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Partners in Preparedness

ADDRESSING REGIONAL PRIORITIES AND WORKING TOGETHER TO PREPARE FOR THE FUTURE



New York, NY, September 11, 2002 -- People from all over the world come to Ground Zero to honor the victims lost at the World Trade Center site. Photo by Lauren Hobart/FEMA

We Are the Common Thread In Keeping Our Region Safe

WHEN I READ THAT THIS NOVEMBER WAS THE FIRST RISC MEETING FOCUSED SOLELY ON TERRORISM, it took me a little by surprise. Since 2001 the threat of terrorism has been such a part of our lives as public safety officials, it was hard to believe we had not previously devoted an agenda to this topic. Predictably, and unfortunately, this threat is not going away.

Here in Region VIII, it's easy to put the terrorist threat in the back of our minds. We don't have huge populations supported by complex infrastructure that makes a flashy target. We are constantly affected by natural hazards, so we spend a lot of time preparing for what we know we're going to have to deal with every year – ice storms, tornadoes, and flooding. What we cannot afford is to keep the terrorist threat at the back of our minds.

I am not my state's homeland security director, and I'm certainly not a homeland security expert. I don't deal with the fusion center or the latest terrorist trend analysis on a daily basis. I do, however, pay close attention to what is happening around the world and here in the U.S. The latest

incident of cargo planes carrying beefed-up printer cartridges tells me that one thing is crystal clear: those who want to harm us have not given up. In fact, they seem even more desperate, which in my mind, makes them even more of a threat.

This issue of the RISC Newsletter focuses on several homeland security topics; cybersecurity, food vulnerability, protecting our water supply, and fusion centers. All are relevant topics for how we function everyday.

As you read - remember this. It doesn't matter what the incident is here in Region VIII; a catastrophic earthquake, a biological attack, or a dirty bomb. We are the common thread in keeping our region safe. All of us - working together. We will *all* be involved in a response to a major incident because it will take every resource we can muster, and everything in us, to provide the response our citizens expect.

Thank you for being a part of the RISC and for your dedication to keeping America safe.

- Kristi Turman
 Director, South Dakota Office of Emergency Management
 RISC Executive Committee Chair

“It’s all about teamwork”



Richard Serino,
Deputy Administrator,
Federal Emergency
Management Agency (FEMA)
- Bill Koplitz/FEMA

“FEMA IS ONLY ONE PART OF THE TEAM IT TAKES TO PREPARE AND PROTECT THE AMERICAN PUBLIC,” said Richard Serino, Deputy Administrator for FEMA at the Region VIII RISC, “it’s states, locals and tribes who do the lion’s share of the work.” Deputy Administrator Serino reminded everyone that since all disasters are local, all partners involved in a response are vitally important. “The team is not just governments, but the private sector, non-governmental organizations, faith based and community organizations, and most importantly, the public. The concept of neighbor helping neighbor has been alive and well for many years. Our job is to help put it into practice.” said Serino. “We should be working with stores to get them open rather than competing with them by setting up distribution centers in their parking lots!” He shared examples of community groups volunteering to assist, particularly recognizing the Mennonite community from Alaska, and three different church groups who had no connection with an impacted community who he saw cleaning mud out of houses in Tennessee. “We shouldn’t be competing with these efforts”, he said, “we should work together for us all to be successful.”

Serino enumerated a variety of changes FEMA is making nationwide. “We do a lot of after-action reports and hot washes,” he said, “but we don’t consistently use the lessons learned to change how we do things.” He used *ready.gov* as an example of a simple yet important program that many people either don’t take the time to implement or the money to spend to get prepared. “We need to find alternatives to the way we do business –even if we have to win over one family at a time.”

“This philosophy will take a change in the way many of us operate,” said Serino. “We need to identify, in the planning process, who’s not in the room and who should be there to help us figure out how to accomplish things better.” Serino concluded by reminding everyone that we are witnessing the largest change in governance that many of us have seen in our lifetimes, and FEMA will want to be at the crest of this wave of change.

Prior to joining FEMA, Serino served as Chief of Emergency Medical Services and Assistant Director for the Boston Public Health Commission. In that role, he helped bolster the city’s response plans for chemical, biological, and radiological attacks and other emergency incidents. He brings 35 years of experience to FEMA.

