



# Public Private Partnership for Catastrophic Response

A proven approach to lifeline sector restoration during disasters  
*Through the SISEnet Business Integration Center*

*Proposal to:*



**Homeland  
Security**

Office of Infrastructure Protection

**-discussion draft-**

*May 21, 2018*



## SISEnet Business Integration Center



### *A proven public-private partnership for catastrophic response...*

The **SISEnet Business Integration Center** is:

- A permanent, credible, operational framework for critical infrastructure restoration
- National in scope, state-connected, market segment-focused
- Staffed by emergency managers with deep market sector knowledge and contacts
- Convened **during Blue Sky** to create a common operational process
- Activated **during Gray Sky** to find and solve problems

### Problem Statement

**The complexity of an already complex private sector is ever increasing, while our margin of error grows smaller ...**

- Just-in-time imperative shrinks response timelines
- Life-threatening disruptions to lifeline sectors will appear without warning
- Solutions will have to be implemented in hours, not days

*Current environment characterized by mistrust and poor communication*

- Public and private stakeholders have little experience working together ...

*In a crisis...*

- Industry gets competing priorities and requests from Federal, State, and Local governments
- Lifeline sectors and government will have to come together quickly to solve problems

### Benefits from the Project

**This project will build on the work of existing DHS programs** (e.g., OCIA, OIP, S&T and NIC) **by:**

- Integrating products (e.g., knowledge and tools) into the resilience practices of the business sector
- Assimilating products into the operations of industry and government

- Building on work of existing Private Sector Offices to plan and exercise with states, private sector, and regions

**SISEnet Integration Center will drive private sector integration of products and methods developed by:**

- ✓ *Office of Cyber and Infrastructure Analysis*
- ✓ *Office of Infrastructure Protection, Regional Resiliency Assessment Program*
- ✓ *Science and Technology*
- ✓ *FEMA National Integration Center, Technical Assistance Program*

### What is SISE?

**The Sensitive Information Sharing Environment is a proven approach to incident coordination that has...**

- Solved user identity/ legal obstacles
- Created an open collaboration environment where states and private sector owners/operators can share proprietary operational information
- A proven track record during large scale crises (e.g., Harvey, Irma and Maria)

### What is the All-Hazards Consortium?

**The All-Hazards Consortium is...**

- 40,000+ state, private sector, FEMA, DHS NPPD and DOE stakeholders
- Creating resilience by connecting lifeline sectors to government
- Focused on incident management, infrastructure response and recovery



## How the SISEnet Business Integration Center works...

- 1 **Convenes** –facilitators are building stakeholder working groups (i.e., Lifeline Sector Restoration Committees) of the major players in each market segment (i.e., the solution community)
- 2 **Builds trust**– these working groups are creating robust communications pathways before the crisis and defining the process of coming together around problem identification and solution and communicating those solutions to the public
- 3 **Builds proficiency**–through robust drills and exercises, working groups use existing tools (e.g., SISEnet) and playbooks (e.g., operational checklists by phase) to create a muscle memory around coordination during a crisis
- 4 **Operates**–facilitators are activating these same stakeholder working groups to coordinate solutions during crises (e.g., during Hurricanes Harvey, Irma and Maria)
- 5 **Sustains**–through the SISEnet Business Integration Center, facilitators and working group comprise a true, national, cooperative, multi-stakeholder team

### Case Study: Multi-State Fleet Response Working Group

The Fleet Working Group is a private sector-guided, public/private partnership that expedites the movement of repair and supply chain fleets across state borders during disasters

- The work of the FWG speeds the restoration of the critical infrastructure that business and communities rely on like power, fuel, water, food, shelter communications and transportation.
- The FWG utilizes the SISEnet framework developed by AHC that includes joint public/private integrated planning, training, information sharing, and exercising
- Members include energy, telecommunications, transportation, food and supply chain companies, 25 US states, federal agencies (FEMA, DOE and DOT) and trade Associations (e.g., Edison Electric Institute, MITRE Corp)



### Building the NEMA Vision

This project makes the NEMA Public Private Partnership vision a reality...

