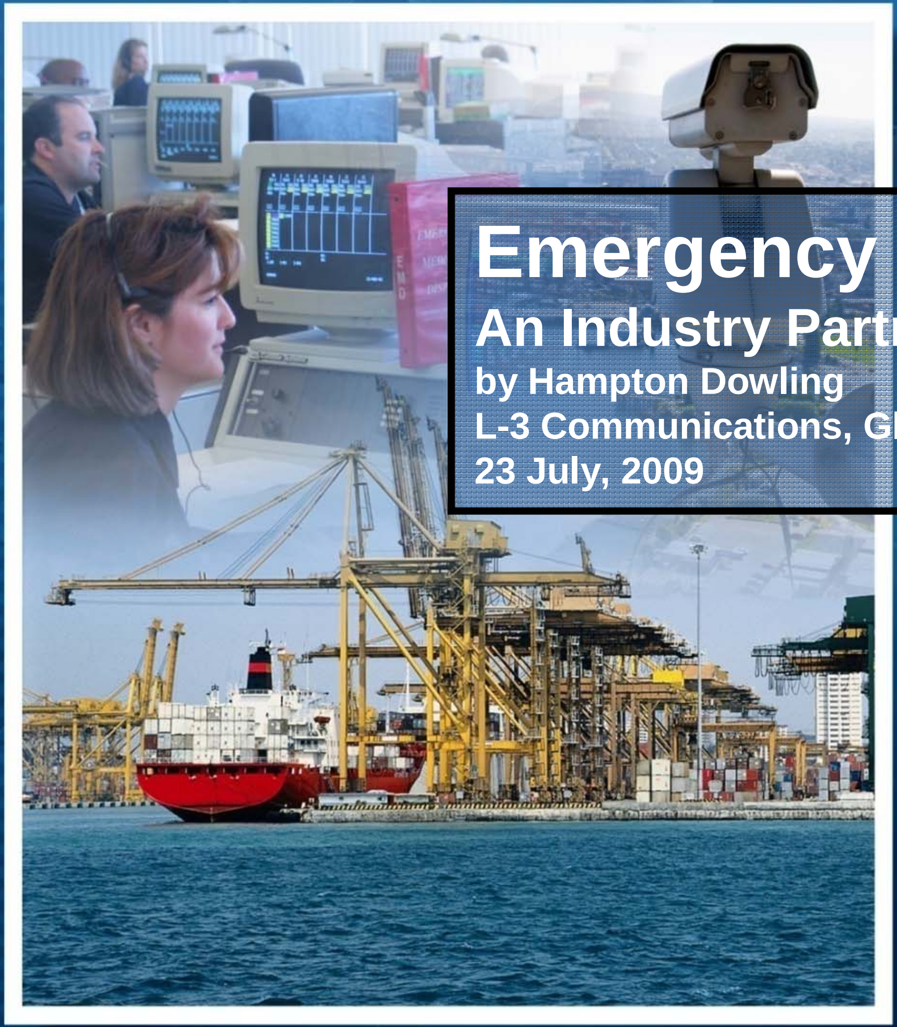


Emergency Operations Centers

An Industry Partner’s Perspective for Port Security

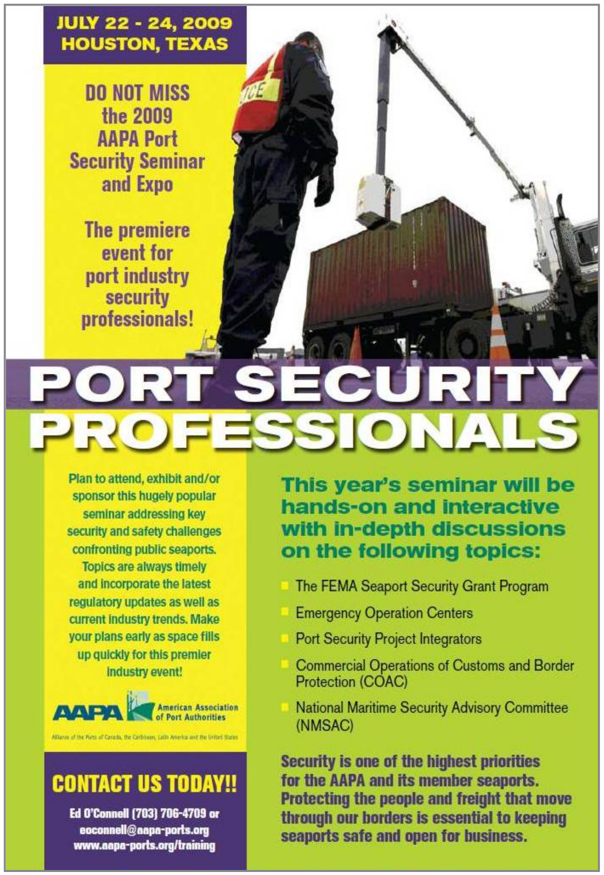
by Hampton Dowling
L-3 Communications, Global Security & Engineering Solutions

