



**READYCOMMUNITIES
PARTNERSHIP**

Community Resiliency Initiative

Roundtable Summary

September 18, 2019
115 Meeting Street
Charleston, SC

*First Edition 12-17-19
(with additional edits applied on June 15, 2020, January 23, 2023)*

READYCOMMUNITIES PARTNERSHIP

Community Resiliency Initiative

Roundtable Summary

September 18, 2019

Charleston, SC

Table of Contents

- I) Initiative Advisory Committee / Initiative Planning Committee / Roundtable Summary Editorial Committee
- II) Roundtable Participants List – Moderator, Speakers, Attendees
- III) ReadyCommunities Partnership September 18, 2019 Roundtable Agenda
- IV) Executive Summary & Suggested Next Steps
- V) Roundtable Participant Organization Profiles
- VI) Brief History of Large-Scale Crises Impacting Charleston, SC
- VII) Charleston Stakeholder Best Practices & Recommendations
- VIII) The Charleston Model: *One Charleston: One Table for Resiliency*
- IX) Best Practices for Security and Resiliency of the National Union of Sahrawi Women
- X) Appendixes about the Topic of the Corporate Crisis Response Officer
 - A) Can American Business Survive the Coming Pandemic? (2009, August 31), Coauthored by Hon. Asa Hutchinson and Michael G. Schmidt, PhD, Retrieved from <https://www.washingtontimes.com/news/2009/aug/31/the-coming-pandemic/>
 - A) ReadyCommunities Partnership Roundtable Executive Summary Charleston (2010, August 24), by Rosalie J. Wyatt with co-editors

READYCOMMUNITIES PARTNERSHIP
Community Resiliency Initiative Roundtable

Lessons Learned & Best Practices
as a Model for Resiliency in America's Strategic Communities

*Further Developing the Charleston Model of the
National Blueprint for Secure Communities:*

*The Role of the Private and Community Organizations
in Meeting the Emerging Threats to Resiliency*

September 18, 2019
Charleston, South Carolina

With appreciation for their leadership

Initiative Advisory Committee

*Capt. John E. Cameron, USCG (ret.)
Dr. Michael G. Schmidt, Medical University of South Carolina
Mark Wilbert, City of Charleston, South Carolina*

Initiative Planning Committee

July 25, 2019, 82 Queen, Charleston
*Denise Marie Fugo, Charleston Area Senior Citizen's Services, Inc.
Marsha Bibb-Goggans Johnson, WHOW Women Helping Other Women
Sandra Klein, American Red Cross Lowcountry
Rev'd. Dr. Anthony Kowbeidu, St. Andrew's Church
Chief Deputy (Ret.) Guy Van Horn, Charleston County Sheriff's Office, Law Enforcement*

Roundtable Summary First Draft Editorial Committee

*Dr. Rosalie J. Wyatt, MBA, Editor
October 22, 2019, Mills House, Charleston
Drew Barrett; Rick DeVoe; Damon L. Fordham; Denise Marie Fugo;
Rev'd. Dr. Anthony Kowbeidu; Dr. Michael G. Schmidt, Dr. Rosalie J. Wyatt
November 15, 2019 Harbor Club, Charleston
Damon L. Fordham; Rev'd. Dr. Anthony Kowbeidu;
Aurelia Belle Sands; Dr. Michael G. Schmidt; Dr. Rosalie J. Wyatt*

Co-Editors by Subcommittee

*Citizen/Community – D. Barrett, D. L. Fordham
Communications / Technology – Capt. J. E. Cameron, M. Lester, G. Nestler
Economics / Infrastructure – C. Bryan, Dr. G. Nestler
Education / Training - A. Kowbeidu, Dr. M. G. Schmidt
Fuel / Energy – Dr. M. G. Schmidt
Intelligence / Situational Awareness – Capt. J. E. Cameron, M. Lester, Dr. G. Nestler
Leadership / Sustainability – Capt. J. E. Cameron, Dr. G. Nestler
Legal / Intergovernmental – N/A
Military / Security – Capt. J. E. Cameron
Public Health / Medical – Dr. M. G. Schmidt
Transportation / Logistics – M. Lester*

READYCOMMUNITIES PARTNERSHIP

Community Resiliency Initiative Roundtable:

Lessons Learned & Best Practices
as a Model for Resiliency in America's Strategic Communities

Further Developing the Charleston Model of the
National Blueprint for Secure Communities:

The Role of the Private and Community Organizations
in Meeting the Emerging Threats to Resiliency

September 18, 2019
Mills House, Charleston, SC

Moderator

Dr. Rosalie J. Wyatt, MBA

Speakers

Charleston-Area Participants

Drew Barrett, St. Michael's Church

Rev'd. Dr. Byron LeaVance Benton, Mt. Moriah Missionary Baptist

Andy Breaux, St. Andrew's Anglican Church

Capt. John E. Cameron, USCG (ret.)

Damon L. Fordham, Charleston Southern University

David Gerlach, Water Mission

Marsha Bibb-Goggans Johnson, WHOW Women Helping Other Women

Rev'd. Dr. Anthony Kowbeidu, St. Andrew's Church

Mark Lester, SC State Ports Authority

Dr. Gary Nestler, Priority5 Holdings

Dr. Michael G. Schmidt, Medical University of South Carolina

Chief Deputy (Ret.) Guy Van Horn, Charleston County Sheriff's Office, Law Enforcement

Sarah Watson, SC Sea Grant Consortium

International Guest Speaker

Amb. Mouloud Said, Representative for the National Union Sahrawi Women, Western Sahara

Additional Attendees

John Barnes, St. Andrew's Anglican Church

Aurelia Sands Belle, Medical University of South Carolina

Elaine Bergmann, Lowcountry Community Chaplaincy

Sandra Jamison, City of Charleston

Rev'd. Dr. Anthony Kowbeidu, St. Andrew's Anglican Church

L'Oreal Morrison, WHOW Women Helping Other Women

Stephanie Stewart, Cathedral of St. John the Baptist

John Vena, PhD, Medical University of South Carolina

Lynn and James George, A/V Services



www.readycommunities.org

COMMUNITY RESILIENCY INITIATIVE
Lessons Learned & Best Practices
as a Model for Resiliency in America's Strategic Communities

Further Developing the Charleston Model of the
National Blueprint for Secure Communities:

The Role of the Private and Community Organizations
in Meeting the Emerging Threats to Resiliency

Agenda

September 18, 2019

The Mills House, Charleston, SC

Opening Remarks

Dr. Rosalie J. Wyatt, MBA, Director, ReadyCommunities Partnership/CCROA
"Background & Today's Objective"

Emerging Threats

Mass Violence

Dr. Michael Schmidt, Professor, Medical University of South Carolina:
"Learning from Hugo, Thirty Years Ago" & "Addressing National Mass Violence & Victimization"

Water Supply, Wars Over Critical Resources

Chris Bryan, Water Mission

"Meeting Critical Needs the World Over & Our Response in the Bahamas"

Misinformation

Dr. Gary Nestler, Priority5 Holdings

"Mitigating Conflict of Misinformation"

Cyber Threats

Capt. John E. Cameron, USCG (ret.), President & Founder, Tradeworthy, Inc.:

"Dedication to Safe Navigation in our Strategic Ports: The Danger of Digital Navigation in the World of Cyber War"

Mark Lester, Information Security Officer, SC State Port Authority:

"Personal Thoughts on What is Needed to Promote Resiliency & Recovery from a Cyber Perspective"

Environmental Risks and Coastal Resilience

Sarah Watson, SC Sea Grant Consortium, Charleston

"Sea Grant's Role in Resilience for the Charleston Area"

www.readycommunities.org, drjwyatt@ccroa.org

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RCP Community Resiliency Initiative Roundtable Summary (September 18, 2019, Charleston)

Part 1:
**The Charleston Model of the
National Blueprint for Secure Communities:**

www.nationalblueprint.org
*Adding to Charleston-initiated Best Practices posted to the National Blueprint,
identify Domestic & International Approaches (best practices, lessons learned)
which Foster Resiliency of Civic Institutions & Buoy Community Spirit and Recovery*

Brief Remarks (2-4 Minutes):
A Best Practice or Lesson Learned for Strategic Community Resiliency – 45 minutes

Charleston Area Community & Faith-Based Organizations
Damon L. Fordham, Charleston Southern University, North Charleston:
“Keeping the Peace in the Aftermath of the Mother Emanuel Tragedy”

Andy Breaux, St. Andrew’s Anglican Church; Mt. Pleasant:
“Men’s Involvement in the Community”

Drew Barrett, St. Michael’s Church, Charleston:
“Low Country Disaster Relief”

Marsha Bibb-Goggans Johnson – WHOW Women Helping Other Women, N. Charleston:
“Where There Is Unity There is Strength”

*Chief Deputy (Ret.) Guy Van Horn, Charleston County Sheriff’s Ofc., Law Enforcement &
Billy Graham Rapid Response:*
“Gather at the Cross”

Rev. Dr. Byron LeVance Benton, Mt. Moriah Missionary Baptist Church, North Charleston:
“Caring for One Another”

Synopsis: Rev’d. Dr. Anthony Kowbeidu

Part 2:
Guest Speaker
Hon. Mouloud Said, National Union Sahrawi Women:
*“Extraordinary Civic Institutions in the Desert for Security and Resiliency:
The National Union of Sahrawi Women Interfaith Conference; The Sahara Marathon; English Schools”*
Invitation to January 2020 Delegation to North Africa/Western Sahara to Share Best Practices

Q&A
Closing Comments & Next Steps

READYCOMMUNITIES PARTNERSHIP
Community Resiliency Initiative Roundtable
September 18, 2019, Charleston, SC

Executive Summary

The ReadyCommunities Partnership (RCP) is an initiative of the Corporate Crisis Response Officers Association and continues the work of the Gilmore Commission to engage stakeholders in cross-sector collaboration to reinforce if not augment the public sector response capacity in the first 72 hours of a large-scale or national crisis.