EXECUTIVE COMMITTEE

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- ▶ DEPUTY CHAIR, Dan Alexander, Mayor’s Office of Emergency Management and Homeland Security, Denver, CO
- ▶ Michael Beard, CENWD-DDE, U.S. Army Corps of Engineers
- ▶ Robert DesRosier, Blackfeet Nation
- ▶ Robin Finegan, FEMA Region VIII
- ▶ Nate Leishman, The Church of Jesus Christ of Latter Day Saints
- ▶ Sue Mencer, Colorado Emergency Preparedness Partnership
- ▶ Vacant, State Director of Emergency Management

Members of the Regional Interagency Steering Committee (RISC) Executive Committee serve for two-year terms on a rotational basis.



The Changing Face of Terrorism

Evolving tactics show need for change in how we prepare

WHILE TACTICS HAVE EVOLVED AND TARGETS CHANGED, THE THREAT OF TERRORISM IN THE UNITED STATES REMAINS REAL AND PRESENT. Scott Behunin, Regional Director of the Protective Security Coordination Division with the United States Department of Homeland Security, shares this message as he highlights terrorist activities which have happened in recent years and how the meaning is ever-changing for emergency managers.

As the tenth anniversary of the September 11 terrorist attacks on our soil approaches, it is even more important to maintain our vigilance against terrorism. That, according to Mr. Behunin, is not to preclude attention to natural disasters, but that incidents—natural or man-made, will affect the emergency management community and we need to find a balance in the expenditure of limited resources no matter the cause of the event. The threat of terrorism is constantly changing. In the fight against terrorism, the face of the enemy has shifted towards home grown Jihadist terrorist plots and attacks. “There are more than 4,000 English

Aurora, CO, November 17, 2010 – Scott Behunin, Regional Director, Protective Security Coordination Division, United States Department of Homeland Security at the Region VIII November 2010 RISC meeting.

- Megan Floyd/FEMA

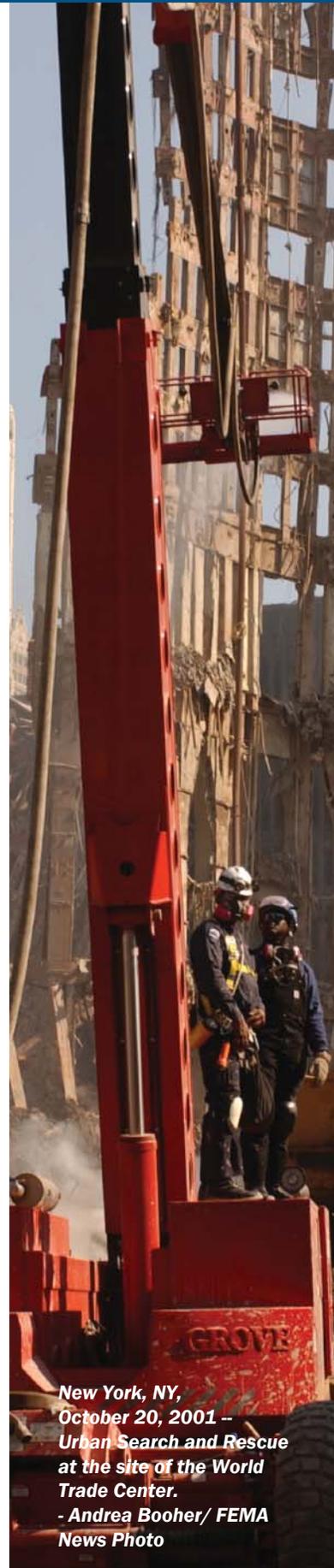


language terrorist websites on the internet using blogs and YouTube to recruit Westerners,” said Behunin.

The way we look at potential attackers is changing. Today’s terrorists can have blonde hair, blue eyes, and be young or old. Three years ago, twenty young men (all second generation Americans) from Minnesota were radicalized and traveled to Africa to learn how to become Jihad terrorists. The first American-born suicide bomber killed himself and thirty other people in a marketplace in Mogadishu. Activities are on a smaller scale and easier to implement. Recent terrorist activities intercepted include the planned attack on the Washington D.C. transit system, the Times Square bombing attempt, explosive cargo intercepted en route to Chicago, “Jihad Jane” and individuals from Alabama, California, New York and Alaska arrested for attempting to fight for al-Shabaab. Unfortunately, we weren’t as successful with the Ft. Hood shooting but there is a long list of terrorists from Main Street USA that have radicalized and want to do us harm.

Information sharing among emergency management sectors is key to managing these threats. State fusion centers are an important part of discovering these plots before they are implemented. Ninety-three Protective Security Advisors (PSAs) currently serve as critical infrastructure security specialists to states and the private sector. They help perform Vulnerability Assessments and Site Assist Visits (SAVs). These agencies and activities are the new front in the evolving fight against terrorism.