*“One critical gap is the lack of a common operational process for industry and government to coordinate mission priorities and share information”*

#### Building Operational Public Private Partnerships

A Community Reference Guide for Emergency Management Agencies and Private Sector Partners

July 2017

#### Version 1.0 Prepared By:

NEMA Private Sector Committee  
Information  
Sharing  
Task Force



## NIPP Proposal

1. **Proposal Number: (assigned by NIHS)**
2. **Program Name: SISEnet Business Integration Center**
3. **Principal Investigator or Proposer**
  - a. **Name:** Thomas Moran, Executive Director
  - b. **Organization Affiliation:** All Hazards Consortium, Inc. (AHC)
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#### 4. Program Description

##### a. Mission and Objectives

The **Mission** of the Program is to create a national common operational process to coordinate mission priorities and share information during disasters across the Critical Infrastructure Sectors as shown in the table below.

Critical Infrastructure Sectors <sup>1</sup>	
Chemical	Financial Services
Commercial Facilities	Food and Agriculture
Communications	Government Facilities
Critical Manufacturing	Healthcare and Public Health
Dams	Information Technology
Defense Industrial Base	Nuclear Reactors, Materials, and Waste
Emergency Services	Sector-Specific Agencies
Energy	Transportation Systems

The **Objectives** of the Program are to

Build on the work of existing DHS programs including the following:

- Office of Cyber and Infrastructure Analysis
- Office of Infrastructure Protection, Regional Resiliency Assessment Program
- Science and Technology

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<sup>1</sup> Per Presidential Policy Directive 21 (PPD-21): Critical Infrastructure Security and Resilience

- FEMA National Integration Center, Technical Assistance Program

To drive private sector integration of existing products (e.g., knowledge and tools) into the resilience practices of the business sector

- Assimilate these products into the operations of both industry and government
- Build on work of existing Private Sector Offices (at DHS and FEMA) to plan and exercise with states, private sector, and FEMA regions

#### **b. Problem Statement**

The **problem** (*that this Program will address*) is the significant gaps in integrated planning and response that exist between the private and public sectors.

- There is no standard/clear channel for the private sector to gather official information and communicate during a disaster. Companies often get multiple competing requests for information from Federal, State, and Local entities causing duplicative efforts.
- An operational coordination framework is needed to align the timeline of disaster, key decision thresholds, information requirements, data sources, and resource allocation determinations.
- Neither government nor private sector enterprises effectively respond to disruptions, crises, or disasters without sharing information among and between partners for resumption of normal operations.
- Divergent information sharing linkages exist between government and the private sector.
- Information sharing is crisis-oriented, at times creating false assumptions and/or out of date information during a crisis (i.e., Capabilities not fully known).
- No coherent jurisdictional / scale of operations standards exist for linking government and private sector information sharing.

#### **c. Solution Statement**

The **solution** (*that this Program will implement*) includes the following elements:

- Defined process for Federal, State, Local, Territorial, and Tribal governments to share information with the private sector during disasters
- Permanent mechanism for government and private sector to coordinate logistics and operations during disasters
- Permanent mechanism for private sector to access key operational public sector programs (e.g., access and credentialing)
- Defined framework for information privacy that complies with information security and public disclosure laws.

#### **d. Program Approach**

The SISEnet Business Integration Center Project will expand its existing Joint Planning Process and Operational Integration Model by initiating and sustaining public-private partnerships (by market segment) and integrating them into its Business Emergency Operations Center.

- It will continue to develop its crisis information management capabilities through the SISEnet framework to improve access to information and data at all levels that enable sound decision-making between the government and the private sector.

The objectives of the SISEnet Business Integration Center include the following:

- Increased efficiency in response and recovery operations planning for public and private sectors.

- Enhanced operational coordination and communications between the private sector and public sector
- Defined processes and capabilities across government and private sector, where they intersect, and how to work together more effectively.
- Defined priorities in operational time periods to enable shared objectives between the public and private sectors that can be incorporated into incident action plans.
- Defined measurable return on investment for both sectors
- Enhanced capability of businesses helping businesses get back into business.
- A clear on-boarding process for new private sector companies into local/regional/national coordination activities.

## 5. Concept of Operations

Located within the National Capital Region, the SISEnet Business Integration Center would be a fixed facility staffed by full-time facilitators who are emergency managers with deep market sector knowledge and contacts.

- The SISEnet Business Integration Center would be a central "planning cell"
- The facilitators will liaise with influential contacts in private sector companies and industry groups to scope, initiate and execute the planning process.
- These working groups would be convened during Blue Sky to plan, train and exercise
- These working groups would be activated during Gray Sky to find and solve problems, thus creating a true, national, cooperative, multi-stakeholder team.