For over a decade, the ReadyCommunities Partnership has convened stakeholders through dozens of symposiums and roundtables in a number of communities, especially including America's strategic port communities, to identify and share best practices and recommendations for community resiliency. Once identified, these best practices and recommendations are then included in to the National Blueprint for Secure Communities for other resiliency planners to review and leverage at will – the blueprint can be viewed at www.nationalblueprint.org.

Recognizing the importance of Charleston as a strategic seaport to national security, the ReadyCommunities Partnership has appreciated the privilege of engaging Charleston-based community leaders from across all sectors since 2006. ReadyCommunities Partnership's current initiative, the Community Resiliency Initiative, is an outgrowth of RCP's earlier Strategic Military Base and Port Community Resiliency Initiative and its symposium series.

The first roundtable of the Community Resiliency Initiative was held in Charleston on September 18, 2019 to engage faith-based and community organization leaders to understand how leadership and collaboration might sustain civic institutions and or buoy community spirit in the aftermath of a large-scale crisis or national crisis.

RCP convened an initial planning meeting in Charleston on July 25, 2019 and on September 18, 2019, approximately 26 Charleston-area stakeholders attended the roundtable to add to the Charleston Model of the National Blueprint for Secure Communities.

The best practices and lessons learned which define the Charleston Model for Secure Communities are emblematic of the leadership and collaborative nature of the people of Charleston and the tri-county area, the geography of the South Carolina low country, and the array of institutions of the tri-county area and strategic port community.

The Charleston Model of the National Blueprint for Secure Communities includes best practices and lessons learned for preparedness and or response to large-scale or national crises.

The Charleston-area lessons learned and the best practices for resiliency are also a function of the crises by which those living in the Charleston area have experienced loss of life and commensurate human trauma, and devastation to critical infrastructure and commensurate disruption to daily life.

A partial list of large-scale or extreme crises experienced by those from the Charleston area over the last century, by which loss of life and mourning ensued, and or devastation to critical infrastructure with commensurate challenges to the economy and resiliency of institutions include but are not limited to two natural disasters; the 1886 Charleston earthquake, Hurricane Hugo (1989); and two tragic events - the loss of nine firefighters in the Sofa Super Store Fire (2007), and the Mother Emanuel Mass Shooting/Murder of nine beloved parishioners (2015).

As of late, flooding events causing disruption to daily life in downtown Charleston have caused concern and have served as the catalyst for further planning and preparedness for community resiliency such as through Dutch Dialogues.

In 2005, the National Blueprint for Secure Communities was launched by a panel of ReadyCommunities Partners in collaboration with the Kennedy School of Government in Cambridge, Massachusetts. The National Blueprint continues to serve as a tool for information-sharing of lessons learned and best practices for resiliency in the first hours of a large-scale crisis.

On November 30, 2006, ReadyCommunities Partnership convened the first National Blueprint for Secure Communities Symposium in Charleston, SC which was attended by about 250 public and private sector leader and stakeholders at the Gaillard auditorium. The purpose for the meeting, as stated in the remarks by former Virginia Governor Jim Gilmore and Hon. Joseph P. Riley, Jr., was to plan for community preparedness in response to a terror attack or a large-scale natural disaster. Best practices and cross-sector collaborative initiatives of the Charleston community were shared and have been included in the National Blueprint at www.nationalblueprint.org.

During the 2006 meeting, Dr. John Simkovich of the SC Department of Health and Environmental Control stated rather poignantly; “We’re one community and we’re going to sink or swim as one community. We have to understand what our capabilities are and what capabilities we don’t have. We have to know what resources are available across the board so we can share those resources in times of disaster.”

To further develop the Charleston Model of the National Blueprint for Secure Communities while recognizing the frequency and scope of extreme events at home and abroad;

- a) manmade mass violence/terrorism;
- b) extreme natural disasters;
- c) wars over critical resources;
- d) cyber-attacks on corporate enterprises and navigation systems;

ReadyCommunities Partnership hosted approximately 26 community and faith-based leaders for the Community Resiliency Initiative Roundtable on September 18, 2019 in Charleston, South Carolina.

In large part, the purpose of the 2019 roundtable was to especially engage the voice of the faith-based and community organization leaders to understand how *civic institutions might be sustained and community spirit buoyed in the aftermath of a large-scale crisis or national crisis*.

During the Community Resiliency Initiative roundtable, homeland-based best practices and recommendations were identified Charleston-area leaders working at home in the U.S. and also by those working abroad on disaster response or to resettle refugees (Water Mission in the Bahamas, Puerto Rico and Uganda).

Additionally, guest speaker Ambassador Mouloud Said, representing the National Union of Sahrawi Women of Western Sahara, provided an overview of best practices for the resiliency of the women in the refugee camps – including an interfaith dialogue, overseas youth education program, preventive medicine, and English schools established by American churches. Ambassador Said, who has led many delegations from Capitol Hill to the camps where the refugees have and continue to survive harsh conditions, extended an open invitation to attendees and guests to visit the camps to share best practices for resiliency with one another.

Charleston Model:

“One Charleston: One Table for Resiliency”

Collaboration across *one table for resiliency* emerged from the September 18th roundtable as the community of Charleston’s organic way of preparing and responding to large-scale crises and to buoy the human spirit and or sustain civic institutions. *One Charleston: One Table for Resiliency* means that there’s a place at the table for all members of the community to gather and contribute to the preparedness and response plans for a large-scale or national crisis.

For centuries and in modern society, the gathering around *one table* has been recognized for its value in bringing people together for a purpose;

- a. *For social interaction at mealtime in a variety of venues*
 - i. *One Table* free community Thanksgiving dinner in Aiken, SC;
 - ii. *OneTable* weekly Shabbat dinners;
- b. *For addressing social problems*
 - i. *One table* was used to describe cross-sector and jurisdictional collaboration for addressing social problems and is rooted in lessons-learned from other educational and urban initiatives as described by Tracey Ross in a June 1, 2012 Living Cities post; retrieved from livingcities.org;
- c. *Framework for collective impact*

One Table was further described as a framework for *collective impact* in a September 11, 2014 blog post by Living Cities CEO Ben Hecht; retrieved from <https://www.livingcities.org/blog/562-announcing-the-next-round-of-living-cities-integration-initiative>

As exemplified in Charleston, SC, *One Charleston: One Table for Resiliency* is a model for engaging the community, faith-based and private sector organization leaders alongside public sector and emergency response officials to augment the local response capacity thereby contributing to community and national resiliency of the people and institutions in the first 72 hours of a large-scale or national crisis.

Collaboration between faith-based, community, public and private sector organization leaders is intrinsic to the Charleston Model of the National Blueprint for Secure Communities: One

Charleston: One Table for Resiliency. Moreover, this model might inform other crisis preparedness and response planners in other strategic port communities across America.

Being Part of the Hope or Despair is a Choice

As stated by Capt. John E. Cameron, "... the maritime community can certainly be part of the hope or part of the despair for any incident." (Capt. J. E. Cameron).

There is a positive vibration running through Charleston, a special culture of the people given their collaborative spirit and keen interest to maintain community resiliency – we've seen how it kicks into gear in the first moments following a large-scale crisis.

Within the context of the incident command system, the community-based Charleston culture and practice of *one table for resiliency* is inclusive and energizing to behold.

One table for resiliency means that there's a seat for everyone who wishes to engage in planning for community-level preparedness and response to reinforce the existing official response capacity for the first 72 hour of a large-scale or extreme crisis impacting the strategic port community.

The taking of one's seat can be spontaneous in the first moments of crisis and possessive in that individuals representing themselves or their organizations of their own will bring their own capacity to the community table and monitor their own engagement while collaborating with others.

Over the years, we have seen that in Charleston, South Carolina there are examples of crisis response; where there has been a place at the preparedness and response table for those who engaged at will and for good with one's expertise and interests.

The culture of *one table for resiliency* can be defined by the community's interest and commitment to be resilient in the face of a large-scale crisis. This culture embodies a collaborative nature and good intentions which foster compassion and forgiveness for one another. In the words of the September 18th roundtable participants:

- "We're all in this together." (Dr. M. G. Schmidt);
- "A plan integrating the community is even more critical now." (Capt. J. E. Cameron);
- "Where there is Unity there is Strength." (M. Bibb-Goggans Johnson)
- "...members of the city's Jewish community made a circle and began to recite the Hebrew Prayer of the Dead, the Kaddish, and that touched my heart with my experience with the Jewish community knowing what that really meant. That was their way of showing solidarity to us." (D. L. Fordham)

The following ReadyCommunities Partnership Community Resiliency Initiative Roundtable summary of best practices and recommendations will further illuminate the *one table for resiliency* culture and practice for sustaining civic institutions and buoying community spirit in the aftermath of a large-scale crisis.