In keeping with the new DHS campaign *See Something - Say Something*, Behunin acknowledges how critical professionals in emergency management and citizens on the street are in helping maintain the security of the U.S. “In this business” he says, “it’s all about relationships to get things done.”



New York, NY, October 20, 2001 -- Urban Search and Rescue at the site of the World Trade Center. - Andrea Booher/ FEMA News Photo

“More than an Environmental Disaster”

Applying lessons learned from the Gulf Oil Spill Response



Aurora, CO,
November 17, 2010 – U.S.
Coast Guard Captain
Roger Laferriere. He has
served in the Coast Guard
for 22 years, primarily
in the marine safety field.
In addition to the Deepwater
Horizon response, Captain
Laferriere was deeply
involved in the Exxon Valdez
response.
- Jerry DeFelice/FEMA

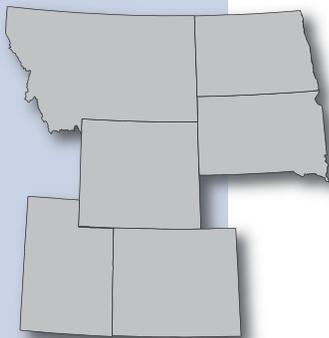
THE DEEPWATER HORIZON OIL SPILL RESPONSE WAS ON EVERY NEWS NETWORK FOR MONTHS, BUT THE PUBLIC NEVER REALLY GOT TO SEE THE WHOLE STORY, Capt. Laferriere told the RISC group. As the Incident Commander for the response, Laferriere oversaw the response and recovery to this major environmental disaster from the top of the ICS chain and shared with the RISC the good, the bad, and the ugly. The sheer scale of the response (47,000 responders) is the equivalent of what a terrorism response might have looked like. He shared how, “for the people of Louisiana this was not an environmental spill, it was a fight for their way of life.”

Capt. Laferriere provided many significant statistics that were rarely shared by the major media; mind boggling numbers like the 6,131 vessels on the water, including 835 skimmers, the 12.6 million feet of boom that was deployed and the 19 foreign governments that showed up to assist. He explained that even though 4.4-5.4 million barrels of oil discharged, 75% of the spill is now gone because of the one million gallons of dispersant applied on the water, the 770,000 gallons of subsea dispersants

also applied, the 265,000 barrels of oil that removed by over 400 burns, and the 800,000 barrels of oil recovered by skimmers.

Laferriere spoke of lessons learned from his perspective in the midst of a media frenzy and how he dealt with many state and local governments that still carried the scars of Hurricane Katrina. He put it in his own terminology like “Information Asymmetry” (how he defined what the public heard versus what was not covered), “Local Political Pressure” (scar tissue left over from Hurricane Katrina), “Unity of Effort” (bringing together government, military and community responders), “Metrics” (his statistics as the Incident Commander versus what the media reported), and “Situational Awareness” (the value of portable communication devices and real time databases). The Captain shared how routine Incident Action Plans don’t really reflect the many layers of organizational levels needed to meet the requirements of an incident of this magnitude and how the lack of position-specific, qualified personnel impact can negatively impact operations.

Although the incident is still being investigated, Capt. Laferriere reminded participants that in time, the Deepwater Horizon spill recovery will come to be recognized as the “best clean-up in the history of the world.”



Region VIII Snapshot

Utah

- ▶ Phase 2 of Preparedness Contract to be completed first quarter of 2011
- ▶ Machine-Gun fire response was successful (652 structures, 5,000 people evacuated, only 3 homes lost)
- ▶ Catastrophic planning efforts continuing

Colorado

- ▶ Boulder wildfire recovery ongoing
- ▶ State and local emergency management programs facing possible cuts due to the economy
- ▶ Private sector involvement successful due to Colorado Emergency Preparedness Partnership

Montana

- ▶ New state emergency manager Ed Tinsley announced
- ▶ Tribal Nations a main focus, particularly due to flooding over the past year
- ▶ Issues regarding tribal sovereignty and ways to assist in times of an emergency

“Just because it comes from the tap...”

Examining the safety of our water supply

WATER IS SUCH A SIMPLE ELEMENT, YET CRITICAL TO OUR EXISTENCE. It is also one of the elements most vulnerable to contamination. That's the message Dr. Robin Koons, Emergency Response Manager for the Colorado Department of Public Health and Environment Emergency Response Manager left with RISC attendees.

