

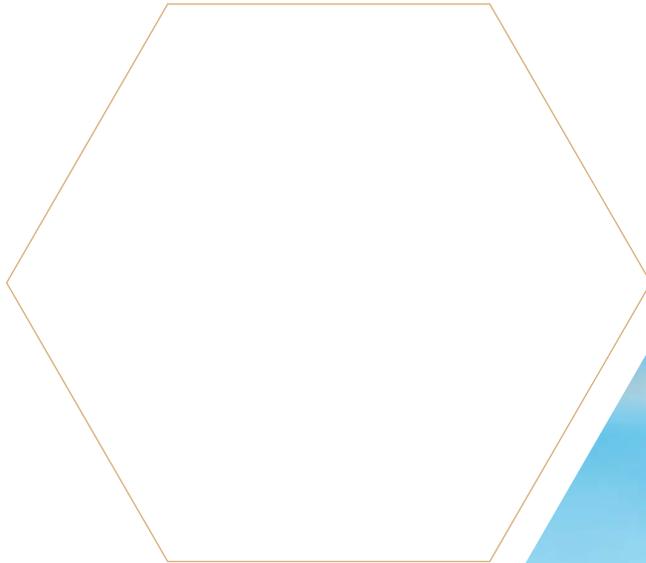


# NRI<sup>TM</sup>

THE NATIONAL RESILIENCE  
INITIATIVE<sup>TM</sup>

Private sector corporations working  
together to build a foundation for  
nation-wide resilience to severe,  
national-scale power outages and  
infrastructure disruption.





# THE NATIONAL RESILIENCE INITIATIVE™ (NRI™)

Electricity, water, food, health services, fuel pipelines and all other essential infrastructures today are interdependent, leveraging each other to provide unprecedented access to life giving resources and services. All of these sectors, however, require dependable, uninterrupted access to electricity.

Emerging “Black Sky” hazards, from severe regional earthquakes and extreme weather and solar storms to EMP, cyber and coordinated physical assault could cause subcontinent-scale power outages, with widely distributed damage to key elements of the national power grid. Cascading impacts would cause all utilities to fail and, given their interdependence, restart of the power grid and restoration of services will be very complex, especially in a highly disrupted environment.

Hosted by the Electric Infrastructure Security (EIS) Council, ELECTRIC INFRASTRUCTURE PROTECTION (EPRO) Steering Committees for each of these sectors are meeting to plan Black Sky resilience measures for their sector. In parallel, in partnership with Federal and State emergency management agencies and other government organizations, concepts are being developed for a national structure for overall coordination of restoration in these severe scenarios. However, as these plans begin to come together, it is increasingly clear that the vast resources represented by private sector corporations will be essential.

The NATIONAL RESILIENCE INITIATIVE is an EIS Council / Corporate partnership, designed to leverage existing corporate assets across America as a vital resource for restoration from severe, national scale Black Sky hazards.

# THE NEED

As water, power and fuel companies and other utilities across the nation work to find and repair damaged equipment or reconfigure facilities, a range of tools and building materials and equipment will be essential. And with transportation difficult in such disrupted environments, there will be an urgent need for widely distributed depots of such equipment, all across the nation.

Food and medicine represent another critical area, and here, the need is both immediate and long term. Even where some locally stored food and medicine is available, supplies will rarely be adequate for the weeks to months duration anticipated for Black Sky restoration. And if large scale production and storage were to be severely disrupted, difficulties in restarting such processes could cause catastrophic, longer term supply shortages.



# THE OPPORTUNITY

Given the mature U.S. marketplace, major corporations that could meet these and other critical needs are well established throughout the country. When such corporations have a tradition of public service, senior management may see this initiative as an important opportunity to help build the nation's resilience against a new and particularly dangerous class of hazards.

What is that opportunity?

Participation in the EPRO Steering Committee process will bring corporations into the growing community of public and private organizations developing coordinated plans to address these severe scenarios. That evolving planning can provide a solid context within which corporations can begin developing two complementary strategies: Finding ways to enhance their own Black Sky resilience, while building their own, unique approaches to help fill critical national needs. The EPRO Steering Committee process will help ensure that both are built into the evolving planning of their government and corporate partners.

For example, corporations participating in this process will typically consider ways to optimize the developing Black Sky Emergency Communication (ECOM) System architecture to meet their needs. Support for security in Black Sky environments will also be an important consideration, as well as transportation, emergency power and replacement fuel, and family support for personnel. With State and Federal emergency management agencies, National Guard, mass care NGOs and many others already building plans to support this process, each of these subjects can become an area for cross-sector coordination and planning.



# FIRST STEPS

While the context that comes from the growing list of participating sectors is essential, only participating corporations can define their own capabilities and interest for this national resilience mission. To assist this process, an important first step is for key personnel to participate in an EPRO Steering Committee, focused on unique corporate needs and potential support roles. A facilitated, multi-media Black Sky exercise can be a highly effective tool to explore such needs and roles. And with this as a foundation to build on, next steps may then be considered, including the potential to participate in the upcoming build of initial prototypes for the Black Sky Emergency Communication and Coordination System, now projected to begin in 2017.



# SUMMARY

Given the wide array of emerging, severe Black Sky hazards that have become a serious concern for our interdependent critical infrastructures, national-scale resilience has become an urgent need. And while government agencies and utilities are increasingly working to find approaches they can take to help address this need, the vast majority of America's resources – both material and people – are to be found in the private sector. With dedicated participation of visionary corporations, infrastructure restoration, and therefore national recovery, becomes feasible.

With corporations working together, America will meet this new challenge.