### a. Blue Sky

The SISEnet Business Integration Center works before the disaster:

- 1) Facilitators will convene stakeholder working groups (i.e., Lifeline Sector Restoration Committees) of the major players in each market segment (i.e., the solution community).
- 2) Stakeholder working groups will create robust communications pathways before the crisis and defining the process of coming together around problem identification, solution and communication.
- 3) Facilitators will lead an ongoing process of robust drills and exercises in which working groups existing tools (e.g., SISEnet) and playbooks (e.g., operational checklists by phase) to create a muscle memory around coordination during a crisis.

### (i) Blue Sky Activities and Responsibilities include:

- 4) Facilitated integrated planning working group by sector
- 5) Situation Awareness, Use Case and Data Set Enhancement
  - a. Working Group Monthly Meetings
  - b. Working Group Quarterly Exercises
  - c. Working Group Annual Summits
  - d. Dataset Identification and Enhancement
  - e. Legal agreements
  - f. Apps or product development
- 6) Continuous outreach to build Working Groups
  - a. Solution development and integration

- b. Existing solution integration
- c. Research and Development
- d. Marketing and product(s) education

**b. Gray Sky**

The SISEnet Business Integration Center activates as a Business Emergency Operations Center during the disaster:

- 1) During incidents, facilitators activate these same stakeholder working groups to coordinate solutions during the crisis

**(i) Gray Sky Activities and Responsibilities include:**

- 1) Common Operating Picture Dashboard(s)
  - a. Sector dashboards
  - b. Use-case datasets and management
  - c. Ongoing situational awareness
  - d. Operations Center
  - e. Help Desk
- 2) Incident Coordination Calls (Public/Private Sector)
  - a. Key Process Coordination (e.g., reentry)
  - b. Expedite Damage Assessment
  - c. Expedite Federal and State/Local Government Waivers/Declarations
  - d. Education on operational use cases
  - e. Alerts/ trouble tickets
  - f. Coordination with FEMA/ states
- 3) Build and Leverage technology tools:
  - a. Dashboard incorporating data sets, overlay of critical situational awareness data, and integration of state specific information (WebEOC Panels and databases)
  - b. Identity Management (cloud-based with key cyber/data privacy)

**6. Program Participants and Their Roles**

Collaboration will include a wide network of public and private-sector entities (as shown in the table below) involved in catastrophic response

Private sector lifeline sectors (e.g., electric, transportation, telecom, fuel, food, healthcare, retail, and finance)		
HHS	DHS S&T	FEMA Logistics
FEMA Regions	States (DOT/EM/State Police)	Major Cities
IAEM	USDOE	USACE
NEMA	NBEOC	USDOT
FEMA NIC	OCIA	OIP

The Program will include collaboration with AHC technology partners from the federal and commercial sectors as listed in the table below

Skyline Engineering	StormCenter Communications	Integrity Consulting
Unmanned Experts	Hughes Network Systems	Regional Mutual Assistance Groups (SEE, NAMAG, GLMAG)

Additional program participants and their roles in the program are listed in the table below:

Sector	Program Participants	Roles
Industry	ConEdison, PEPCO, PECO Energy, Wakefern Foods, Verizon, Bank of America, First Energy, Edison Electric Institute, Southern Company, Florida Power & Light, National Grid, Colonial Pipeline, Southeastern Electric Exchange, StormCenter, Skyline Engineering, Integrity Consulting.	Working group/workshop/exercise participants, requirements and use case development, technology and process test/feedback/recommendations, sustainment plan development, plan for adoption into other sector exercises and drills
Government	Department of Emergency Management from Chester County, PA, New York City; Virginia Pennsylvania, District of Columbia, Maryland, North Carolina, Delaware, and Texas; State Offices of Homeland Security from Texas, PA, MD, DC, VA; PA Turnpike Authority, NOAA, NASA, FEMA, DHS IP, DHS S&T Cyber Division, DOT and DOE; Fusion Centers from NJ, DC, MD & PA; DHS Protective Security Advisers (PSA's).	Working group/workshop/exercise participants. Will enhance information sharing capabilities with PSA's and like entities to expand communication and product improvements, plan for adoption into other government exercises and drills.
Non-Profit/ Non-Governmental	All Hazards Consortium, Chicago First, the Regional Consortium Coordinating Council (RC3), East Coast Corridor Coalition (EC3), the State, Local, Tribal, Territorial Government Coordinating Council (SLTTGCC), the Cross Sector Coordinating Council (CSCC); the All Hazards Emergency Network, New Jersey Food Council, NJ Truckers Association.	Working group/workshop/exercise participants, key role here is for sustainment plan development input and plan for adoption into other regions and sectors