Dr. Koons used a March 2008 Salmonella outbreak in Alamosa, Colorado, as a case study to show what can happen to a community's water supply. Alamosa is an agricultural community of 8,900 residents who battled with a contaminated water supply for two months. The cause was confirmed to be contamination from wildlife droppings and human error. The threat evaluation, response procedures, and communication outreach took only two weeks. Because ICS was used in the response, this response structure could have easily been used for a much larger community.

Water supplies can be compromised in numerous ways, including biological, chemical, natural causes and human caused threats.

However, Dr. Koons advises emergency managers and local officials have a threat assessment completed, and put in both monitoring and notification systems, so they



*Robin Koons, PhD, Emergency Manager and State ESF 8 Lead, Colorado Department of Public Health and Environment. Koons was an integral part of the response to the 2008 salmonella outbreak in Alamosa, Colorado.
- State of Colorado*

can be better prepared for both short and long term responses.

Dr. Koons said the common belief that “just because it comes out of the tap means that it is safe” is a huge misconception. She challenged participants to “know where your water comes from, what the possible contaminants are, and what treatments need to be put into place to keep supplies safe.”

For more information, go to www.cdphe.state.co.us.

South Dakota

- ▶ Transitioning to a new governor and internal restructuring
- ▶ Seven declared emergencies over the past year at a cost of roughly \$117 million
- ▶ Interaction with private sector increasing. Thirty NGOs added to state emergency plan

Wyoming

- ▶ Transitioning to a new governor and new emergency management staff is expected
- ▶ Declared emergency for flooding of the Red River

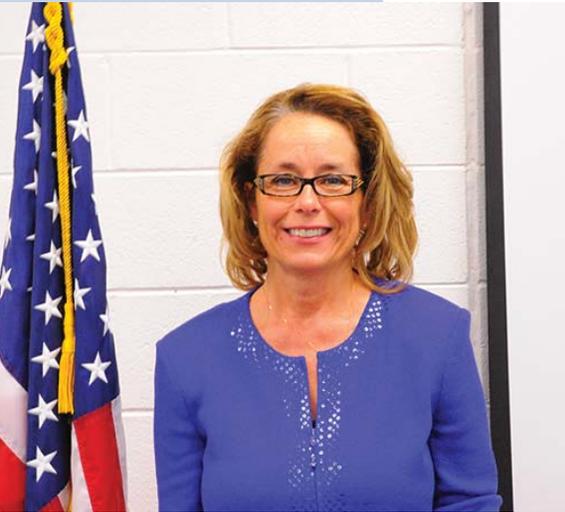
North Dakota

- ▶ Assisting with the Regional state-to-state assistance initiative
- ▶ Preparing for spring 2011 flooding
- ▶ Continuing All-Hazards Incident Management Assistance Team (IMAT) training efforts

**Alamosa, CO,
New water treatment plant operational in October 2008 following a March 2008 salmonella outbreak that shut down all water to the town.
- Bill Koplitz/FEMA**

Cybersecurity: Combating a New Threat in the Digi

How do we begin to address the cybersecurity threat?



Aurora, CO,
November 16, 2010 – Gail Coury, Vice President, Risk Management, ORACLE Global IT, attends the FEMA Region VIII RISC meeting where she discussed the cybersecurity challenges facing government and private sector. ORACLE Global IT has more than 100,000 employees in over 160 countries around the world.

- Jerry DeFalice/FEMA

“IN TODAY’S WORLD, ACTS OF TERROR COULD COME NOT ONLY FROM A FEW EXTREMISTS IN SUICIDE VESTS BUT FROM A FEW KEY STROKES ON THE COMPUTER — A WEAPON OF MASS DISRUPTION.” These words from President Barack Obama signal an increased focus on the cyber realm in securing the United States against threats. Gail Coury, Vice President, Risk Management, ORACLE Global IT, shares her expertise and insight for how best to approach the

cybersecurity threat, and what can be done to mitigate its impact.

Coury notes that the threat has changed dramatically in the past three years; cyber attacks are more stealth in nature and often perpetrators, particularly organized crime, look for essential data and Personal Identity Verification (PIV) information. Criminals will pull from all layers of a network and correlate information. For example, 100,000 breaches can be boiled down to 30-40 correlated events which come from multiple regions around the world and different systems. The key to protection is layering security information management systems rather than just relying on intrusion detection and firewalls. Current trends show there is money to be made from the theft of PIV information, and that complete system destruction is less of a priority. She cites the attacks on Google in China as a prime example. Coury recognizes that cyber attacks are extremely sophisticated; many planted by a perpetrator to lie dormant in a system for weeks or months before they are released. Others are so technologically sophisticated, they cannot be detected until they are activated.

