SAMVERKANSOMRÅDENAS STUDIERESOR TILL USA I OKTOBER 2013: ERFARENHETER AV ORKANEN SANDY

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<tr>
<th>Söndag</th>
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<td>09.45-10.30</td>
<td>Ambassad briefing</td>
<td>10.30-12.30</td>
<td>FEMA; Carol Cameron &amp; Andrew Slate</td>
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<td>14.30-16.30</td>
<td>Security and Exchange Commission</td>
<td>14.00-16.00</td>
<td>Matt Talley, CH2M Hill och Carlos Castilla, Deputy Director, FEMA</td>
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<td>17.00-19.00</td>
<td>Discuss future challenges of Emergency Preparedness and Community Resilience</td>
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### Veckavisning
- **ES**: Enhet för Säkerhet och Forsvar
- **TI**: Konferensinriktning
- **SUV**: Söndag, Tisdag, Onsdag, Torsdag, Fredag, NY: New York
## Bilaga 2 Deltagarlista

<table>
<thead>
<tr>
<th>Samverkansområde</th>
<th>Namn</th>
<th>Myndighet/organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOES</td>
<td>Anders Bessier</td>
<td>Pensionsmyndigheten</td>
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<tr>
<td>SOES</td>
<td>Camilla Falkler-Hagman</td>
<td>Finansinspektionen</td>
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<td>SOES</td>
<td>Ann-Charlotte Montero Chea</td>
<td>Arbetsförmedlingen</td>
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<td>SOES</td>
<td>Stefan Ihrman</td>
<td>Försäkringskassan</td>
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<td>SOES</td>
<td>Barbro Ostman</td>
<td>Riksgälden</td>
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<td>Pär Karlsson</td>
<td>Riksbanken</td>
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<td>SOES</td>
<td>Leif Elofsson</td>
<td>Myndigheten för samhällsskydd och beredskap</td>
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<tr>
<td>SOSUV</td>
<td>Agneta Carlsson</td>
<td>Landstinget Kronoberg</td>
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<tr>
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<td>Lena Dahlén</td>
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<td>Lennart Engblom</td>
<td>Socialstyrelsen</td>
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<tr>
<td>SOSUV</td>
<td>Anders Fridborg</td>
<td>Uppsala kommun</td>
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<td>SOSUV</td>
<td>Per-Olof Härsmar</td>
<td>SMHI</td>
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<td>Anders M Johansson</td>
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<td>Lisa Nordahl</td>
<td>Länsstyrelsen Västra Götaland</td>
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<td>Åke Samuelsson</td>
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<td>Post- och telestyrelsen</td>
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<td>Isabelle Auvray</td>
<td>Svenska kraftnät</td>
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<td>Charlott Thyrén</td>
<td>Myndigheten för samhällsskydd och beredskap</td>
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Bilaga 3 Besöksmottagare

**American Red Cross** (ARC), är en humanitär organisation som tillhandahåller katastrofbistånd, katastrof hjälp och utbildning i USA. Det är den utnämnda amerikanska filialen av Internationella rödakors- och rödahålvmånefederationen. ARC:s verksamhet består av sex olika områden; förutom direkt och lokal katastrofhjälp erbjuder de samhällsstjänster för behövande, kommunikationstjänster och stöd till militära veteraner och deras familjemedlemmar, insamling, insamling och distribution av blod och blodprodukter, utbildningsprogram om beredskap, hälsa och säkerhet samt internationella bistånds- och utvecklingsprogram.

ARC:s verksamhet bedrivs främst av volontärer och genom stöd av donationer, intäkter från hälso- och säkerhetsutbildning samt intäkter från blodprodukter.


**Congressional Research Service** (CRS) utgör en del av Library of Congress och arbetar enbart för kongressen. CRS erbjuder politisk och juridisk analys av olika frågor till kommunäer och medlemmar av både representanthuset och senaten.

Personalen består av ca 600 anställda jurister, ekonomer, bibliotekarier och forskare. CRS är en uppskattad resurs som anses vara mycket kompetens och leverera analyser som är objektiva och opartiska med rapporter som CRS vanligtvis inte publicerar utan endast lämnar till uppdragsgivaren. Det är dock ovanligt att deras rapporter genom andra kanaler sprids via internet och e-post mm.