Please take a few moments to peruse this summary and consider how you or your organization might incorporate some of the principles or recommendations into your local preparedness and response plans for resiliency in the first 72 hours of a large-scale crisis - to reinforce if not augment the local response capacity of official responders.

Suggested Next Steps

Next steps for community-based participants interested to continue to strengthen plans for 1st 72-hour resiliency may include –

- *Establish Corporate Crisis Response Officers:* Inasmuch, each seat at the *One Table for Resiliency* can be taken by community-based leaders representing local institutions including churches, hospitals, schools, corporations and other local institutions for community resiliency – and be referred to as a CROs (Corporate Crisis Response Officers). ReadyCommunities Partnership/CCROA has long advocated for the value of the community-based Corporate Crisis Response Officers (CRO). The role of the CRO is to liaise with and apprise official responders of expertise and capacity which, on a voluntary basis, may be made available to augment or reinforce the local response capacity in the first 72 hours of a large-scale or national crisis.
- *Develop an Interfaith Resiliency Network:* Leveraging volunteer Faith-Based Preparedness and Response Teams, develop an Interfaith Resiliency Network between faiths and denominations. Several faith-based leaders of churches with inhouse disaster response initiatives to care for their own parishioners, expressed an interest in initiating and or further developing ties with other churches to share best practices and capacity with one another. *Furthermore, if not already in process, the primary contact for church disaster relief teams might liaise with local Community Emergency Response (CERT) teams for optimal community awareness and coordination with official responders.*

Respectfully,

Dr. Rosalie J. Wyatt, MBA
National Director
ReadyCommunities Partnership
rw Wyatt@ccroa.org, drjwyatt@icloud.com

Note:

Roundtable participant remarks do not necessarily represent those of their employer or institution and should not be construed as such.

READYCOMMUNITIES PARTNERSHIP

Community Resiliency Initiative Roundtable

September 18, 2019, Charleston, SC

Participant Organization Profiles

(partial list as referenced by participants)

Billy Graham Evangelistic Association:

“Billy Graham Evangelistic Association (BGEA), had a team of chaplains that responded to emergencies. They were born out of the ashes of 9/11. The Rapid Response Team was developed with the purpose to share Christ in the midst of crisis and disaster. BGEA currently has chaplains in the United States, Australia, Canada, and the United Kingdom. These volunteer chaplains are carefully selected and trained to demonstrate the compassion of Jesus Christ and appropriately share God's love and hope in the middle of crisis.” (Chief Deputy (Ret.) G. Van Horn)

Lowcountry Community Chaplaincy:

“Besides the pastors who address the wounds of the heart, the (Charleston) community has a couple of organizations; Lowcountry Community Chaplaincy represented today by Elaine Bergman ...; and the Coastal Crisis Chaplaincy which have been working to care for responders and victims and their families.” (Dr. R. Wyatt)

Medical University of South Carolina *National Mass Violence Victimization Resource Center*

“...the National Mass Violence Victimization Resource Center (NMVVC):

that's here in Charleston at the Medical University (of South Carolina)...we're working to help victims of other large-scale crimes in the recovery... We try to inform and then help by providing resources that start with an effective way to *facilitate an understanding, helping victims in those tasks with supporting them, that they are not in this alone, and they can recover.* (Dr. M. G. Schmidt)

The process is often dependent on something that we all learned through our experience from Hugo or any disaster or crisis we may have responded to. ...we simply start by communicating the path forward, always guided by the overarching goal that our (NMVVC) mission is to *help the victim in their recovery, both physically and mentally.*” (Dr. M. G. Schmidt)

Mother Emanuel AME Church:

“Mother Emanuel has a long history of service to the black community of Charleston. It's where Booker T. Washington spoke in 1909, Martin Luther King spoke in 1962, and was founded in the wake of a slave rebellion and rebounded in the aftermath of slavery.” (D. L. Fordham)

SC Sea Grant Consortium:

“...Sea Grant? We are one of 33 programs funded by NOAA nationally. In South Carolina, we are a little unique in that we are an independent State agency. Our work is to not only fund research benefitting coastal issues in that state, in South Carolina. We also then take that research and extend it out to the people who need that. We act as kind of this boundary role where we allow that facilitation, that communication, and that knowledge to transfer between both the people in academia and the people who are the practitioners on the ground, whether that is the local residents, ...local decision-makers, whether that's public...” (S. Watson)

Water Mission:

“Water Mission is a Christian engineering nonprofit organization that does the construction, design, and implementation of water and sanitation systems in developing countries as well as in response to natural disasters.” (C. Bryan)

Brief History of Large-Scale Crises
Impacting Charleston, SC

(partial list as referenced by participants)

Overview

The following is a list of large-scale crises which have impacted residents of the Charleston area since the 1886 Earthquake - including violence initiated by humans and natural disasters.

This list was generated based on the September 18th roundtable remarks and the editorial review committee which met in Charleston on October 22, 2019:

Shooting at Mother Emanuel - Nine African Americans were Killed (2015)

“...when disasters strike and whether it be a local disaster like what we had here at Charleston, two disasters in particular—one was the firefighters who perished in a Sofa Super Store fire, lost their lives, unfortunately, and then we had the Charleston Nine Shooting – .“ (Dr. G. Nestler)

Sofa Super Store Fire – Nine Firefighters Died (2007)

Hurricane Hugo (1989)

“...almost 30 years ago in the early hours of Friday, September 22nd, 1989, Hurricane Hugo made landfall here in Charleston. This Category 4 storm, unlike Hurricane Dorian that, unfortunately, sat over our friends and neighbors in the Bahamas for two solid days, roared through our beloved lowcountry, with winds of up to 140 miles an hour, brought \$7 billion in damages and was responsible for 49 fatalities related to the storm, with 26 of those here in the United States. About 90,000 people were sheltered throughout the event here in the lowcountry. Extensive wind damage occurred as far north as Charlotte, North Carolina, a 3-hour car trip up I-26 and I-27 today, so not that close. (Dr. M. Schmidt)

Water Stress Events/Flooding in Charleston (2019)

“According to NOAA, 58 flood events occurred in Charleston, South Carolina in the first nine months of 2019.” (R. DeVoe)

READYCOMMUNITIES PARTNERSHIP
Community Resiliency Initiative Roundtable
September 18, 2019, Charleston, SC

*The Charleston Model –
One Charleston: One Table for Resiliency*

Upon review of the presentations and discussion between faith-based and community-level leaders in the strategic port community of Charleston, South Carolina to understand the Charleston model for community-level preparation and response to extreme crises to buoy community spirit and to maintain resiliency of civic institutions; cross-sector and organizational collaboration emerged as intrinsic to this model.

Acknowledging that “One of the commonalities is that critical incidents shatter our world view of our very own safety and security.” (Chief Deputy (Ret.) G. Van Horn); the participants agreed that the onus is on local stakeholders to prepare and respond together – “...we’re all in this together.” (M. Schmidt).

In large measure, those living in the Charleston area continue to demonstrate their commitment to collaboration and partnership through engagement at *one table for resiliency throughout all phases of preparedness and response*. The following roundtable transcript excerpts further illuminate this model:

One participant organization of the ReadyCommunities Partnership which is proactively seated at *one table for community resiliency* is the *National Mass Violence Victimization Resource Center (NMVVR)* of the Medical University of South Carolina, a local organization focused on caring for victims throughout their physical and mental recovery:

“...We try to *inform and then help by providing resources* that start with an effective way to facilitate an understanding, helping victims in those tasks with supporting them, that *they are not in this alone, and they can recover*.we simply start by communicating the path forward, always guided by the overarching goal that our mission is to *help the victim in their recovery, both physically and mentally*.” (Dr. M. Schmidt)

Additionally, the benefits and catalysts for collaboration were described as follows:

Relationship between Unity & Strength

“Where there is Unity there is Strength.” (M. Bibb-Goggans Johnson)

Work to Enhance the Work of One Another for Greater Impact

“...we get so busy working in our own vineyards that we don't realize that there's someone else right down the street who may be already doing or have done what we're attempting to do for many years and have perfected it, and if we would *just work together to enhance what each other are doing, we could make a much more, larger impact*.” (Rev. Dr. B. Benton)

We're All in This Together

Reliance on Our Neighbors While Taking Responsibility for Ourselves and our Neighbors
“In the aftermath of Hurricane Hugo), we needed to rely on our neighbors, where necessary, effectively taking responsibility for our own well-being, and that of our immediate neighbors, recognizing that *we are all in this together.*” (Dr. M. G. Schmidt)

Victims are Not Alone, We Communicate the Path Forward
“...helping victims in those tasks by supporting them, that *they are not in this alone, and they can recover.* The process is often dependent on something that we all learned through our experience from Hugo or any disaster or crisis we may have responded to. ...we simply start by communicating the path forward...”. (Dr. M. G. Schmidt)