There is not a single business function in today’s world that does not heavily rely on

the use of information technology (IT). The threat landscape of IT is changing so rapidly, it can be hard to identify the current threat to any system. Coury feels that a layered approach to the security of information management systems should be used to monitor and analyze systems to correlate information and identify high risk issues. IT managers must be careful to maintain records of security breaches to preserve the chain of custody in any legal action. Business continuity and disaster preparedness are also current focuses.

Oracle’s office in Chile was devastated during the recent earthquakes. “They lost all access to facilities and had a *hard down* of all systems due to not only the quake but had water running through everything,” said Coury. “The key issue was how long it was going to take to regroup the employees, get back into the building, and assess and repair damage before getting their system back up and running so they could serve their clients who experienced the same crisis.”

The Chile earthquake shows that having a properly trained incident response team for natural or cyber emergencies is critical for any organization. Individuals need to be familiar with IT systems, the typical response community and law enforcement procedures, so they can ensure evidence is kept intact if a system breach is suspected.

Each day, the world becomes increasingly more cyber-oriented. As the amount of data stored in phones, game consoles, vehicles, homes, etc. grows, so does the opportunity for cyber attack. Despite this, the emergency management community needs to be aware of how to respond, to protect their assets, and with whom to partner in response. These are the first of many steps in protecting the infrastructure that supports the government, military and global economy.

Vital information to recover from a cyber attack

THE OKLAHOMA CITY BOMBING, SEPTEMBER 11TH ATTACKS, HURRICANE KATRINA AND THE HAITI EARTHQUAKE HAVE TAUGHT THE RESPONSE COMMUNITY MANY LESSONS, not the least of which is the need to establish relationships within the response and recovery community in advance of an incident. Unfortunately, those responsible for records management are often overlooked in this outreach. Howard P. Lowell, Senior Advisor and External Coordinator for Disaster Preparedness and Response, National Archives and Records Administration (NARA), says that following a disaster, if good records have not survived in usable form, there will not be an effective and timely recovery.

There are four types of vital records; information an agency or company must maintain to fulfill mandated functions like documenting legal authorities and responsibilities, resuming operations in an emergency situation, and maintaining the rights of individuals. The first type is records that support business operations. These include finance or invoice statements, human resource files, and others that are often taken for granted until they no longer exist. Lowell states that “if you don’t protect your records, you’ll be out of business in five years.”

Second are records that protect the rights and interests of government and those it serves. Lowell recalls that following Hurricane Katrina, veterans asked the Veterans Administration for military records because they needed to provide fingerprints to prove their identity. Every government agency has vital records and protecting them is a fiduciary trust relationship with the public. Loss or damage to these records from natural causes, terrorist or cyber attack can have a devastating effect.

The last two types of vital records are those that tell our story and those that are essential

for recovery from an emergency. Lowell says that historical records are necessary to rebuild communities following an incident. Plans (continuity, response, recovery, etc.), essential contact information, operational procedures, etc. are the final category of vital records. Responders need to know whether they will have access to these during an emergency as they are the backbone of a response.

As more information in each of the four types is being converted to electronic format, vital records and secure information is becoming increasingly more vulnerable to cyber attack. Lowell firmly believes that “talking about it and doing it are two different things,” because more action needs to take place in agencies to define their risks, determine their acceptability, and mitigate those risks accordingly.

NARA and FEMA are investing in and planning for protection of vital records so that agencies can respond, recover, and rebuild following a cyber attack. Vital record training is available in the region and nationwide, but first those in government and the private sector must realize they are at risk for cyber attack. Loss of vital records would greatly impact the economy and the public trust of the citizens of the United States.

For more information on vital records management, visit NARA’s website at www.archives.gov.

*Aurora, CO,
November 16, 2010 – Howard Lowell. Mr. Lowell was Deputy Assistant Archivist for Records Services from 2000 to 2007, and now serves that Office as a Senior Advisor with broad coordination responsibilities for Washington-area program operations of the National Archives and Records Administration (NARA) as well as thier nationwide records management program. He is also NARA’s External Coordinator for Disaster Preparedness and Response. In this latter role, Lowell is NARA’s liaison to the federal emergency response community and state and local governments for issues relating to government records.
- Jerry DeFalice/FEMA*



Upcoming Events

A look at coming training, exercises and events in the Region

February 2011

- ▶ Operation Roughrider Full Scale Exercise (North Dakota)
- ▶ Catastrophic Mutual Aid Plan Table Top Exercise (FEMA Region VIII)
- ▶ Montana Training and Exercise Planning Workshop (Montana)
- ▶ Creating and Maintaining Agency Business Information, NARA Rocky Mountain Region (Albuquerque, NM)