[http://www.loc.gov/crsinfo/](http://www.loc.gov/crsinfo/)

**Consolidated Edison Company of New York Inc.** (Con Edison) är ett dotterbolag till Consolidated Edison, Inc., som är en av de största privatägda energibolagen i USA. Bolaget tillhandahåller energirelaterade produkter och tjänster till sina kunder så som gas, el och fjärrvärme. Con Edison distribuerar el till 40% av New Yorks elkunder. Efter stormen Katrina arbetade man fram beredskapsplaner för liknande händelser. Dessa beredskapsplaner uppdateras kontinuerligt. NYC OEM var med vid framtagandet av planen. De har regelbundna övningar med NY OEM och samarbetade med dem under stormen Sandy. Beredskapsplanen aktiveras 5 dagar innan förväntad storm. I planen beskrivs olika arbetsuppgifter som ska göras dag för dag. I planen ingår bl.a. att informera kunder ca 48 timmar innan en förväntad storm.


[www.coned.com](http://www.coned.com)


http://www.defense.gov/

**Department of Treasury (DoT)** har som främsta uppgift att främja förutsättningar för ekonomisk tillväxt och stabilitet på hemmaplan och utomlands, stärka den nationella säkerheten genom att bekämpa hot och skydda integriteten och säkerhet i det finansiella systemet, och hantera den amerikanska regeringens finanser och resurser på ett effektivt sätt. Vidare ger DoT ut amerikanska dollar samt emitterar amerikanska statspapper. Departementet administrerar även samtliga federala skatter och förvaltar amerikanska skuldinstrument.

DoT driver och underhåller viktiga system för den finansiella infrastrukturen och utbetalningar till enskilda, skatter samt statens upplåning. Treasury har också en central roll i USA:s säkerhetsarbete genom att ekonomiska sanktioner mot de som uppfattas som ett hot och verkar för skydd av de finansiella systemen.

Departementet har två organisatoriska huvuddelar. Departemental Offices ansvarar för policyutveckling och internt stöd. Huvuddelen av verskamheten bedrivs i 10 s.k operating bureaus där 98% av personalen arbetar. Inom en av dessa (the Bureau of the Fiscal Service) finns The Financial Management Service (FMS). FMS bistår federala myndigheter och program med betaltjänster. Bland annat ansvarar man för den federala regeringens inrespektive utbetalningssystem.

http://www.treasury.gov/Pages/default.aspx

**Federal Communications Commission (FCC)** reglerar mellanstatliga och internationella kommunikationer inom radio, television, satellit och kabel i alla 50 delstater. Myndigheten grundades genom Communications Act från 1934 och fungerar som en oberoende amerikansk myndighet som övervakas av kongressen. FCC:s uppdrag är att:

- främja konkurrens, innovation och investeringar i bredband och anläggningar
- stödja landets ekonomi genom att säkerställa en lämplig konkurrenskraftig ram för kommunikationsutvecklingen
- verka för mängfald inom området nationellt och internationellt
- säkerställa robusthet i USA:s infrastruktur för kommunikation

Högsta ledningen utgörs av fem kommissionärer. Dessa, inklusive ordförande, är utsedda av presidenten och godkända av senaten. Utlämnningarna sker för 5-årsperioder. Högst tre av kommissionärerna får tillhöra samma parti.

http://www.fcc.gov/

**Federal Emergency Management Agency (FEMA)** har funnits sedan 1979 och är sedan en myndighet inom Department of Homeland Security (DHS) FEMA är USA:s federala myndighet för krishantering och återuppbyggnad efter inträffade katastrofer. FEMA har över 7 000 anställda över hela USA. Myndighetens främsta syfte är att samordna stöd vid katastrofer som inträffar i USA och där lokala och delstالتliga resurser inte räcker. Guvernören i den delstat där en katastrof inträffer måste deklarera ett undantagstillstånd och formellt begära hjälp av FEMA via presidenten. FEMA tillhandahåller även dessa tjänster för territorier anknutna till USA, till exempel Puerto Rico

FEMA:s verksamhet är fördelat på 10 regionala kontor i USA, plus ett kontor som har hand om Stillahavsområdet. Som en länk mellan huvudkontoret och de regionala kontoren finns en
enhet som kallas ”Office for Regional Operations”. Denna har till uppgift att vägleda och koordinera så att nödvändiga beslut, policyer och riktlinjer, som fattas på övergripande nivå, implementeras och verkställs på den regionala nivån. Den har också till uppgift att fungera som länk i kommunikationen mellan de regionala kontoren och huvudkontoret.