Reliance on Government & Participation of our Friends and Neighbors & Planning is Priceless
“...we rely not only on government to help but on the guiding fact that preparation, planning, and participation of our friends and neighbors is vital, and then working the plan that we have created, we have discovered that planning is priceless to any response to a large-scale event...” (Dr. M. G. Schmidt)

Power of Prayer
“Where we come to it, as a faith-based group, and a group of men is starting with prayer and the power that God brings to any situation.” (A. Breaux)

Billy Graham Ministry for Law Enforcement and their Families
“...the ministry was creating a law enforcement arm to address the unique emotional and spiritual needs of law enforcement officers and their families during these tragedies.”
• “...the number one priority is to preserve life. ...“Secondly.. address the physical needs ... and third to address the emotional and psychological needs of those affected.” (Chief Deputy (Ret.) G. Van Horn)

Information Age: Integrating the Community is More Critical Now
“...preparedness and expertise need to be just as present in the information age for a successful response. *A plan integrating the community is even more critical now.* (Capt. J. E. Cameron)

We Need People to Get in Touch with People to Serve and to Love
“...church—really do not solve the problem. *We need people to get in touch with people to serve and to love.* And what we do at the end of the day, you rightly said readiness. When we are ready, then we can mobilize.” (Rev’d. Dr. A. Kowbeidu)

Faith, Economic Stability and Normalcy Enable Hope in a Community
“After *faith, economic stability and normalcy enable hope*” (Capt. J. E. Cameron)

Help Those Who are Different: See Their Humanity
“...in today's climate, is that so many people are recoiling into tribalism and staying and going back to not seeing each other, and I think it's so important, especially as communities of faith, *that we help the people with whom we have trusted relationships with to see one another, to see people who don't look like them, may not be of the same faith as them but to still see their humanity.*” (Rev’d. Dr. B. Benton)

READYCOMMUNITIES PARTNERSHIP
Community Resiliency Initiative Roundtable
September 18, 2019, Charleston, SC

Best Practices and Recommendations

By Subcommittee

Additional best practices and recommendations as stated by ReadyCommunities Partnership Community Resiliency Initiative Roundtable participants on September 18, 2019, in Charleston, SC are presented as follows by subcommittee:

I) Citizen / Community

Caring for One Another

Overview

In the aftermath of the Mother Emanuel Shooting violence experienced in Charleston, select behavior or best practices of the community helped to mitigate/assuage the potential for additional violence:

- Community Awareness and Intentional Collaboration to Stand Firm Against Tragedy Appropriation
- Forgiveness
- Interfaith Solidarity

Some churches have disaster response teams to care for their own parishioners in the first 72 hours. When coordinated with local emergency response officials, the volunteer work of these church teams can help to preserve the local response capacity for other community emergencies.

“Keeping the Peace”

In the Aftermath of the 2015 Mother Emanuel Shooting

Standing Firm Against Tragedy Appropriation: Power of Prayer and Community Awareness
“So these men (local leaders) had prayer circles or vigils around the church where people saw them praying in the streets, and the people who wanted to start nonsense knew that with the public seeing this example being set in front of them that people around them would not be willing to go into that type of activity.” (D. L. Fordham)

“...we met with some individuals from (out-of-town), who were basically trying to start some sort of unproductive action in Charleston, and we made them clear that that was not going to happen, that the people here were not going to put their lives in further jeopardy and misery by ...that type of action.” (D. L. Fordham)

Interfaith Solidarity

“...about two days after the tragedy at Mother Emanuel, we were marching by the church and singing spirituals and clapping and basically letting people know that we were not afraid to come

back to the church, and in the midst of that, there was a foreign sound emerging from the middle of the street. And it turned out that *members of the city's Jewish community made a circle and began to recite the Hebrew Prayer of the Dead, the Kaddish, and that touched my heart with my experience with the Jewish community knowing what that really meant. That was their way of showing solidarity to us.*" (D. L. Fordham)

Institutional Preparedness and Response

Best practices

Church leaders and apartment complex managers highlighted the following best practices for community-based crisis preparedness and response:

- Team formation
- Training

Church Disaster Relief Teams

"St. Michael's disaster relief, we've come to realize that we—*all churches need to have some type of team*, and I've stepped up to the plate to take a point on that." (D. Barrett)

"Stephen Haynsworth of (St. John's Parish Church on) Johns Island, who I kind of coordinate with...was just speaking about the South Carolina Diocese ...*(that they're) looking for churches to start disaster relief teams. ... So we're working to get teams together after a disaster happens like in Georgetown, Conway a year or so ago, to get teams together to travel to these areas that have been hit by a disaster.*" (D. Barrett)

Apartment Disaster Preparedness

"One of the Women Helping Other Women (WHOW), best practices, is our Unity Apartment Disaster Preparedness Workshop. This training reflects our experience of designing, train the trainer, (and) facilitated learning events. The workshop ...*provides a framework for assessing and tailoring a disaster preparedness plan for unity between apartment residents and apartment management.*"

"The workshop ...four parts: 1) ...*disaster needs assessment and determine appropriate training objectives...* 2) *analyzing several disaster studies and identify the roles of the apartment resident and apartment management...* 3) ...*participants will learn how to create a unity disaster preparedness team.* 4) *Participants will learn to evaluate...*" (M. Bibb-Goggans Johnson)

Recommendations

To succeed in caring for one another in the aftermath of a large-scale crisis, roundtable participants recommended the following:

- Be intentional, with love and compassion – address emotional needs of victims;
- Establish memorial sites;
- Establish a church response team contact chart (prior to a crisis);
- Recognize that victims have unique need sets;
- Help those who are different, avoid exclusion of others in response plans;
- Acknowledge the "walking wounded" including ourselves;
- Collaborate for greater impact.

Maritime Community Can Foster Hope

“...the maritime community can certainly be part of the hope or part of the despair for any incident.” (Capt. J. E. Cameron)

Be Intentional, With Love and Compassion

“In the aftermath of such tragedies, I recommend that we *proactively look for ways to establish gathering sites for our communities*, from makeshift memorials to community-wide memorial events.” (Chief Deputy (Ret.) G. Van Horn)

“Let's *be intentional to address the emotional needs of our communities*. We're not just rebuilding our communities using brick and mortar but by using love and compassion.” (Chief Deputy (Ret.) G. Van Horn)

Recognize Unique Need Sets

“...like (Hurricane) Hugo, these large events often have many victims. *Each and every one of them has a unique need set*, and we have to anticipate that need set as best we can.” (Dr. M. G. Schmidt)

Help Those Who are Different: See Their Humanity

“...in today's climate, is that so many people are recoiling into tribalism and staying and going back to not seeing each other, and I think it's so important, especially as communities of faith, *that we help the people with whom we have trusted relationships with to see one another, to see people who don't look like them, may not be of the same faith as them but to still see their humanity.*” (Rev'd. Dr. B. Benton)

Acknowledge the “Walking Wounded”

“...when tragedy happens because we see the pain when there's a 9/11, when there's an Emanuel Nine, when there is a hurricane.We tend to respond in that moment with a need to care, but as all of us know, *there are walking wounded, including ourselves each and every day*, that we don't see and that we don't reimage, to make sure that we see them as wounded, so that we then can respond to those wounds.” (Rev'd. Dr. B. Benton)

Work to Enhance the Work of One Another for Greater Impact

“...we get so busy working in our own vineyards that we don't realize that there's someone else right down the street who may be already doing or have done what we're attempting to do for many years and have perfected it, and if we would *just work together to enhance what each other are doing, we could make a much more, larger impact.*” (Rev. Dr. B. Benton)

Men's Ministry: Avoid Recreating the Wheel

Identify Response Team Prior to Crises & Establish a Contact Chart

“...we're continuously responding—and it seems like we re-create the wheel every time - ...put into play a response team..., so when these things happen, we know who we're going to call and how we're going to jump in and be the best response ... at the highest level...”. (A. Breaux)

II) Communications / Technology

Age of Information

Overview

The consequences and impact of information vacuums and cyber security threats on the resiliency of strategic port community resiliency were highlighted as follows, causing commensurate concerns and a need for leadership to evaluate capacity for risk tolerance and plan accordingly at the organizational, sector and community levels.

Threats & Consequences

Information Vacuums Create Sense of Despair

“The *information vacuums that happen in this age of information do create despair.*” (Capt. J. E. Cameron)

Cyber Attacks Succeed through Silent/Undetected/Masked Approach

“...but 250, 270 days that an attacker is in your network before you know about it.” (M. Lester)

“Think of the Target Corporation breach where the *attacker came in through the heating and air vendor, their trusted partner, had an encrypted tunnel into their network.* So it masked everything that he did.” (M. Lester)

Impact of Cyber Attacks on Small Companies

“It's taking advantage of the small guy, the little guy, the people that can't afford the cybersecurity people or the IT staff. They're the ones that are attacked. *How are they attacked? Email.* Often to get that first foot in.” (M. Lester)

Recommendations

Individual, corporate and community-wide engagement and planning is needed to build a fortress against and to respond to cyber-attack and to mitigate misinformation --

The science of effective corporate crisis response communications includes assignment of a public information officer, regular situation reports using authenticated information.