23 July, 2009

communications
Global Security &
Engineering Solutions

Today’s Discussion

In the context of how we use EOCs



JULY 22 - 24, 2009
HOUSTON, TEXAS

DO NOT MISS the 2009 AAPA Port Security Seminar and Expo

The premiere event for port industry security professionals!

PORT SECURITY PROFESSIONALS

Plan to attend, exhibit and/or sponsor this hugely popular seminar addressing key security and safety challenges confronting public seaports. Topics are always timely and incorporate the latest regulatory updates as well as current industry trends. Make your plans early as space fills up quickly for this premier industry event!

AAPA American Association of Port Authorities
Alliance of the Ports of Canada, the Caribbean, Latin America and the United States

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www.aapa-ports.org/training

This year’s seminar will be hands-on and interactive with in-depth discussions on the following topics:

- The FEMA Seaport Security Grant Program
- Emergency Operation Centers
- Port Security Project Integrators
- Commercial Operations of Customs and Border Protection (COAC)
- National Maritime Security Advisory Committee (NMSAC)

Security is one of the highest priorities for the AAPA and its member seaports. Protecting the people and freight that move through our borders is essential to keeping seaports safe and open for business.

AAPA American Association of Port Authorities

Alliance of the Ports of Canada, the Caribbean, Latin America and the United States

- The path taken to where port security is today
- Challenges that influence security
- Complexities facing today’s diverse port security management team
- Recommendations for approaching the future

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Ports aren't the same

But convenience and exposure are common

Is something that's good or applicable for one port a good fit for the another….and the same for those hundreds in-between?

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Port Security

It was perhaps "simpler" only ten years ago

- Acquiring traditional physical security capabilities, i.e., radios, cameras, fences etc. Budgets put security into different, often higher priority initiatives to meet requirements as feasible
- EOCs were typically meeting rooms with Internet connections, phone banks, large screens and white boards. Decoupled from routine operations
- There was little drama or information to suggest domestic ports were a target beyond local crime activity and illegal immigration. Legislation had limited specificity
- Standards weren't always clear or enforced
- We weren't attending "port security" forums.