När en krissituation väl inträffar, och USA:s president har deklarerat att det råder antingen kris- eller katastroftillstånd i ett visst område och att federala hjälpinsatser behövs, finns det personal som direkt påbörjar upprättandet av ett s.k. Joint Field Office (JFO). Detta kan liknas vid ett kontor på plats eller i närheten av det drabbade området, där FEMA och den drabbade delstaten kan koordinera hjälpinsatserna. Ett sådant kontor ska kunna upprättas inom 72 timmar och det handlar om att både hitta, bemanna och fullt utrusta en för ändamålet lämplig lokal. För detta har FEMA särskilda team som opererar.

På FEMA:s huvudkontor i Washington finns ett nationellt krishanteringscenter, National Response Coordination Center (NRCC), som har till uppgift att koordinera all hjälp från federal nivå i samband med större katastrofändringar. Vid en händelse, då centret har aktiverats, finns företrädare där från de myndigheter som behövs för att hantera situationen, men också från den privata sektorn och andra organisationer som inte är myndigheter. Under en pågående kris arbetar personalen där med att koordinera räddningsresurser till drabbade områden. På regional nivå finns ofta motsvarande center som har förbindelse med den nationella. Denna för Regional Response Coordination Center (RRCC).


FEMA är ingen tillsynsmyndighet utan i första hand en stödjande och vägledande myndighet. FEMA har inte beslutsmandat över någon annan myndighet, varken federal eller delstatlig. Däremot använder FEMA bidragspengar som ett styrmedel. För att andra myndigheter och aktörer ska få tillgång till dessa måste de skriva under på att följa riktlinjer och standarder som FEMA har tagit fram. FEMA finansierar också utbildningar och övningar över hela USA för personal som arbetar med krishantering.

FEMA har även till uppgift att administrera programmet för USA:s nationella översvämningsförsäkring. Programmet gör det möjligt för fastighetsägare att köpa försäkringsskydd från den amerikanska staten mot ekonomiska förluster i samband med översvämnings som orsakas av naturkatastrofer.

http://www.fema.gov/


FERC reglerar energiområdena: El, Naturgas, Olja och vattenkraft. FERC reglerar energiindustrin genom standarder som utvecklas i samverkan med aktörerna på marknaden. Man använder begreppet reliability standards som innebär att utifrån ett krav som är antaget/beslutat på Kommissionärsnivå (dvs högsta nivå i FERC) ta fram standarder som stödjer pålitlig och säker drift av energistsystemen i USA. Följs inte dessa standarder kan veta utkrävas på upp till 1 MUSD per dag. Exempel på standarder är Transmission operations, Critical Infrastructure Protection CIP, Emergency, preparedness and operations etc.

FERC har inte mandat att svara för reglering av säkerhetsstandarder för kärnkraftsindustrin samt miljöpåverkan kopplat genrerel av elström. FERC är heller inte ägare av infrastruktur eller verksamheter.

http://www.ferc.gov/

Federal Reserve Bank (FED), USA:s centralbank, bildades 1913 efter ett beslut i kongressen. Den leds av 7 ledamöter i “Board of Govenors” (Federal Reserve Board). Förutom denna centrala funktion utgör 12 regionala kontor Federal Bank System. FED är en organisatorisk ”hybrid” genom att inte direkt ingå i det federala myndighetsstrukturen utan kan i vissa avseende liknas vid en branchorganisation. Ledamöterna utses av presidenten efter godkännande av Senaten. Närmar 40 % (ca 300st) av bankerna i USA är medlemmar och är skyldiga att ha 3% av sitt kapital placerade hos sin regionala bank. Ytterligare ca 17,000 banker och andra verksamheter inom sektorn måste följa FED:s regler och har tillgång till deras system. FED finansieras av sektorns privata aktörer och har ingen federal finansiering. FED ger viss avkastning till sina medlemmar på insatt kapital men huvuddelen av överskottet lämnas till Department of Treasury.