8. **Total Estimated Program Cost:** \$16,662,500

9. **Period of Performance (In Terms of Months)** –72 months (see Phasing Table below)



**Work Completed to Date**

The table below shows the work completed to date by the All Hands Consortium in the Proof of Concept phase of the project

Year		-7	-6	-5	-4	-3	-2	-1
<b>Gray Sky Activities (All Hands Consortium)</b>								
<b>Incident Coordination</b>		Not Started	Not Started	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
<b>Sector Integration (All Hands Consortium)</b>								
1	<b>Electric</b>	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
2	<b>Food</b>	Not Started	Not Started	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
3	<b>Communications</b>	Not Started	Not Started	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
4	<b>Finance</b>	Not Started	Not Started	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

**Program Phasing Table**

As shown below, program activities would phased in over a 72 month Period of Performance

Year		0	1	2	3	4	5	6
<b>SISenet Business Integration Center Startup</b>								
<b>Establish BIC, Hire Staff</b>		Not Started	Ongoing	Mission Capable	Mission Capable	Mission Capable	Mission Capable	Mission Capable
<b>Blue Sky Activities</b>								
<b>Training &amp; Exercises</b>		Not Started	Mission Capable	Mission Capable	Mission Capable	Mission Capable	Mission Capable	Mission Capable
<b>Gray Sky Activities</b>								
<b>Incident Coordination</b>		Ongoing	Ongoing	Mission Capable	Mission Capable	Mission Capable	Mission Capable	Mission Capable
<b>Sector Integration</b>								
1	<b>Electric</b>	Ongoing	Ongoing	Mission Capable	Mission Capable	Mission Capable	Mission Capable	Mission Capable
2	<b>Food</b>	Ongoing	Ongoing	Ongoing	Mission Capable	Mission Capable	Mission Capable	Mission Capable
3	<b>Communications</b>	Ongoing	Ongoing	Ongoing	Mission Capable	Mission Capable	Mission Capable	Mission Capable
4	<b>Finance</b>	Ongoing	Ongoing	Ongoing	Mission Capable	Mission Capable	Mission Capable	Mission Capable
5	<b>Healthcare</b>	Not Started	Ongoing	Ongoing	Ongoing	Mission Capable	Mission Capable	Mission Capable

6	[Sector]	Not Started	Not Started	Ongoing	Ongoing	Ongoing	Mission Capable	Mission Capable
7	[Sector]	Not Started	Not Started	Not Started	Ongoing	Ongoing	Ongoing	Mission Capable

## 10. Budget

Following tables list estimated costs by budget category and program year

### A. Personnel Costs (PS)

Full Program Staffing for Year 6 shown with estimates based on hiring rates for prior years

Name	Position	Base Salary	Fringe	Total Cost
Program Lead	Director	\$150,000	\$97,500	\$247,500
Program Lead	Deputy Director	\$100,000	\$65,000	\$165,000
Sector Lead	<b>Electric Sector</b> Specialist	\$85,000	\$55,250	\$140,250
Sector Lead	<b>Food Sector</b> Specialist	\$85,000	\$55,250	\$140,250
Sector Lead	<b>Communications Sector</b> Specialist	\$85,000	\$55,250	\$140,250
Sector Lead	<b>Finance Sector</b> Specialist	\$85,000	\$55,250	\$140,250
Sector Lead	<b>Healthcare Sector</b> Specialist	\$85,000	\$55,250	\$140,250
Sector Lead	<b>[Sector] Specialist</b>	\$85,000	\$55,250	\$140,250
Sector Lead	<b>[Sector] Specialist</b>	\$85,000	\$55,250	\$140,250
Planning Support	Senior Planner	\$85,000	\$55,250	\$140,250
Admin Support	Executive Assistant	\$50,000	\$32,500	\$82,500
IT Support	Senior Programmer	\$165,000	\$107,250	\$272,250
GIS Support	Senior GIS Specialist	\$150,000	\$97,500	\$247,500
<b>Estimated PS Cost (Year 6)</b>				<b>\$2,136,750</b>
<b>Estimated PS Cost (Year 5)</b>				<b>\$1,996,500</b>
<b>Estimated PS Cost (Year 4)</b>				<b>\$1,856,250</b>
<b>Estimated PS Cost (Year 3)</b>				<b>\$1,575,750</b>
<b>Estimated PS Cost (Year 2)</b>				<b>\$1,295,250</b>
<b>Estimated PS Cost (Year 1)</b>				<b>\$1,155,000</b>
<b>Total Estimated PS Cost (Program)</b>				<b>\$10,015,500</b>