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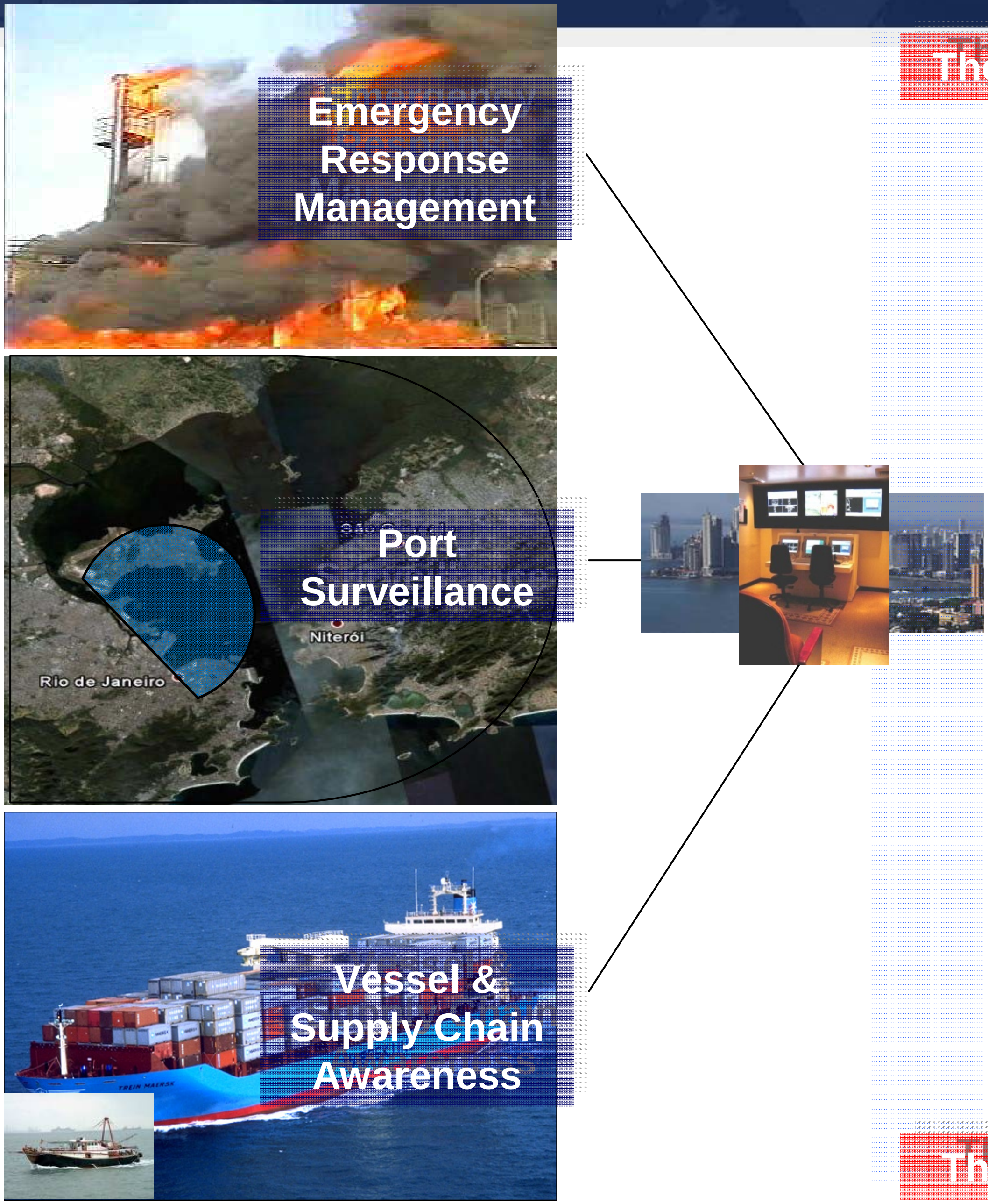
Port Security

It's now much more complex in 2009



Emergency Response Management

Port Surveillance

Vessel & Supply Chain Awareness

The list expands all the time

- **Federal programs, initiatives that shape requirements and structure resources…..**
- **MOUs between cities, major corporations and shipping companies…..**
- **Investment relationships, Public private partnerships...**
- **Managing sensitive intelligence data, real-time web-based collaboration…..**
- **GPS/GPR-enabled tools, biometrics, in-transit scanning, anomaly behavior applications, intelligent**

The list grows in scope

or our Coastlines

terns will add complexity

What's 2019 look like?

Insights to Consider

- Canal expansion will drive exponential growth for ports in Latin America and Caribbean for transshipment thus more stress on Canadian & US ports
- Energy demand, off-shore drilling and coal production will drive increased traffic
- Ports typically less focused on container trade and traditionally linked to energy or tourism will become focal points of short shipping and small craft traffic
- Oil platforms will become high-risk critical infrastructure with dependences on port resources & regional authorities
- Coordination of rail & road traffic management and ERM will add increased complexity
- New legislation will create efficiencies and add burdens

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Port Security Focus Areas

Big picture can be a challenge to understand & manage

State Militias, Dept of Transportation, DHS

- Information gathering, indication and warning queues
- Intelligence sharing, dissemination, planning collaboration
- Predictive analysis, interoperable communication, interdiction

Overlapping Areas of Interest , Responsibility and Capabilities

Port Authorities

- Port operations, safety of navigation and environment
- Landside & waterside security, active surveillance, and awareness
- Continuity of operation, government and authority

Overlapping Areas of Interest , Responsibility and Capabilities

Port Tenants

- Terminal operations, supply-chain management, providing goods & services
- Supply-chain integrity, enforcement of trade, health & commerce regulations
- Property security, access control and surveillance
- Maintaining insurability and revenue generating requirements

Area of Responsibility and Authority

What's the justification for necessary trade-offs? Who decides?

How do we know what's important?

By whom and how do we measure, attain and sustain success?