FED arbetar inom 4 huvudområden:
- genomföra landets penningpolitik
- övervaka och reglera banker för att garantera säkerheten och sundheten i det bank-och finansiella systemet och för att skydda låntagare
- upprätthålla stabiliteten i det finansiella systemet
- tillhandahålla finansiella tjänster till depå-institutioner, den amerikanska regeringen och utländska offentliga institutioner, t.ex. funktionalitet i betalningssystemet.

Federal Reserve Bank of New York (FRBNY) är en av de 12 regionala federala bankerna i USA. FRBNY är ansvarig för det andra distrikt inom det federala banksystemet, som omfattar delstaten New York, de 12 nordliga länen i New Jersey, Fairfield County i Connecticut, Puerto Rico och Amerikanska Jungfruöarna.

http://www.federalreserve.gov/
http://www.newyorkfed.org/

Financial Services Information Sharing and Analysis Center (FS-ISAC) etablerades 1999 på ett initiativ av presidenten för att utgöra den offentliga och privata sektorns forum för att dela information om fysiska såväl som cyberrelaterade säkerhetshot och sårbarheter i syfte att skydda amerikansk kritisk infrastruktur. De arbetar med ”24/7” funktion och i samverkan med DHS. FS-ISAC är en organisation där medlemmarna består av företag och organisationer inom finansiell sektor. FS-ISAC:s medlemmar har verksamhet runt om i världen vilket ledde
till en ändring av FS-ISAC:s stadga 2013 för att möjliggöra delad information mellan finansiella företag över hela världen.

FS-ISAC samlar ständigt in information från finansiella företag, bevakningsföretag, delstatliga, federala, lokalamyndigheter, polismyndigheter och andra betrodda aktörer. Genom insamling möjliggör FS-ISAC en snabb spridning av varningar för fysiska såväl som cyberrelaterade hot. Innan varningar och eventuell data delas avidentifieras den och analyseras för att ligga till grund för rekommenderade lösningar från ledande branschexperten. Information kan lämnas anonymt, även av statliga myndigheter till FS-ISAC. Information delges först regeringen och sedan andra medlemmar. Informationen sprids vidare enligt nedanstående nivåer:
   1. Info enbart tillgängliga för definierad grupp
   2. Info tillgänglig för FS-ISAC medlemmar
   3. Info tillgänglig för FS-ISAC medlemmar och deras samarbetspartners
   4. Info tillgänglig för alla

https://www.fsisac.com/


För närvarande arbetar FSSCC med dessa mål/områden:

- Verkar för forskning och utveckling
- Identifierar hot och verkar för skyddsåtgärder
- Utvecklar beredskap och samverkan
- Samverkar med Federala myndigheter, främst the Treasury and the Department of Homeland Security
- Påverkar utvecklingen av regelverk och tillsyn

http://fsscc.org/fsscc/

Metropolitan Transportation Authority (MTA) ansvarar för de allmänna kommunikationerna inom staden New York, samt en del kringliggande counties på Long Island och fastlandet norr om staden New York. MTA kör tåg, tunnelbana och buss. De flesta av de linjer MTA trafikerar kör man dygnet runt. MTA har en målsättning att alltid kunna upprätthålla trafiken och vid störningar kunna ge korrekt information till resenärer samt kunna undsätta dem som eventuellt är strandsatta. MTA har identifierat vissa situationer då man överväger att inte upprätthålla trafiken:

- Orkan
- Snö där finns 5 nivåer av beredskap där 5 är att stänga
- Blackout d.v.s att det inte finns elektricitet
- Strejk
- Terrorism

http://new.mta.info/
**New York Fire Department** (FDNY) är USAs största kommunala brandförsvar och den andra största i världen efter Tokyo brandförsvar. FDNY har ca 11,000 uniformerade brandmän och mer än 3,300 uniformerade sjukvårdare och ansvarar för räddningstjänst när det gäller bränder, samt första insats när det gäller bilologiska, kemiska och radioaktiva ämnen samt akuta medicinska insatser till de fem stadsdelarna i New York City.