**B. Other Than Personnel Costs (OTPS)**

*Full Program OTPS Costs for Year 6 shown with estimates for prior years*

Category	Description	Total Cost
IT Infrastructure	License/applications/database	\$450,500
Fixed facility	Operations center rent, maintenance	\$420,000
Supplies and equipment	Computers, phones, Supplies, equipment	\$335,250
<b>Estimated OTPS Cost (Year 6)</b>		\$1,205,750
<b>Estimated OTPS Cost (Year 5)</b>		\$1,205,750
<b>Estimated OTPS Cost (Year 4)</b>		\$905,250
<b>Estimated OTPS Cost (Year 3)</b>		\$905,250
<b>Estimated OTPS Cost (Year 2)</b>		\$675,000
<b>Estimated OTPS Cost (Year 1)</b>		\$1,750,000
<b>Total Estimated OTPS (Program)</b>		<b>\$6,647,000</b>

**Program Cost Summary**

*Total estimated PS and OTPS costs by Program Year*

Year	1	2	3	4	5	6	Total
A. Personnel	\$1,155,000	\$1,295,250	\$1,575,750	\$1,856,250	\$1,996,500	\$2,136,750	\$10,015,500
B. Other Than Personnel Costs	\$1,750,000	\$675,000	\$905,250	\$905,250	\$1,205,750	\$1,205,750	\$6,647,000
<b>Total Program Costs</b>	<b>\$2,905,000</b>	<b>\$1,970,250</b>	<b>\$2,481,000</b>	<b>\$2,761,500</b>	<b>\$3,202,250</b>	<b>\$3,342,500</b>	<b>\$16,662,500</b>

**11. Cost Sharing Opportunities**

Table below lists project revenue from investments by Private Sector in SISEnet membership and product-specific fees

**Program Revenue Summary**

*Total estimated revenue by Program Year*

Year	1	2	3	4	5	6	Total
Basic <sup>1</sup>	\$30,000	\$60,000	\$90,000	\$120,000	\$180,000	\$240,000	\$720,000
Corporate <sup>2</sup>	\$225,000	\$450,000	\$675,000	\$900,000	\$1,125,000	\$1,350,000	\$4,725,000
Enterprise <sup>3</sup>	\$200,000	\$400,000	\$600,000	\$800,000	\$1,000,000	\$1,200,000	\$4,200,000

### Program Revenue Summary

Total estimated revenue by Program Year

Year	1	2	3	4	5	6	Total
Total Revenue	\$455,000	\$910,000	\$1,365,000	\$1,820,000	\$2,305,000	\$2,790,000	\$9,645,000

<sup>1</sup>based on \$1,200 unit price and 25 new sign-ups / year with no attrition

<sup>2</sup>based on \$15,000 unit price and 15 new sign-ups / year

<sup>3</sup>based on \$50,000 unit price and 4 new sign-ups / year

### 10. Budget Need

Following table list estimated budget need by program year

#### Program Need Summary

Total estimated Budget Need by Program Year

Year	1	2	3	4	5	6	Total
Program Costs	\$2,905,000	\$1,970,250	\$2,481,000	\$2,761,500	\$3,202,250	\$3,342,500	\$16,662,500
Program Revenue	\$455,000	\$910,000	\$1,365,000	\$1,820,000	\$2,305,000	\$2,790,000	\$9,645,000
Program Budget Need	\$2,450,000	\$1,060,250	\$1,116,000	\$941,500	\$897,250	\$552,500	\$7,017,500