The drive for ports to meet increased capacity demands will stress all facets of operations, including ERM processes and security coordination

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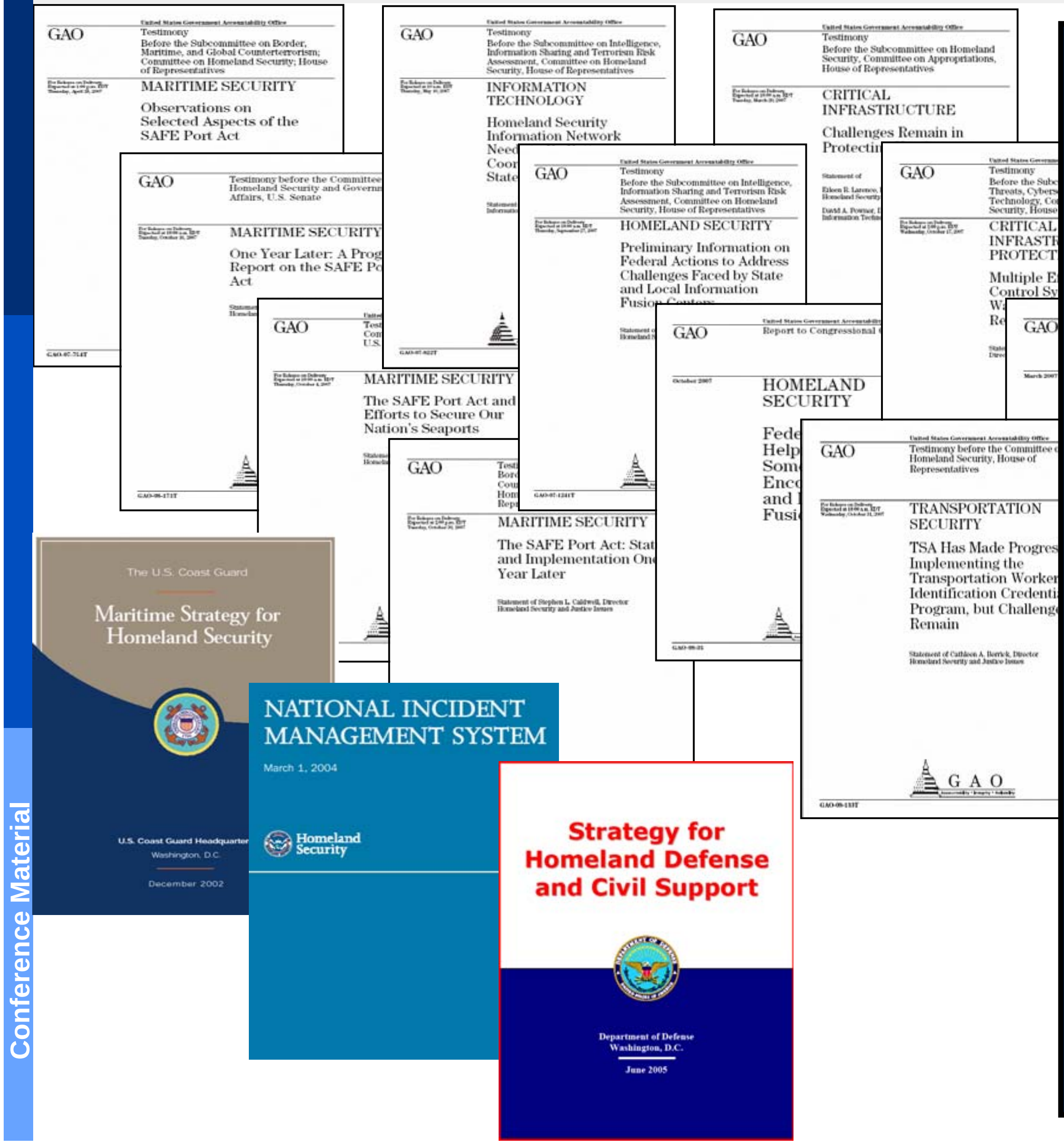
Compliance Hurdles

High visibility issues form the basis of challenges



GAO
United States Government Accountability Office
Testimony
Before the Subcommittee on Border, Maritime, and Global Counterterrorism; Committee on Homeland Security; House of Representatives
MARITIME SECURITY
Observations on Selected Aspects of the SAFE Port Act

GAO
Testimony before the Committee on Homeland Security and Governmental Affairs, U.S. Senate
MARITIME SECURITY
One Year Later: A Progress Report on the SAFE Port Act

GAO
MARITIME SECURITY
The SAFE Port Act and Efforts to Secure Our Nation's Seaports

GAO
United States Government Accountability Office
Testimony
Before the Subcommittee on Intelligence, Information Sharing and Terrorism Risk Assessment, Committee on Homeland Security, House of Representatives
INFORMATION TECHNOLOGY
Homeland Security Information Network Needs ...