Stadens speciella geografiska läge och utseende, de många höga husen på en liten yta samt de många broarna och tunnlarna i New York, stora parker och ett av världens största tunnelbannesystem skapar sammantaget stora utmaningar för räddningstjänsten.

Medlemmar av FDNY refereras ofta till som New York´s Bravest.

[www.nyc.gov/fdny](http://www.nyc.gov/fdny)

**New York Police Department** (NYPD) är polismyndigheten i New York i delstaten New York i USA. NYPD startade 1845 med Storbritannien som föregångsland.

NYPD har idag ca 37 000 polismän i tjänst och är den största polisstyrkan i USA och arbetar med en mängd specialiserade uppgifter Dessa inkluderar bland annat hamnkontroll, bombexpertis, kriminella gäng, narkotika, organiserad brottslighet och allmänna transporter.

Polismyndigheten är indelad i tio avdelningar, varav sex är juridiska. Respektive juridisk avdelning är i sin tur uppdelad i sektioner och enheter etc. Förutom dessa finns specialavdelningar som inte lyder under någon avdelning utan rapportera direkt till departementschefen.

Medlemmar av NYPD refereras ofta till som New York's Finest.

[www.nyc.gov/nypd](http://www.nyc.gov/nypd)

**New York State Office of Emergency** (NYS OEM) är den delstatliga myndigheten som assisterar lokala myndigheter, frivilligorganisationer och privata företag genom olika krisberedskaps program/planer. NYS OEM stödjer counties genom att bl. a. samordna hjälp från andra delstater och kalla in nationalgardet. När det gäller prioritering av bl.a. samhällsviktig verksamhet i delstaten kan det delstatliga OEM göra prioritering av de federala resurserna, de lokala resurserna styr de lokala myndigheterna över.

De kan be om stöd från FEMA om de anser att det behövs, ifall de inte tror att de lokala myndigheterna kan klara av händelsen självt. De har även tjänstemän som är utplacerade på county-OEM för att bevaka händelser som inträffar lokalt. När en händelse inträffar någonstans i regionen identifierar NYS OEM vilka samhällsviktiga verksamheter som finns där m.m, så att de är förberedda om inte de lokala myndigheterna kan hantera händelsen självt.

I det förebyggande arbetet kan man hjälpa till med övningar och beredskapsplaner. Delstatliga OEM kan inte sätta upp regler eller föreskrifter för de lokala myndigheterna.

När det gäller prioritering kan delstatliga OEM göra prioritering av de federala resurserna, de lokala resurserna styr de lokala myndigheterna över. Det är även delstatens OEM som gör prioriteringen av samhällsviktig verksamhet i delstaten.

New York University Medical Center (NYUMC) är ett privat sjukhus som ligger på stranden av East river på Manhattan. Sjukhuskomplexet utgörs av fyra olika sjukhus med olika inriktningar med totalt lite mer än tusen sängar för patienter.

http://www.med.nyu.edu/

Payment Risk Committee (PRC) består av högre chefer från amerikanska banker som finansieras av Federal Reserve Bank New York (FRBNY). 8-12 representanter för företag inom sektorn utses av FRBNY på 2-åriga mandat. FRBNY är adjungerade i kommittén. Det primära målet är att verka för förbättringar av säkerhet och resiliens i finansmarknadens infrastruktur, inklusive clearing och avveckling av finansiella transaktioner, och att informera Federal Reserve Bank of New York om utveckling, villkor och praxis i betalningar, clearing och avvecklingssystem.