March 2011

- ▶ Regional Interagency Steering Committee (RISC) Meeting (FEMA Region VIII)
- ▶ Regional Training and Exercise Planning Workshop (FEMA Region VIII)
- ▶ Utah ShakeOut Table Top Exercise (Utah and FEMA Region VIII)
- ▶ Records Scheduling, NARA Rocky Mountain Region (Albuquerque, NM)
- ▶ Records Schedule Implementation, NARA Rocky Mountain Region (Albuquerque, NM)
- ▶ Asset and Risk Management, NARA Rocky Mountain Region (Albuquerque, NM)
- ▶ Records Management Program Development, NARA Rocky Mountain Region (Albuquerque, NM)

May 2011

- ▶ Wildland Fire Interface Full Scale Exercise (Colorado)
- ▶ Basic Records Operations, NARA Rocky Mountain Region (Albuquerque, NM)
- ▶ Electronic Records Management, NARA Rocky Mountain Region (Albuquerque, NM)

July 2011

- ▶ Regional Interagency Steering Committee (RISC) Meeting (Salt Lake City, UT)
- ▶ Utah ShakeOut Full Scale Exercise (Salt Lake City, UT)
- ▶ Basic Records Management, NARA Rocky Mountain Region (Denver, CO)
- ▶ Electronic Records Management, NARA Rocky Mountain Region (Denver, CO)

For specific dates and locations for NARA Rocky Mountain Events, please call (303) 407-5720 or email workshop.denver@nara.gov. Dates and classes are subject to change.

For specific dates and locations for all other events listed, please contact Jeff Gafkjen, FEMA Region VIII at (303) 235-4800 or email jeffrey.gafkjen@dhs.gov. Dates and locations are subject to change.

Denver, CO,
November 17, 2010 –
Attendees during the
Operation Mountain
Guardian Table Top
Exercise
Workshop.
- Megan Floyd/FEMA

Vulnerability in the Nation's Food Supply

Examining the threat of a vast and interconnected food network

THE CURRENT FOOD SUPPLY NETWORK FOR THE UNITED STATES IS GLOBAL AND INTERCONNECTED, WITH MANY AREAS VULNERABLE TO MALICIOUS ATTACKS. Dr. Sharon Thompson, Director of the Center for Agriculture and Food Security and Preparedness (CAFSP), at The University of Tennessee College of Veterinary Medicine, sheds light on this often overlooked threat that can have enormous implications to the health and safety of the nation.

Dr. Thompson believes that to understand this threat, one must first understand how food is produced and how it gets to market. The food industry has products that procedures for preparation that range from simple to complex; the simplest being to wash produce and deliver it to the marketplace. However, an average hot dog will be produced using wheat from Kansas, beef from Colorado, paprika from Thailand, chili powder from India, onions from Mexico, etc. Clearly there are security issues in production cycles that cross the globe with many vulnerable points, most prominently the transportation of goods.

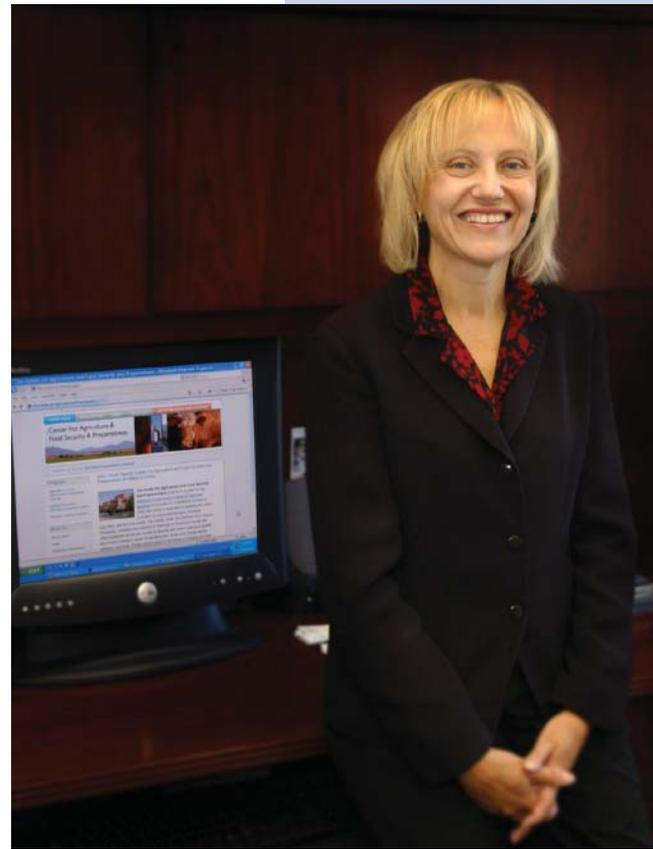
In the United States, one-third of the food supply is produced in five states (CA, IL, IA, NE, and TX), while 15 percent comes from trade with more than 150 countries through over 300 ports. At peak off season, our country sees a 60 percent increase in fresh fruit and vegetable imports. On average, approximately 11 million shipping containers enter the United States annually, while only 3-5 percent are inspected. This huge diversity in food sources is based on seasonal, economic, and technological factors, but it also poses a changing target in protecting the nation's food supply from harm, intentional or otherwise.