Community-Wide Expertise Needed for Preparedness and Response

...But preparedness and expertise needs to be just as present in the information age for a successful response. *A plan integrating the community is even more critical now....* (Capt. J. E. Cameron)

Individual, Corporate and Community Responsibility for Countering Breaches

“Part of that is certainly a personal and a corporate responsibility, but there's also a whole community aspect to that. (M. Lester)

Risk Mitigation: Avoiding a Cyber Attack

Password Management

www.readycommunities.org, drrijwyatt@ccroa.org

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RCP Community Resiliency Initiative Roundtable Summary (September 18, 2019, Charleston)

“Have a long password. Don’t reuse your password. Use password manager. Use auto updates. Be careful what you read. Be careful what you click on. Be careful what you open.” (M. Lester)

Pause Before Reacting

“If it’s a free something or if it’s a scary something...look at it again before you react to it. Ninety percent of all breaches or more than 90 percent of all breaches happen from a phishing attempt where someone has captured your emotion.” (M. Lester)

Crisis Response Communications

Deescalate, Then Share Information

“Once they took the breath, they realized, "We stopped the tempo of craziness," and then we started to talk about what is it that you're doing. *We deescalated the situation, and then they started to share information.*” (Dr. G. Nestler)

Regular Crisis Situation Reports to Mitigate Misinformation

“Now they're giving situation reports, eight o'clock in the morning, four o'clock in the afternoon, and they're breaking it down into buckets, and they're breaking it down to safety and security, health, transportation, communication, so giving them the organizational structure. And that's going to help *stave off the misinformation of these disasters.*” (Dr. G. Nestler)

Avoid Third Party Communication - Valid and Authenticated Information Required

“*The one critical piece of communications in general is how do you get out to the public valid and authenticated information* - because the first thing everybody turns to is Google or their local news or somebody seeing something from overseas and they're sending you a tweet or a text or whatever the case may be. And then you're going to your channels, and you're getting information that's brought down from third-party, fourth-party, and fifth-party communication.” (Dr. G. Nestler)

Need Command and Control Structure with a Single Voice

“...if you don't have a command and control structure that has a single voice, it's going to be very difficult to really get through that disaster somewhat unimpeded with regards to good and effective communication. That's number one.” (Dr. G. Nestler)

Identify a Public Information Officer (PIO)

“Number two is trying to get somebody who is going to step up to be that public information officer is the hardest job because you are fielding all kinds of different information...but the most important job, is actually getting the information back out.” (Dr. G. Nestler)

Need PIO to Communicate between Factions to Facilitate Understanding

“...what you just said (about the situation in the Bahamas post Dorian) to understand that it's totally different than what's being represented down there. So when they're calling for intergovernmental organizations to come in for aid, they don't even know what they have in their back door, which *from a command structure, you really have to understand how to communicate between these factions.*” (Dr. G. Nestler)

Communicate Contextualized Information

“...misinformation, it's not necessarily are you getting all the information in or you're getting the right information, but it's *how you're contextualizing that information and putting it back out to the senior leadership*, because folks like yourself are going to stand up there and make a decision that life is going to be your legacy.” (Dr. G. Nestler)

Validate Trusted Information for Critical Decision-Making to Deploy Resources

“I know this information. It's coming in to me. It's validated. It's authenticated, and now I'm going to make a decision to deploy resources, which potentially could put people in harm's way, or you may be missing what I call is the "golden hour of opportunity," when all of a sudden, people come and they say, "I want to give you money. I want to give you resources," and you don't know where to put them.” (Dr. G. Nestler)

“So what you want to be able to do is have that level of accountability when somebody reaches out and says, "I'm going to want to help you," that you have accurate, valid information, and it's coming from trusted people that you have developed sort of a network.” (Dr. G. Nestler)

Build a Trusted Organization/Infrastructure Before a Crisis

“The one thing during disasters, you have to build a trusted organization very quickly.” (Dr. G. Nestler)

“...when you do see what's happening in a disaster, especially if you're in the emergency management world—or if you're not, you're in health care, human resources world—you want to make sure you have your infrastructure set as much as you possibly can...”. (Dr. G. Nestler)

Include Incident Command and Corporate Leaders

“(Include) an infrastructure—(those) in the field of first responders, public safety, ...(the) "incident command structure," (and)—loosely on the corporate side, you can call it an "organizational chart.” (Dr. G. Nestler)

Post Disaster: Avoid Emotion, Operate Methodically

“...your teams set, and you want to practice how you're going to communicate. So when a disaster happens, it's not emotional. That's number one. You stay away from emotion. Number two, it's very, very organized, and it's methodical, and then that controls the tempo of the disaster.” (Dr. G. Nestler)

Prepare and Practice the Response, Establish Mitigating Strategies

“You should really follow what we follow, and that is you prepare for disasters. You set up these mitigating strategies, so you know how to communicate when the bad thing happens. You practice that so people know when something happens, we're going to go to this person.” (Dr. G. Nestler)

Maritime / Navigational Threats and Readiness

Overview

“Navigation systems are being hacked. It's happened here in Charleston, and we're tracking as it's happened around the world.” (Capt. J. E. Cameron)

Best Practices

The human capacity for threat detection may exceed automated capacity. The navigator is empowered with three-dimensional vs. two-dimensional awareness for critical decision-making.

Vessel Navigation:

Human Capacity vs. Automated Capacity for Threat Detection

“...In vessel navigation, there's a tremendous trend towards traditional methods like using buoys and hardware to navigate and to go to virtual systems, looking at a screen, and then taking that one step further to automated vessels... ... human beings detected problems on ships before the computers did and resolved problems.” (Capt. J. E. Cameron)

Three-Dimensional Awareness for Critical Decision-Making

“...if you want to navigate off a screen, you are perceiving the world in two dimensions. When you look out the window, you've got three dimensions, and human beings are great at perceiving the three-dimensional world. The rate that a vessel is turning or moving and so forth is much more apparent.” (Capt. J. E. Cameron)

Recommendations

Readiness must include unhackable systems. Avoid sole reliance on IT to make up for shortcomings in ability to respond.

Readiness Includes Un-Hackable Systems

“The defense is readiness in your professional execution of your duties and maintaining traditional and un-hackable systems. A steel buoy is un-hackable. You see it; there it is. And there is a move around the world to replace them with just an icon on your iPad.” (Capt. J. E. Cameron)

Risk of Sole Reliance on Information Technology to Make Up for Shortcomings

"The modern planner and responder must never rely on information technology to make up for their shortcomings to plan and respond to events." (Capt. J. E. Cameron)

III) Economics / Infrastructure

Economics

Overview

There are economic implications to every crisis – emergency savings are required to cover economic catastrophes associated with a crisis. Post crisis recipients of donated funds must be held accountable. Data analysis may be utilized to justify a new crisis mitigation initiative, but commensurate funding of the capital budget is also required.

Shipping Catastrophes
Prepare for Negative Economic Consequences

“In shipping, rarely but too often, a catastrophe is a humanitarian catastrophe, but *there is always an economic catastrophe.*” (Capt. J. E. Cameron)

Recommendations

Capital Budgeting: How to Mitigate the Impact of Downtown Flooding
Sea Grant is interested to project days of disruptive rains with flooding in Charleston so that planners may budget accordingly:

“Maybe they have a question that they just can't find an answer for, and *maybe how many days can be expected to have these kind of disruptive rains in the next 5 years, so we can figure out how to plan for our capital budget?*”

Sometimes it's how can we figure out where it's going to be raining more, what that's going to do to flooding this particular area if we develop that area.” (S. Watson)

Holding People Accountable:
Recipients of Donated Funds for Disaster Response

“You have to hold people accountable, and when you come back and say, "I'm going to make a decision to spend money"—or what's happening in Charleston, there is a tremendous amount of private money that's stepping up in big dollars. ... I'm talking about millions of dollars that are being sent over to ...501(c)(3) corporations...”. (Dr. G. Nestler)

Infrastructure: Water & Power

Overview

Water engineering solutions are needed to rebuild infrastructure and or to establish refugee settlements.

