

Community Resilience Panel: Communication Standing Committee Meeting

MEETING DATE: September 21-22, 2016
TIME: 1:30 p.m. MST (9/21) – 9:30 a.m. MST (9/22)
LOCATION: Fort Collins, CO
ISSUE DATE: February 7, 2017

ATTENDEES:

Attendee	Affiliation
Priya Shrinivasan (Vice-Chair)	NYC Department of Information Technology and Telecommunications
Cherrie Black	Idaho National Laboratory
Greta Bynum	New America
Paul Diamond	CenturyLink
Mike Gavin	Fort Collins Office of Emergency Management
David Mizzen	Applied Research Associates, Inc.
Chris Oberg	Verizon Wireless
Steve Poupos	AT&T
Jim Shortal	Cox Communication
Jeff Wirtzfield	CenturyLink

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NOTES BY: David Mizzen, Applied Research Associates

1. Welcome and Introductions

Priya Shrinivasan (Vice-Chair) welcomed participants and thanked them for attending. She led introductions of the participants and updated attendees on committee leadership. Kathryn Condello has agreed to become the Interim Chair and will hopefully become Chair after the upcoming election for Panel leadership. Priya also reminded committee members that the Secretary role is vacant, and asked that David Mizzen take the notes for the meeting.

2. Fort Collins, CO Implementation of NIST Guide

Priya wanted to have community representatives from Fort Collins discuss their implementation of the NIST Guide so committee members can understand how that process works. Cherrie Black explained that Fort Collins focused on getting stakeholder groups involved and organized at the start of the process, and educating those stakeholders on the project to increase stakeholder involvement.

Cherrie discussed their interactions with the stakeholder groups with respect to the eight social functions described in the NIST Guide (Economy, Education, Health, Family, Government, Religious & Cultural Beliefs, Media, and Community Service). Of the 8 groups, the economic stakeholders got good traction with small businesses, education was interested in participating in the process, and government,

healthcare, and media were all interested. Fort Collins did find it difficult to engage and gain traction with the social institutions of family, community, and religious organizations. So Fort Collins focused on the five social functions for which it successfully engaged stakeholders. Fort Collins, working with Idaho National Lab, developed a list of critical infrastructure list for the stakeholders to validate. They found that the list overwhelmed the stakeholders. As a result, the process was restructured such that the stakeholder groups provided their own lists of critical infrastructure to support the services they provide.

Idaho National Lab (INL) is developing an open source tool that displays the location of infrastructure identified. Once INL developed the model, they met with lifeline infrastructure representatives (i.e., utilities), except for communications. The methodology used to develop the infrastructure model applies more to physical infrastructure – such as energy, water, wastewater, and transportation (rather than telecommunication). However, there is a need to go to critical facilities (e.g., hospitals) and ask what communications providers they use. For now, INL is using public FCC data about service providers.

Cherrie stated that Fort Collins does not need more plans than they already have. Rather, they need more tools that can be used for emergency planning and disaster response.

Providing additional information on Fort Collins, Mike Gavin stated that Fort Collins owns its power generation and has two water companies. They are narrowing down the critical infrastructure. He reiterated that rather than approaching each communication service provider, Fort Collins first asked the schools to determine what type of telecom service they use. This information helps determine who the provider is and initiate talk about resilience and security.

Mike stated that Fort Collins collected some good data that could be presented to decision makers to enable changes in policy. He also added one challenge is that people in government already have many meetings, and adding more to their schedules can be a deterrent.

The committee asked whether the mapping tool being developed prioritizes which infrastructure system fails first so a hospital can be kept up and running. Mike stated that the tool does not do this. He said that the human component must prioritize, depending on the nature of the incident and what mitigation measures are in place.

Cherrie said that the team in Fort Collins identified the social functions then linked back to the infrastructure/lifeline systems. Next, they need to drill down with the lifeline providers to understand their recovery capabilities. She also talked about the need to understand service providers' business continuity process, particularly as it relates to interdependencies.