GAO
United States Government Accountability Office
Testimony
Before the Subcommittee on Intelligence, Information Sharing and Terrorism Risk Assessment, Committee on Homeland Security, House of Representatives
HOMELAND SECURITY
Preliminary Information on Federal Actions to Address Challenges Faced by State and Local Information Fusion Centers

GAO
MARITIME SECURITY
The SAFE Port Act: Status and Implementation One Year Later
Statement of Stephen L. Caldwell, Director
Homeland Security and Justice Issues

GAO
United States Government Accountability Office
Testimony
Before the Subcommittee on Homeland Security, Committee on Appropriations, House of Representatives
CRITICAL INFRASTRUCTURE
Challenges Remain in Protecting ...

GAO
United States Government Accountability Office
Report to Congressional ...
October 2007
HOMELAND SECURITY
Federal ... Help ... Some ... Enc... and ... Fusi...

GAO
CRITICAL INFRASTRUCTURE PROTECTION
Multiple E... Control Sy...

GAO
United States Government Accountability Office
Testimony before the Committee on Homeland Security, House of Representatives
TRANSPORTATION SECURITY
TSA Has Made Progress in Implementing the Transportation Worker Identification Credential Program, but Challenges Remain
Statement of Cathleen A. Berrick, Director
Homeland Security and Justice Issues
G A O

The U.S. Coast Guard
Maritime Strategy for Homeland Security
U.S. Coast Guard Headquarters
Washington, D.C.
December 2002

NATIONAL INCIDENT MANAGEMENT SYSTEM
March 1, 2004
Homeland Security

Strategy for Homeland Defense and Civil Support
Department of Defense
Washington, D.C.
June 2005

2007-2008 saw a significant increase in federal-sponsored reports that included or were principally focused on both secure commerce and port security. In addition to GAO reports, federal strategy documents and congressional memos shape requirements that convey direct bearing on port planning, resource availability, security operations and advocacy for private sector services.

Now….Secure Filing Initiative (10+2) IFR on 26 January 09.

For ports and entities charged with legislation compliance enforcement the dynamics of balancing requirements with revenue operations can be tough

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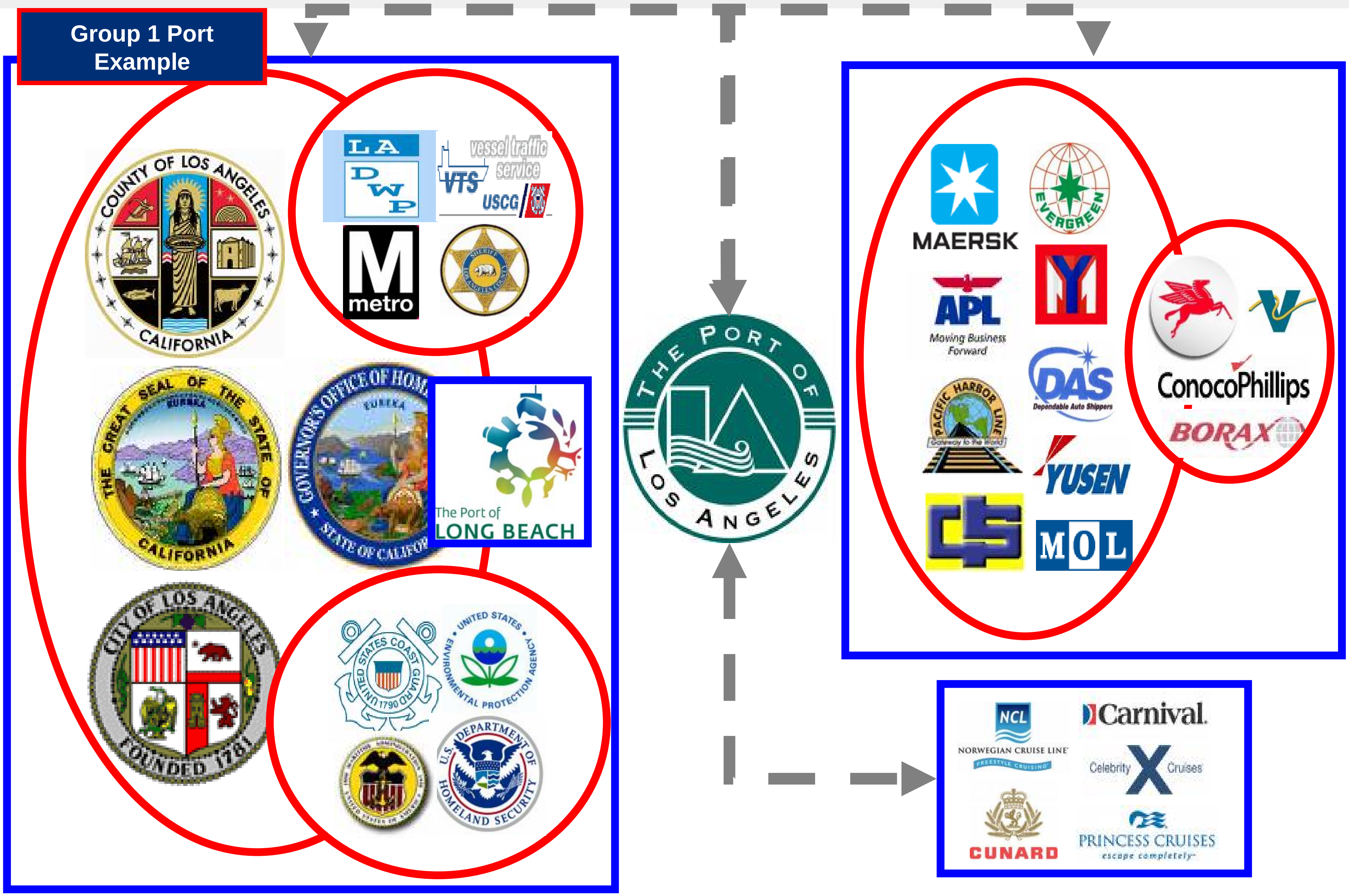
Example Mosaic of Equities