In 2003, the World Health Organization (WHO) recorded 300,000 people unintentionally contaminated from clams alone. How many could have been affected

if the outbreak was intentional? The same year, the WHO recommended that nations come up with contingency plans to protect against food terrorism, citing food borne disease outbreaks. Homeland Security Presidential Directive 9 (HSPD9) recognizes the threat to our food network and provides mechanisms to protect against them and prevent potential disasters. Homeland Security intelligence has shown terrorists have investigated how to attack agriculture and the food sector, and have made manuals for intentional contamination of food widely available on the internet.

The effects of an attack on our nation's food supply could be catastrophic. Death, loss of productivity from sickness, economic losses, as well as trade restrictions, lost jobs, market destabilization, and a loss of confidence in the government to protect the food supply would be just some of the results. How then, is the response community to prepare for this threat?

Dr. Thompson notes progress is being made and training is available through CAFSP in the areas of agriculture and food vulnerability assessment, agricultural first response, foreign animal and emerging disease, and others. However, the threat of intentional food contamination remains real, and only through increased security and international guidelines can we begin to mitigate these threats.



*Dr. Sharon Thompson, Director, The Center for Agriculture and Food Security and Preparedness (CAFSP), The University of Tennessee College of Veterinary Medicine.
- University of Tennessee*

Fusion Centers: Following the Flow of Information

A model for information sharing to address evolving threats

IN RESPONSE TO THE 2001 SEPTEMBER 11TH ATTACKS, THE UNITED STATES HAS CREATED SPECIALIZED AGENCIES TO COORDINATE EFFORTS TO PREVENT, PROTECT AGAINST, RESPOND TO, RECOVER FROM, AND PROSECUTE ACTS OF TERRORISM. These *fusion centers* serve as multi-agency clearinghouses for sharing and dissemination of all-hazards information to stakeholders in their area and throughout the United States.

In Colorado, the Colorado Information Analysis Center (CIAC) was created to protect Colorado citizens and critical infrastructure from all hazards, including terrorism. This fusion center is designed to expeditiously gather and disseminate critical information pertinent to a variety of stakeholders. It emphasizes detection, prevention, and information-driven response to protect citizens and critical infrastructure throughout the state. This counterterrorism effort is centralized in the fusion center to expedite information flow and enhance interagency cooperation.

Norm Lieberman, Intelligence Officer with the Department of Homeland Security, believes that fusion centers are great resources for information and intelligence in the evolving fight against terrorism. He notes, however, that sustainability of funding and the lack of knowledge of how local Emergency Operations Centers (EOCs) operate are preventing these centers from reaching their full potential.

The CIAC operates in the Governor's Office of Homeland Security and serves every jurisdiction in the state. Major Brenda Leffler of the Colorado State Patrol notes that training is available, and is used, to train agency representatives to liaize between the CIAC and their agency. In doing so, she feels the CIAC will gain a better understanding of the informational needs of its stakeholders and operational procedures to enhance the flow of information to and from the CIAC.

As a user of the CIAC, Arapahoe County Sheriff Grayson Robinson urges state and federal partners to be diligent in the collection and dissemination of information. He references a survey from April 2010 that showed a greater need to "connect the dots" between military and private sector information and as well as more involvement from the fire service. Grayson applauds the CIAC for coming a long way since its inception in 1989, but cautions that more work needs to be done to help get this resource to meet the needs of users in the future.

The threat of terrorism will never be completely eliminated. However, through efficient use of resources like fusion centers, the likelihood and impact of terrorist actions can be reduced. The CIAC's website states, "Prevention is everyone's responsibility. We are one neighborhood, one state, one nation; and it is the responsibility of all to remain vigilant and to report suspicious behavior. One call can make a difference."