City government needs information and cooperation from the private sector. Developing contracts with private ventures (e.g., Home Depot, heavy equipment manufacturers, etc.) would be one approach.

Cherrie stated that determining the performance goals and anticipated performance, as discussed in Step 3 of the NIST Guide, is a challenge. The committee asked whether checklists from the NIST Guide are used in discussions with stakeholders. Cherrie responded that chapters of the NIST Guide were used as a read-ahead prior to meeting with stakeholder groups. She also noted that governments need to understand value proposition, meaning that information should be presented in a manner that can be conveyed to communities with limited resources.

The question arose regarding whether there would have been enough buy-in from the Fort Collins community if DHS has not spearheaded the project. If there are other similar initiatives, the committee

felt that it would be important to help the community figure out how to communicate that the effort is not in conflict with other programs so stakeholders participate.

Cherrie and Mike also discussed their future steps of bringing together the interdependent players as part of an emergency planning process. Fort Collins has collected data to help find some of the gaps, but has not gone through the assessment process yet.

The service providers on the committee asked how communication providers could help in Fort Collins. Service providers want to understand what is being asked of them from a community perspective, as well as to take into consideration that they have a competitive work environment.

From a service provider's perspective, 9-1-1, post-hazard event communications restoration, community needs and expectations are helpful. Most importantly, ensuring there is two-way dialogue between communities and service providers is critical. The service providers on the committee noted that it is important for communities and service providers to talk in pre-planning stages when possible regarding coordination around recovery to hazard events. The service providers referenced the All Hazard Consortium in New Jersey, a coalition with utilities to remove impediments to restoration for access and mutual aid. The service providers noted that services like GETS, WPS, and TSP are good options for community use.

Cherrie mentioned that the process in the NIST Guide only moves as quickly as the slowest stakeholder. She hopes Fort Collins will be through Step 4 by the end of 2016, and then they would go back to community leaders on how to tackle Steps 5 and 6.

The other committee members found this update useful and wanted to work to bring in more community and local government representatives to the committee. They also felt it would be important to cross-pollinate with other committees to address interdependencies.

3. Summary of Work by New America Think Tank

Greta Bynum talked to the committee about the work her organization is doing in New York. She stated that it is essential to have trustworthy community organizations. Her organization aims to have the community be the face of its projects. She provided an in-depth look at one of their projects in Hunts Point, which is a strongly organized neighborhood group. They developed a resilience plan under their "Rebuild by Design" initiative, which sought to build a resilience plan and provide an opportunity to build the local workforce.

The challenges the community faced with respect to resilience were:

- Resiliency measures tend to be reactive
- Funding takes a long time to reach communities following a hazard event
- Resilience measures often skip local capacity/knowledge
- There is no plan for long-term sustainability

New America, thus, took the approach that: 1) Each community knows itself best; 2) Resilience can be improved using a holistic approach; and 3) Planning for both preparedness and long-term stability are important.

4. Completion of Report-Out Slides

The committee reviewed and discussed the report-out slide template. They focused on using the presentations from Cherrie/Mike and Greta to identify gaps their work could address. The first major point was that guidance needs to be developed so that communities understand how to engage the communication sector. None of the attendees were aware of existing guidance in this area.

The committee also considered the importance of discussing dependencies with other sectors and the need to include more representatives of other sectors and communities in these committee meetings. Attendees were also interested in continuing to provide input to Steve Poupos on Guide Briefs specific to the communications sector.

The committee plans to develop criteria for evaluating resources for communities that could be included in the Resilience Knowledge Base. They will:

- Review FCC-TAC reports for recommendations that would be useful for communities to implement
- Review work from CSRIC workgroups
- Propose appropriate best practice recommendations for community adoption (from FCC-TAC, CSRIC, etc.)

5. Adjournment

There was no other business and the meeting adjourned at approximately 9:30 a.m. MST.