Each with unique needs influencing revenue & security



Group 1 Port Example

County of Los Angeles California
LA DWP
vessel traffic service VTS USCG
M metro
Sheriff Los Angeles County
The Great Seal of the State of California Eureka
Governor's Office of Homeland Security State of California Eureka
The Port of Long Beach
City of Los Angeles Founded 1781
United States Coast Guard 1790
United States Environmental Protection Agency
U.S. Department of Homeland Security
The Port of Los Angeles
MAERSK
Evergreen
APL Moving Business Forward
YM
DAS Dependable Auto Shippers
Pacific Harbor Line Gateway to the World
YUSEN
CS
MOL
ConocoPhillips
BORAX
NCL Norwegian Cruise Line Freestyle Cruising
Carnival
Celebrity X Cruises
CUNARD
Princess Cruises escape completely

Complexity to Decisions

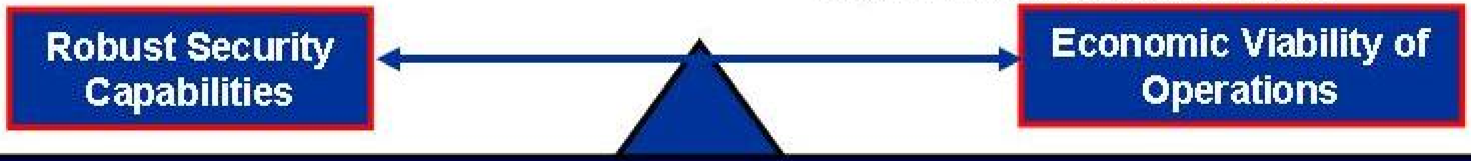
How we use EOCs is borne from this calculus

More Complex Threat Environment

- Large-scale threats are less likely but, remain a possibility. Natural disasters will challenge both collaboration and emergency management across all jurisdictions
- Threats may be less visible, be from within and leverage public access
- Choice of weapons & delivery may be less predictable, unconventional

More Complex Operating Environment

- Requirements to continue operations with increased security requirements driven by DHS, state, federal agencies and insurability
- Requirements to restore public confidence in-parallel with restoration of services
- Myriad of public, private stakeholders all with highly visible equity, economic critical mass
- Competing pressures: safety & security and requirement to sustain revenues



Robust Security Capabilities

Economic Viability of Operations

Experience has shown the challenge is to design, develop effective security enhancements that are technically and operationally executable in public & private sectors

- **Drives efficiencies in solutions engineering and processes on large, complex scale**
- **Offers unique understanding of O&M sensitivities, strategies, options for stakeholders**
- **Traceability to cost & resources estimations**