Water Sourcing Needed for New Refugee Settlements

“...now that you have hundreds of thousands of people that are moved into areas that do not previously have water... Now you need to provide water to them, and so that's something that Water Mission as an engineering organization has helped to address.” (C. Bryan)

“I work in Uganda, that's one of my major country offices, with refugees that come from South Sudan and the Congo. ... You're putting them to open fields, vacant land, basically, open fields that they now move hundreds of thousands of people to.” (C. Bryan)

Water Conflicts

Africa: Addressing Conflict Over Water between Host Communities and Refugees

“I work as a project manager in our Africa programs, where we see this conflict with water. ... You're trying to address the conflicts that could arise between the refugees and the host communities. You're taking water sources from host communities of that country, so specifically

Ugandans, and now the village that maybe had a thousand people now have 50,000 neighbors that live right next door to them. So there's now resources that are being taken from them or shared and so trying to address those needs.” (C. Bryan)

Post-Disaster Response

Infrastructure Repair Needed to Restore Power and Water Distribution Systems

“So, in a natural disaster, specifically with water, you're going to be dealing with issues such as losing power, which then causes anybody who is running off of a well pump privately to lose that water source as well as any municipal systems that don't have backup power sources. They're going to be now without water, which can affect your entire population.” (C. Bryan)

“Another challenge during a natural disaster is damage to the infrastructure, specifically with the earthquakes and whatnot, with water distribution systems, water sources that now—wells that are now damaged and can't be reused, and then you have water contamination during specifically flooding where now your water sources are contaminated, and you need to do additional treatment beyond maybe what was there before to be able to address those needs.” (C. Bryan)

Short-Term Goal - Preserve Dignity Through Provision of Water and Sanitation

“...in the short term, you're trying to address ...the immediate needs of water and sanitation to make sure that ..*basic needs are ...met and people are having dignity as well ashelp, so you don't have ...cholera outbreaks and other waterborne diseases.*” (C. Bryan)

Long-Term Goal - Get Things Back to Normal

“So being able to look at things with an engineering standpoint of how to address these needs and they look different on what type of disaster and the conditions of that community, but ultimately, you're trying to get things back to where they were.” (C. Bryan)

Hurricane Response - Bahamas

Reverse Osmosis Water Filtration Systems for Drinking Water

“Now in the Bahamas, *with the storm surge that occurred, there's been mass contamination of fresh water sources with salt water.* So now there's *no water to drink* in parts of these islands. We are responding with what's called *reverse osmosis water filtration systems* where they actually remove the salt from the salt water to turn it into fresh water, and then you provide—at those levels, mainly you're focusing on drinking water only. They may still have their water sources for bathing, things like that, but they do not have drinking water. So, you're doing reverse osmosis to address the needs of communities there as well as hoping to address getting power grid back up and assisting the municipalities there on what their needs are.” (C. Bryan)

Water Mission & Mount Pleasant Waterworks

Helping with Filtration Systems & Municipal Systems

“The Mount Pleasant Waterworks is actually helping respond with Water Mission for the Bahamas. There's four water operators from Mount Pleasant Waterworks that are deployed with the Water Mission team down there, and they're not only helping with the filtration systems that we're setting up with the reverse osmosis, but they are also helping the municipal systems there and figuring out what do they need to get back up and running so that they can get back to normal operation.” (C. Bryan)

Hurricane Response - Puerto Rico

Supplementing the Power Grid with Solar Backup Power for Rural Water Systems

“...in Puerto Rico, our response there was mainly based on power sources. We addressed the need there by *putting in solar backup power sources for rural municipal water systems in the mountains of Puerto Rico, and that's something still ongoing as resilience in Puerto Rico, where we are supplementing the power grid* there that is spotty at times. People are left without water for days when they lose the power grid, and so we're adding resiliency by putting in solar rays that *power their municipal wells to provide water for small towns and villages in Puerto Rico.*” (C. Bryan)

IV) Education / Training

Overview

Community resiliency training and collaboration to prepare for the first 72 hours of a large-scale crisis proves to be invaluable.

What Locals Can Do to Prepare & Respond to Crises

Recommendations

“Preparation is priceless, or a storm like Hugo can spin up in a week's time.” (Dr. M. G. Schmidt)

Create Awareness, Train and Empower Our People and Community

“I think we ought to leave ...this gathering today, challenged to create the awareness needed to address the crisis we have been discussing here. First, I think we need to train and empower our people, our community, to create awareness that we have crises that we face every now and then.” (Rev'd. Dr. A. Kowbeidu)

“We need to challenge our people creating awareness, training our community, secure resources in terms of funding and manpower, create the readiness, and then remobilize.” (Rev'd. Dr. A. Kowbeidu)

Secure and Reserve Resources, Both Money and Manpower

“We need to secure resources in terms of funding. We can't do anything without money, but also human resources, manpower. We need funding, yes, but we need human resources on the ground. We need hands to get dirty to do the dirty work.” (Rev'd. Dr. A. Kowbeidu)

Heed the Evacuation Warnings / Sound the Alarm Sooner

“...perhaps the most valuable being the need to first heed the warnings to evacuate, sound the alarm sooner, *so folks might plan and then act, preparing their homes and families* for what might amount to only an inconvenience or complete and total devastation as we have seen in the Bahamas.” (Dr. M. G. Schmidt)

Self-Sufficiency for the First 72 Hours

“But perhaps most importantly, it taught us all that we needed to be self-sufficient for at least the first 72 hours subsequent to the event. (Dr. M. G. Schmidt)

Preparation, Planning, and Participation of Friends and Neighbors is Vital

“...we rely not only on government to help but on the guiding fact that preparation, planning, and participation of our friends and neighbors is vital, and then working the plan that we have created, we have discovered that planning is priceless to any response to a large-scale event, whether it be a disaster like Hugo or an awful fire like we saw in California.” (Dr. M. G. Schmidt)

V) Fuel / Energy

Overview

Power issues impact community resiliency in various ways. Access to water can be limited when the power grid is knocked out indefinitely by a hurricane.

Power Issues

*Hurricane Hugo – Caribbean and the Southeast:
Many Without Power for More than One Month*

“Many of us were without power for more than a month. For most of us, that meant no hot water to sooth our aching muscles subsequent to those arduous days of cleanup and repair. However, we got through all the stronger.” (Dr. M. G. Schmidt)

Supplementing the Grid - Puerto Rico

Supplementing the Power Grid, Solar Backup Power for Rural Water Systems

“...in Puerto Rico, our response there was mainly based on power sources. We addressed the need there by *putting in solar backup power sources for rural municipal water systems in the mountains of Puerto Rico, and that's something still ongoing as resilience in Puerto Rico, where we are supplementing the power grid* there that is spotty at times. People are left without water for days when they lose the power grid, and so we're adding resiliency by putting in solar rays that *power their municipal wells to provide water for small towns and villages in Puerto Rico.*” (C. Bryan)

VI) Intelligence / Situational Awareness

Overview

The Sea Grant Consortium and the Charleston Resilience Network are two local organizations which bring people together to share information.

Best Practices

Community-Level Information-Sharing

Sea Grant Consortium

“...not only is that science and that translation a core part of our mission, it's also been facilitating the conversations and helping people kind of just meet each other. Sometimes it's putting the right people in the room at the table and saying, "Hey, this is a topic that you all care

about," and then giving them the opportunity to realize that there's a lot of stuff that they do and that they really do need to know from each other and help facilitate those conversations along.” (S. Watson)

Charleston Resilience Network

“The Charleston Resilience Network plays a big role in the Charleston Metropolitan Region, not just the City of Charleston, but also the City of North Charleston, Mount Pleasant, all of the entities and also within, to some extent, nonprofits academic, private enterprise, and *helping them connect to each other and helping them kind of break down those silos because a lot of us are doing very similar work*. But it would be really helpful if we knew the other people were working on it. Maybe we could help them, or maybe we could *connect those to the right folks that really need that information*.” (S. Watson)

Recommendations

Ensure information flow and sharing to mitigate misunderstanding and to identify patterns to keep the port community operational and resilient for local and national security.

Community-Level Information-Sharing

Critical for Resiliency

“In a smaller event The lack of information that was flowing through the community created quite a bit of despair amongst the longshoremens.... But there was no need to put the community through that stress. (Capt. J. E. Cameron)

Critical for Recovery

“...it's that sharing of information at a community level is what makes the cyber thing work really well. If you keep it all to yourself, we're not going to know how vast the problem is. So *information sharing, I think, is the part that makes resiliency and recovery capable and able*, and we'll have to do that in the future.” (M. Lester)

Needed to Recognize Patterns in Crisis

“Part of doing something is not just sheltering and covering up and taking care of that inside your doors, but you've got to share that information, even anonymously, with an organization so that when it is an attack, it could be seen as an attack as opposed to just one-off thing. 9/11. A plane flying into a building is an absolute tragedy. A second plane flying into a building is a tragedy, but it's also an attack.” (M. Lester)

VII) Leadership / Sustainability

Overview

The research coproduction model involving the researcher and stakeholders is a form of collaboration which can result in more meaningful findings.

Data is analyzed in the moment of a large-scale crisis or threat to prepare and respond accordingly; such as to recognize that the second commercial airliner strike on a World Trade Center tower was indeed a terror attack; and to what extent increased investment in preparedness

and response is merited to address changing rain patterns and increased instances of local flooding.

The research coproduction model involving the researcher and stakeholders is a form of collaboration which can result in more meaningful findings.