The U.S. Department of Homeland Security honored the Colorado Information Analysis Center (CIAC) with the 2010 Fusion Center of the Year Award at a meeting in New Orleans in February 2010. More information on the CIAC can be found at www.ciac.co.gov or by calling 1-877-509-CIAC (2422).



Clanton, Ala., August 29, 2005 -- The Alabama Emergency Response Team work at the Alabama Emergency Operations Center (EOC). FEMA and the State of Alabama are monitoring Hurricane Katrina as it makes landfall on the gulf coast.
- Mark Wolfe/FEMA

American Red Cross & FEMA Announce Partnership

Partnership will strengthen mass care during a disaster

IN OCTOBER, THE U.S. DEPARTMENT OF HOMELAND SECURITY'S FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) AND THE AMERICAN RED CROSS SIGNED A MEMORANDUM OF AGREEMENT (MOA) that sets the framework for the Red Cross and FEMA to jointly lead the planning and coordination of mass care services, which will strengthen and expand the resources available to help shelter, feed, provide emergency first aid and deliver supplies to survivors of a disaster.

"FEMA is only part of our nation's emergency management team," said FEMA Administrator Craig Fugate. "By partnering with the American Red Cross - another key member of this team -we will be able to coordinate mass care services more effectively and efficiently. Today's signing was an important step forward not just for FEMA and the Red Cross, but for the many Americans who may need shelter, food, first aid and other types of mass care when a disaster strikes."

"Disasters can create a wide range of emergency needs that are more than any single organization or government agency can meet, so coordination and collaboration are essential," said Gail J. McGovern, president and CEO of the American Red Cross. "The Red Cross, a volunteer organization, has decades of experience providing food, shelter, supplies and family reunification services, and we're pleased to sign this agreement with FEMA to help disaster planning efforts across the United States."

By sharing the lead role, FEMA and the Red Cross will jointly assist states in their planning and coordinating of mass care services, specifically: sheltering, feeding, distribution of emergency supplies, and reuniting families separated by disasters. FEMA and the Red Cross will coordinate with other mass care partners to determine



the most critical needs, conduct state mass care capability assessments, conduct joint training and exercises to improve and evaluate mass care capabilities, and provide mass care technical assistance to states and non-governmental organizations before, during and after a disaster.

This co-lead partnership between FEMA and the Red Cross will leverage the resourcing strengths of the federal government and the sheltering, feeding and bulk distribution expertise of the Red Cross.

FEMA will continue to serve as lead, and Red Cross as a support agency for the emergency assistance, housing and human services responsibilities within Emergency Support Function 6 of the National Response Framework.

Washington, DC, October 22, 2010 – FEMA Administrator W. Craig Fugate shakes hands with American Red Cross President and CEO Gail J. McGovern after a Memorandum of Agreement signing ceremony at FEMA headquarters. The agreement was an important step for those who may need shelter, food, first aid and other types of mass care when a disaster strikes.

- Bill Koplitz/FEMA

Seeing is Believing

The Simulation Center at the Community College of Aurora

IF IT LOOKS LIKE A REAL DISASTER, SOUNDS LIKE A REAL DISASTER, AND EVEN SMELLS LIKE A REAL DISASTER, IT MUST BE THE PERFECT WAY TO LEARN HOW TO FUNCTION IN A REAL DISASTER. That's the theory behind the Community College of Aurora's Center for Simulation according to Pony Anderson, the Center's Coordinator.

The Center uses state-of-the-art technology and facilities to train emergency responders and disaster preparedness volunteers on how to function in an environment that "suspends disbelief." This "immersion



simulation" approach was patterned after military and air transportation industry programs and is available to the emergency management community at low or no cost.

After showing a video that explained the theory behind the center and its structure, Ms. Anderson led a group of RISC attendees on a physical tour of the facilities. One highlight at the center is the Advanced Disaster Management Simulator (ADMS), an Incident Command Center that incorporates green screens, high tech communications lines, and "event inputs" during exercises to help drive disaster management simulations.

For more information on the Simulation Center at the Community College of Aurora, Colorado, please contact Pony Anderson at Pony.Anderson@CCAurora.edu.

Aurora, CO – Street Scene - One of 3 indoor sets "staged" for training first responders. The Simulation Center also has a restaurant/bar setting and a full sized home for use in training simulations.
- Pony Anderson/Community College of Aurora

Next RISC meetings:

March 9-10, 2011
Castle Rock, CO

July 11-12, 2011
Salt Lake City, UT

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