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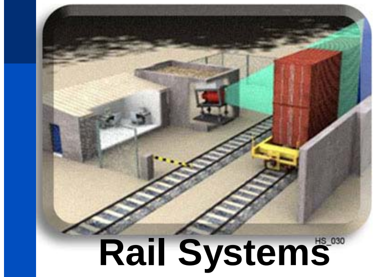
oint Solutions for Port Security

t's more than law enforcement, fire, medical……

Fixed Systems



Rail Systems

Mobile Systems

Command Center Systems

Integrated Portal Systems

Intelligent Commerce Systems

Intelligent Access Systems

Intelligent Traffic Control Systems

How does this all fit together? Is it possible? Not practical?

ort EOC Lessons Learned

oint to improve management & content

Ports get plenty of "help"

FEMA | Lessons Learned Information Sharing LLIS.gov

Sharing Information...Enhancing Preparedness...Strengthening Homeland Security

Member Login
Username:
Password:
< Login >
< Register for *LLIS.gov* >
HOME
MEMBERSHIP INFO
LLIS.GOV NEWSLETTER
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FAQ
CONTACT US
20090608.5.0.1.PROD

Lessons Learned Information Sharing (LLIS.gov) is the national network of Lessons Learned and Best Practices for emergency response providers and homeland security officials. *LLIS.gov*'s secure, restricted-access information is designed to facilitate efforts to prevent, prepare for and respond to acts of terrorism and other incidents across all disciplines and communities throughout the US.

Secure: *LLIS.gov* is an encrypted system and all users are verified emergency response providers and homeland security officials.

Peer-validated content: All Lessons Learned and Best Practices are peer-validated by homeland security professionals.

After-action reports and information clearinghouse: *LLIS.gov* houses an extensive catalog of AARs as well as an updated list of homeland security documents from DHS, and other Federal, State, and local organizations.

Register Here

LLIS.GOV C&A SECURITY ENHAN

Inside *LLIS.gov*, the Nation's Prep

NEW *LLIS.GOV* CONTENT

The District of Columbia's Support to the 56th Presidential Inauguration After-Action Report Summary

Top
Aft

- Large organizations tend not to subordinate interests, actions or compromise characteristics. Compels other agencies to change or find their own solutions
- ***"Fusion centers"*** often gravitate data from top to upper levels versus ***"collaboration centers"*** that seek to serve entire vertical
- Situational awareness is often limited to display screens and not inclusive of available intelligent tools that reveal anomalies, truly integrate data artifacts
- Reliance upon proximity of staff versus tools, equal access, task visibility
- Scope of events are often slow to be revealed, ground truth can be shaded by lack of traceable credible data.

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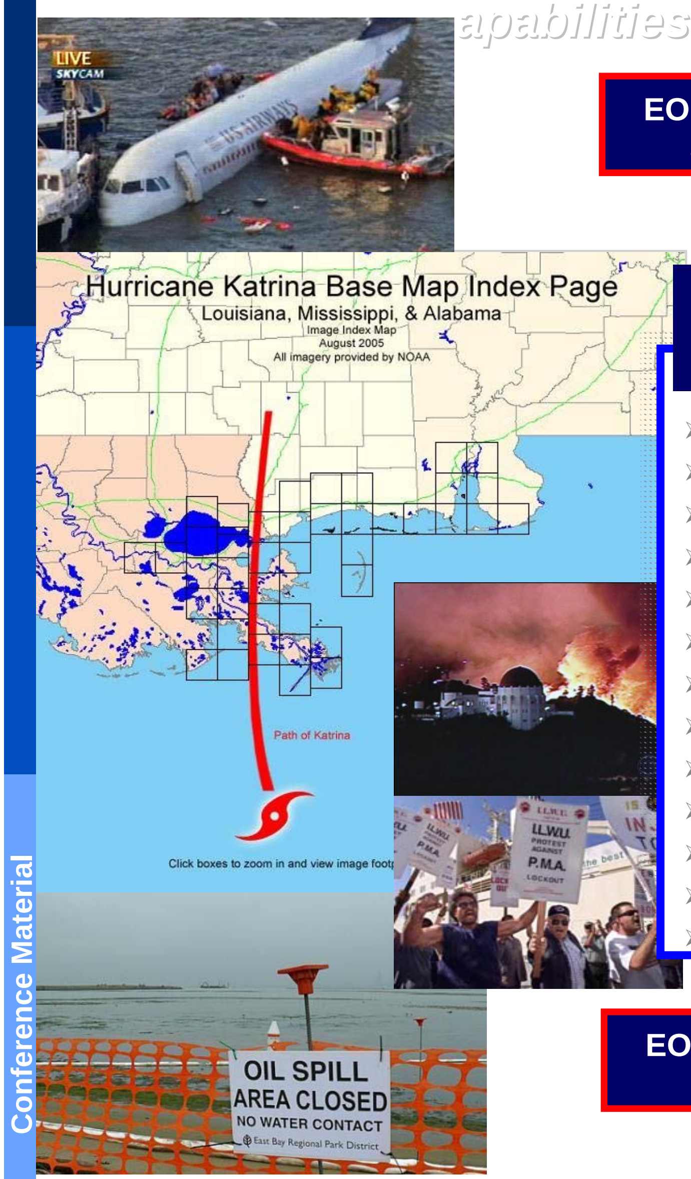
ptimizing EOC Resources