Best Practices

Sea Grant: Funded Research Coproduction Model with Communities/Stakeholders

“...one of the core missions of Sea Grant nationally, and that I believe 60 percent of our budget has to go through actually funded research. And we do that twice every two years, have a large call for grants going out to the research academics in the state. One of the goals for them... to do that research ..is to do what we refer to as a coproduction model, and that they *do that research with the communities or the stakeholder or the actually people who are needing that information, so that everybody is learning from each other.*” (S. Watson)

Sea Grant and the National Weather Service: Studying Changing Rain Patterns

“When we have our afternoon ... storm, sometimes it just kind of parks over an area and doesn't really move, and it will drop 5, 6 inches of rain in a couple of hours. And that used to be an extremely rare storm for the Charleston area in South Carolina, and now that's becoming much more regular. ...we're actually struggling measuring it because we don't actually have rain gages in everybody's back yard, but that's something that Sea Grant and the National Weather Service and other affiliated partners are trying to begin studying.” (S. Watson)

Charleston Coastal Flood Advisory (7' Minor Flooding Threshold):

38-Days in Charleston (2015, 2017, 2018); 50-Days (2016)

“In 2015, there was a record 38 days of flooding, where that measure is—that's the minor flooding threshold at the Customs House gauge, just kind of a couple blocks that way, where it's 7 feet above basically zero. And that's when the National Weather Service issues a Coastal Flood Advisory. That was 38 days in 2015. That was the year we had the incredible rains. It was kind of around that time. In 2016, we hit a record of 50 days. In 2017 and '18, we're kind of back down to that 38-day range, but what that's looking like, as sea level continues to rise, is that by 2050, we may be seeing that threshold of 100 to 150 days a year.” (S. Watson)

Recommendations

Being Part of Hope or Despair is a Choice

“... the maritime community can certainly be part of the hope or part of the despair for any incident.” (Capt. J. E. Cameron)

Hold People Accountable:

Recipients of Donated Funds for Disaster Response

“You have to hold people accountable, and when you come back and say, "I'm going to make a decision to spend money"—or what's happening in Charleston, there is a tremendous amount of private money that's stepping up in big dollars. I'm not talking about hundreds of thousands. I'm

talking about millions of dollars that are being sent over to these 501(c)(3) corporations...”. (Dr. G. Nestler)

VIII) Legal / Intergovernmental

No input this roundtable.

IX) Military / Security

Overview

With a dependence upon digital devices, maritime navigation is vulnerable to threats to maritime and national security.

Readiness Includes Unhackable Systems

“The defense is readiness in your professional execution of your duties and maintaining traditional and un-hackable systems. A steel buoy is un-hackable. You see it; there it is. And there is a move around the world to replace them with just an icon on your iPad.” (Capt. J. E. Cameron)

X) Public Health / Medical

Overview

The National Mass Violence Victimization Resource Center was founded in 2017 as an initiative of the Department of Justice to holistically assist victims of severe crises during their recovery.

Best Practices

MUSC National Mass Violence Victimization Resource Center

“...my recent contributions to the National Mass Violence Victimization Resource Center (NMVVR) that's here in Charleston at the Medical University (of South Carolina)...along with my colleague(s)...we're working to help victims of other large-scale crimes in the recovery, whether it be a major event like” (Dr. M. G. Schmidt)

Toxic Water Supply 2014 (Lead, Legionella) – Flint, MI:

- a) *...disruption to their water supply like we have seen in Flint, Michigan, where folks were exposed to toxic concentrations of lead and the microbe Legionella, simply by washing their dishes, their clothes, taking a shower, bathing their children, or even, God forbid, boiling pasta.” (Dr. M. G. Schmidt)*

Camp Fire 2018 – Butte County, CA:

World's Costliest Disaster (2018), Majority of Destruction in First 4 Hours

- b) *“...in the early morning hours of November 8th, a problem developed with a Pacific Gas & Electric power line above the Poe Dam in California. By 6:30 in the morning, a fire was burning under power lines near Butte County.... In spite of quick action of our first responders, the fire would ultimate spread across 153,000 acres, resulting in 86 fatalities, 12 injuries, 3 missing persons, and 52,000 displaced individuals, with*

the majority of the destruction occurring within the first 4 hours of the fire. This event ...not be fully contained until ...17 days later.” But after those 17 days, 19,000 structures were destroyed, making it the world's costliest disaster of 2018, with an estimated cost of \$16.5 billion.” (Dr. M. G. Schmidt)

NMVVRC Mission: Help the Victim in their Physical and Mental Recovery

“ ...We try to inform and then help by providing resources that start with an effective way to facilitate an understanding, helping victims in those tasks with supporting them, that *they are not in this alone, and they can recover*. The process is often dependent on something that we all learned through our experience from Hugo or any disaster or crisis we may have responded to. ...we simply start by communicating the path forward, always guided by the overarching goal that our (NMVVRC) mission is to *help the victim in their recovery, both physically and mentally.*” (Dr. M. G. Schmidt)

NMVVRC Process: Begins by Assessing and Communicating Risk

“This process often starts with an effective risk assessment. People want to ...understand the risk, and oftentimes the resources available are written by lawyers for lawyers or written by people like me, scientists for scientists. They're not written for the general public, and so that's our mission, really trying to help those folks help themselves and the people that have volunteered or have been tasked with helping them help them.” (Dr. M. G. Schmidt)

XI) Transportation and Logistics

Overview

Reliable transportation and logistics planning are critical to resiliency in the strategic port community. Organizations must readily know and be able to contact their vendors and suppliers as well the *backup providers for the same* to ensure seamless resiliency in the first 72 hours of a large-scale crisis.

Leaders of the faith-based community have voluntarily provided their own assets for use in response – such as a church gymnasium for use as a community hub for resources and shelter.

Best Practices

Church Gymnasium Served as Hub for Resources and Shelter

“We opened up our *church gymnasium to be a shelter for members and people who may not have evacuated*, as many people did not, but in doing so, we were really using it as a *hub to make sure people could get redirected to the resources that were available* because we knew that we had limited capacity.” (Rev'd. Dr. B. Benton)

Recommendations

Holistic Knowledge/Vetting of Vendors and Suppliers to Ensure Security and Resiliency

“Part of that is certainly a personal and a corporate responsibility, but there's also a whole community aspect to that. Think of the Target Corporation breach where the attacker came in

through the heating and air vendor, their trusted partner, had an encrypted tunnel into their network.” (M. Lester)

Port Reliance on its Ecosystem for Resiliency: All Vendors and Suppliers

“If I put myself in Target Corporation, who are my trusted partners? I don't know. I got 150-plus trucking companies that I rely on, trains, stevedores, brokers. Two dozen industries make what we do at the Port Authority happen. It's not just the Port Authority. It's a whole community of things.” (M. Lester)

Maritime Navigation

Overview

“Navigation systems are being hacked. It's happened here in Charleston, and we're tracking as it's happened around the world.” (Capt. J. E. Cameron)

Recommendations

Readiness must include unhackable systems. Avoid sole reliance on IT to make up for shortcomings in ability to respond.

Readiness Includes Unhackable Systems

“The defense is readiness in your professional execution of your duties and maintaining traditional and un-hackable systems. A steel buoy is unhackable. You see it; there it is. And there is a move around the world to replace them with just an icon on your iPad.” (Capt. J. E. Cameron)

Risk of Sole Reliance on Information Technology to Make Up for Shortcomings

"The modern planner and responder must never rely on information technology to make up for their shortcomings to plan and respond to events." (Capt. J. E. Cameron)

Best Practices for Security and Resiliency
of the
National Union of Sahrawi Women
Western Sahara

by
Amb. Mouloud Said
Representative, National Union of Sahrawi Women

September 18, 2019
Charleston, SC

With the backdrop of terrorism and harsh living conditions in West Africa, the refugees in the camps of Western Sahara have proven themselves to be a resilient people. While living as inhabitants of the desert for decades, they've developed remarkable best practices for security and resiliency.

“All of you heard about Mali, Timbuktu, all the terrorism activities we're having in West Africa. We're trying to keep ourselves (Sahrawi Arab Democratic Republic) like an island there - and not to be infected by this violence of extremism and terrorism, and we thought the best way to vaccinate ourselves is by getting people together, getting to know each other, and to see how little difference (there is) between (faiths).” (Amb. M. Said)

In brief, these practices for security and resiliency include and are further illuminated by the excerpts from Amb. Said's remarks as shown below:

- *An interfaith dialogue program – As early as 2002 American churches from Minnesota and Alaska opened schools in the camps;*
- *A youth educational summer exchange program (with Europeans, and Americans);*
- *Second highest literacy rate in Africa;*
- *Preventive medicine*

Interfaith Dialogue Program: With International Visitors to the Camps

“And we started what's called *"Interfaith Dialogue,"* which is possible by American churches in the refugee camps. We've (National Union of Sahrawi Women) done it for the last 14 years. ...We have this program, and it's run by American churches from Wisconsin. We have (visitors) from U.S., from Europe, and from North and West Africa, and they spend 2 or 3 days together in the desert...—next year will be the 15th dialogue.” (Amb. M. Said)

*Refugee Camp Schools Run by U.S. Churches
Second Highest Literacy Rate in Africa*

“...according to the United Nations, the (refugee) camps (of the Sahrawi people) with the second highest literacy rate in Africa.” (Amb. M. Said)

U.S. Churches Running Schools: Helps to Solve Regional Problems

“...These are the only Muslim refugee camps where you have schools run by churches, and we've never had a single problem. But we gained so much because we got to know each other. ...So this is one of the most successful programs that we have, and we think that it helps us solve many problems that we have in our region.” (Amb. M. Said)

Youth Summer Educational Exchange Program: Increases Tolerance

“And in the summer, we airlift about 10- to 12,000 children from the refugee camps to spend the summer in Europe and in the U.S. The ones in the U.S., they are brought by churches, and this is the way of trying to educate the people, have them to know more about the rest of the world. *And by doing so, they become more open and more tolerant.*” (Amb. M. Said)

2020 Invitation to the Refugee Camps in Western Sahara

Ambassador Said has led delegations from Capitol Hill (including over 200 persons over the last decade or so from the U.S. Congress and universities students from Harvard and other universities to the Sahrawi refugee camps in Western Sahara to meet the people and observe the peaceful nature and orderly operation of the camps. He extended an open invitation to community-based leaders in the strategic port community of Charleston. For more information, contact drjwyatt@icloud.com /

In Conclusion

Across the American homeland, we are vigilant in our collaborative commitment to community resiliency and security; we continually prepare to keep the people and institutions of our strategic port communities safe in the event of a large-scale or national crisis. We have learned that early collaboration across sectors, institutions and organizations is fundamental to resiliency in the first 72 hours of a large-scale crisis.