apabilities could serve revenue and security


LIVE
SKYCAM
Hurricane Katrina Base Map Index Page
Louisiana, Mississippi, & Alabama
Image Index Map
August 2005
All imagery provided by NOAA
Path of Katrina
Click boxes to zoom in and view image foot
ILWU
PROTEST AGAINST
P.M.A.
LOCKOUT
OIL SPILL
AREA CLOSED
NO WATER CONTACT
East Bay Regional Park District

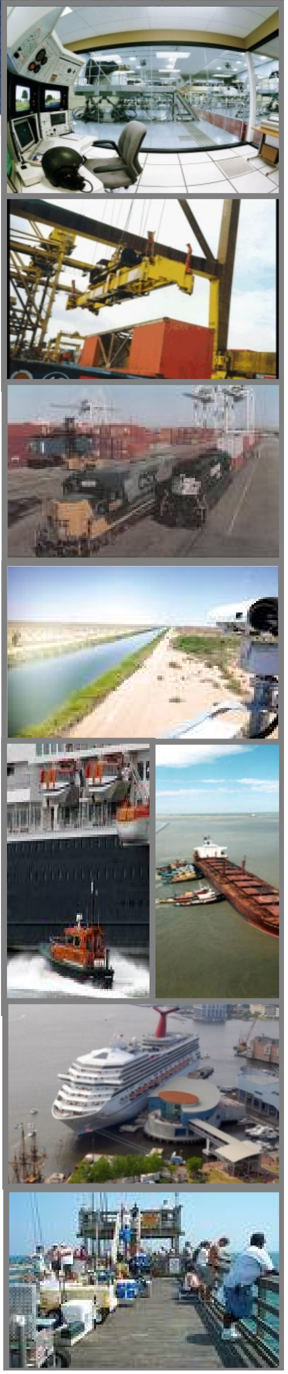
EOC Software, Tools and Manpower

Typical Limited Port EOC Connectivity

- NCS
- HSIN
- GPRS
- CBP VPN
- WebEOC
- Focus Pages
- AMOC
- FPS Chat
- MARVIEW
- Blogs
- Blackberry
- FERN
- POTS

EOC Software, Tools and Manpower

- Leverage business applications & rules such that more revenue generating services can be accurately monitored, services calculated and invoiced
- Employ for improved administrative control of harbor maintenance & movements, pilots, traffic management and data statistics
- Enable routine information for real time or historical support of emergency management
- Enable transparency between security and port management.



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For Ports…

EOCs are a resource not just capability

- **Embrace a clear, fundamentally different philosophy**
  - **Have the right mental model that drives data-sharing relationships**
  - **Get organized with energy to understand what we need to know, who has the information and put it together for ports who use it**
  - **Enforce transparent ethics and realize incentives**
- **Simplify the "how" of it all**
  - **Embrace a business model that employs EOCs as an asset versus a service (ports and maritime authorities are a business)**
  - **If solutions work elsewhere then apply & adapt**
  - **Apportion indemnification within partnership framework**
- **Optimize resources**
  - **EOCs need to be used as value proposition that support multiple purposes which directly influence revenue**
  - **Best value pays dividends shareholders can understand**

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Closing Thoughts…..

Ports – big and small – cannot fail. Port security is a pillar of national security. It includes the supply chain, coastal surveillance, to law enforcement at a port's rear area wharfs. There are many variables affecting all ports and their approach to security, and use of EOCs. Leveraging EOCs beyond crisis management increases its value and would provide a recognizable, tangible net return on the port's investment.

- Ports' growth & implications must be considered in making choices
- Focus on real requirements using proven guidelines
- Use industry partners wisely to build public confidence and develop reliability that drives increased revenue

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