During the community resiliency initiative roundtable, we also learned from Charleston-area stakeholders how interfaith solidarity is integral to peace and security and community resiliency - as seen in the aftermath of the Mother Emanuel Tragedy in Charleston. We learned from the ambassador visiting from Capitol Hill via North Africa how interfaith dialogue has also been instrumental to security and resiliency for the Sahrawi people in the refugee camps of Western Sahara.

To keep the peace in our communities, we should see the humanity of others who may be unlike us – not have the same faith – but to see their humanity (in the words of Rev'd. Dr. B. Benton):

“...I think it's so important, especially as communities of faith, *that we help the people with whom we have trusted relationships with to see one another, to see people who don't look like them, may not be of the same faith as them but to still see their humanity.*” (Rev'd. Dr. B. Benton)

Appendix A

The elements of the following article, co-authored in 2009 by Asa Hutchinson and Michael Schmidt, PhD have timeless utility. In view of ongoing threats of a large-scale or national crisis, the article advocates the role of the Corporate Crisis Response Officer (CRO) as a designee for each community institution to coordinate with emergency preparedness and response officials so as to reinforce the local response capacity. In short, when a company thinks and practices preparedness, corporate stakeholders and their surrounding communities will be prepared.

CAN AMERICAN BUSINESS SURVIVE THE COMING PANDEMIC?

CO-AUTHORED BY HON. ASA HUTCHINSON, FORMER MEMBER OF CONGRESS (AR, 1997-2001); DHS UNDER SECRETARY FOR BORDER AND TRANSPORTATION SECURITY (2003-2005), AND READYCOMMUNITIES PARTNERSHIP ADVISORY BOARD CHAIRMAN.

MICHAEL G. SCHMIDT, PH.D. PROFESSOR OF MICROBIOLOGY, DIRECTOR OFFICE OF SPECIAL PROGRAMS, MEDICAL UNIVERSITY OF SOUTH CAROLINA, CHARLESTON, SOUTH CAROLINA, SCHMIDTM@MUSC.EDU.

Louis Pasteur, the father of microbiology, said in a lecture at the University of Lille in 1854 that "*Dans les champs de l'observation le hasard ne favorise que les esprits prepares*", "*Chance favors only the prepared mind*". The emergence of an influenza virus, *Novel Influenza A (H1N1, swine origin)*, that has the potential of becoming the first pandemic variant of this virus in the 21st century certainly requires prepared minds of governments, healthcare and the private sector if we are to mitigate the effects that this virus will have on the health and well-being of our societies.

Additionally, in the event of a large-scale or national crisis, there's simply not enough money, resources or personnel for government to protect America's businesses and employees everywhere all of the time. So what can we do?

Consider what happened over the course of the months April and May. We witnessed for the first time the true meaning of globalization with respect to how quickly an airborne contagion could spread across the planet in way not even the prepared mind of Pasteur could have imagined. How did we fare and were we prepared? These are the questions we must answer.

Most would say we fared well, that while the virus was highly contagious, it was limited in its ability to cause serious mortality. We witnessed the surge on the limited resources available to both our private and public healthcare systems very early on in the epidemic. And, as the virus spread across forty-six countries infecting well over 12,000 people, we learned the value of disseminating accurate and timely information to limit the consumption of those valued resources. Much of the credit for the response thus far goes to the preparation and effective coordinated implementation of pandemic flu plans by international, national and local public health departments.

However, while this particular variant of the common flu virus provided us a dress rehearsal of how best to respond to this type of crisis, it also highlighted the need for continued vigilance with our planning efforts and underscored the need for *Crisis Response Officers* within local private sector facilities.

Right now, while there are many companies with security officers primarily responsible for one's facility and employees, there are only a small percent of companies well positioned with designated CROs serving one's facility in relationship to the broader community to contribute to community resiliency in the first 72 hours of a large-scale or national crisis.

CROs need to be in every large and small business in America for our nation to be sufficiently prepared for and optimize our potential for resiliency in the next virus, natural disaster or terrorist attack.

Consider the role of the CRO in the context of this most recent crisis. First, like politics, it is important to remember that all crises are local. Accordingly, it was observed that the CRO for many private sector concerns that arose during the outbreak served as the natural or key point of contact between the corporation and the local public health department because they had already collaborated to develop an integrated plan for the community to control the outbreak and shepherd limited resources.

Secondly, the CROs took ownership for the crisis within the management structure of the corporation for developing plans and then coordinating their implementation while recognizing that the paramount goal was to help their employees and their families prepare, respond and most importantly recover from crisis.

Thirdly and ideally, CROs would also be credentialed and integrated into the local Citizen Corps Councils to facilitate, training, communication and preparedness/response protocols.

The CRO concept is not new to government and military operational commands. However, recent disasters and this most recent public health crisis illustrate the need for this important position to be staffed and developed within the private sector to support response and recovery efforts.

We were fortunate that this new variant of Influenza A, H1N1 was limited in its ability to cause serious mortality. But what if it had? Recall that this virus is still the flu. It is subject to the genetic perturbations of shift and drift where the genetic traits limiting its virulence and mortality can easily change. This virus continues its march around the globe and it is uncertain whether or not it will temper or become more virulent.

Mother Nature has provided us an object lesson that preparation is priceless and we should take heed. The lessons learned these past two-month were many. First and foremost we learned of the paramount need to effectively manage available resources during times of crisis. We recognized the value of a pre-established menu of roles and resources to facilitate and expedite the right solution and course of action rather than brainstorming at the last minute.

Also, we appreciated that many public sector agencies depended on the logistics and resource capabilities of private sector contractors to deliver, manage and maintain the necessary supplies of reagents and medications. We also learned of their logistical limitations but then witnessed the efficiency and speed of delivery of these key resources made possible through the application of best practices developed through years of competition and speed.

All this took place through a networked partnership amongst the CROs of the private sector, or those acting as CROs for the private sector even if not yet recognized as such within the organizational structure, and the public sector. Thus, the intangible value of the CRO for any skeptic was made tangible or proven.

This epidemic has taught us that time is of the essence when it comes to infectious disease. This virus circumnavigated the globe in less than 2 weeks arguing the need for faster mobilization, better communication, increased vigilance most importantly planning. All those involved, in this our most recent response, should be commended and encouraged for Influenza respects no border and interacts with all of humanity for better or worse.

Now is the time to plan. Establish and embrace your CRO.

Retrieved from <https://www.washingtontimes.com/news/2009/aug/31/the-coming-pandemic/>

Appendix B

*ReadyCommunities Partnership
Roundtable Executive Summary
(August 24, 2010, Charleston, SC)*

“We are grateful to the leaders of Charleston, SC, a model city for community preparedness and resiliency, where the ReadyCommunities Partnership (RCP) has continued to develop its Military Base and Port Community Resiliency Initiative with the thought leadership and participation of local advisory committee members from the public, private, community and military sectors.

Earlier, ReadyCommunities Partnership demonstrated a communications link from Buffalo to Charleston through the Essential Public Network secure web portal to bring community stakeholders together in a real-time network, using NC4 technology in collaboration with Cisco. Today, the partnership is planning a pilot project to expand the port network along the gulf and east coasts by identifying and engaging local Crisis Response Officers (CROs), to further develop RCP’s grassroots Military Base and Port Community Initiative. In light of the adage, “If you know one port, you know (just) one port”, the committee discussed a few risk scenarios to serve as a basis for further development of inter-port connectivity using the ReadyCommunities Partnership secure portal.

Since inception, RCP/CCROA has advocated that corporate Crisis Response Officers (CROs), local critical infrastructure designees and other key stakeholders essential to community preparedness and resiliency, be identified, trained and credentialed to communicate through the Essential Public Network (EPN) secure portal. Overall, CROs can serve as an invaluable resource for community leaders to reinforce the local public sector response capacity. Inasmuch, please reference Appendix B for an article co-authored by an advisory committee member, advocating the role of the CRO.

Earlier this year (2010), the ReadyCommunities Partnership convened its Military Base and Port Resiliency Initiative symposium at the Senate Dirksen in Washington, DC, hosted by Senator Mary Landrieu (LA), Chairman of the Senate Homeland Security and Governmental Affairs Committee, Disaster Recovery Sub-Committee.

In the wake of Katrina and in the face of other potential large-scale man-made or natural threats, (former) Senator Landrieu urged the ReadyCommunities Partnership to continue its work for the sake of national resiliency. Fortunately, when leveraging innovation and existing technology through solution-based engagement, we don’t need to identify new resources and or invent anything new. “

Respectfully,

Rosalie J. Wyatt
National Director
ReadyCommunities Partnership