Kommittén sammankommer ca 3 gånger per år och diskuterar resultatet av det arbete som utförs i underkommittéer och arbetsgrupper. Genom dessa undergrupper genomförs eller initieras forskning och analyser. Ett annat område är att sprida goda exempel och former för att implementera förbättringar. De arbeten och diskussioner som förs präglas av förtryck mellan deltagarna och innan diskussioner och rapporter sprids förutsätts alla vara överens om detta.

http://www.newyorkfed.org/prc/

Securities and Exchange Commission (SEC) har huvudansvaret för att upprätthålla de federala värdepapperslagarna och reglera finansbranschen, aktie- och optionsmärkande samt de elektroniska värdepappersmarknaderna i USA. SEC bildades som en följd av den stora finanskraschen i början på 30-talet och motsvarar i stort svenska Finansinspektionen. SEC leds av 5 kommissionärer som är utsedda av presidenten på 5 år. Maximalt tre av dem får komma från samma parti. SEC uppgifter är bl. a.:

- tolka och genomdriva federal lagstiftning för värdepapper
- utfärda och revidera regelverket
- tillsyn över börsör, mäklare, handlare samt investeringsrådgivare och fonder
- koordinera USA:s regelverk på federal och delstatlig nivå samt internationellt


SEC:s ordförande ingår i presidentens särskilda arbetsgrupp för finansiella marknaden.

http://www.sec.gov/

Social Security Administration (SSA) motsvarar närmast Försäkringskassan och Pensionsmyndigheten och administrerar socialförsäkringsprogram bestående av pensioner, stöd till funktionshinder, och förmåner för efterlevande.

Social trygghet är för närvarande det största sociala välfärdsprogramet i USA och utgör 37% av de offentliga utgifterna och 7% av BNP. Medel från socialförsäkringsprogramen betalas ut månatligt som kontant ersättning till pensionerade, arbetare med funktionshinder och familjemedlemmar inklusive familjer till arbetare som dött. Det finns ett behovsbaserat hjälpprogramför, kompletterande socialförsäkringsinkomst (SSI) för personer som fyllt minst 65 eller funktionshindrade oavsett ålder och som har begränsade inkomster och tillgångar. Utöver detta svarar SSA för Medicare registrering och extra hjälp.

http://www.ssa.gov/


För närvarande finns 193 medlemmar I FN. FN är indelat i fem huvudsakliga administrativa organ – Generalförsamlingen, Säkerhetsrådet, Sekretariatet, den Internationella domstolen och det Ekonomiska och sociala rådet.

Huvudbyggnaden består av 39 våningar ovan jord och 3 våningar under jord.

[www.un.org](http://www.un.org)

**Verizon Communications** (Verizon) är ett av världens största telekommunikationsbolag, och är en global leverantör av bredband och andra mobila och fasta kommunikationstjänster till konsumenter, näringlivet och myndigheter-. I USA ansvarar olika teleoperatörer för larmnumret (911) i olika delar av landet och i New York är det Verizon ansvar.

[www.verizon.com](http://www.verizon.com)
Bilaga 4 Frågeställningar

4.2 SOES - frågeställningar

General questions (bifogas till alla)

- Which role did each agency/ organization have in planning for Hurricane Sandy? What were their roles during Sandy? Which lessons were drawn from the events 2012 in regards to planning for the future?

- How has the ensuring of payment system security been handled within agencies/ organizations prior to, during and after Hurricane Sandy? What were the specific effects on the payment system, its operational capacity and infrastructure?

- How has the flow of information between agencies/ organizations and citizens/ businesses been planned and implemented? What experiences from previous crisis has been valuable in maintaining society's trust in the functionality and security of the economic system?

Congressional Research Service

- Prior to, during and after Hurricane Sandy? What were the specific effects on the payment system, its operational capacity and infrastructure? Were there any special measures taken before and during Hurricane Sandy to secure the economic and financial infrastructure?

- What impact did the storm Sandy have on retail, corporate and individuals? Has the Sandy experience somehow affected consumer rights and ability to perform payments/financial actions? In case the payment systems fail to function, how do you ensure contingency of payments?

- What are your experience and lessons learnt from Superstorm Sandy? Has Sandy changed the way of working with business continuity and crisis preparedness? How did Hurricane Katrina or Irene influence the planning for Sandy?

- The shearing of information between agencies/ organizations and information and communication with citizens/ businesses, did it work out as planned? What experiences from previous crisis has been valuable in maintaining society's trust in the functionality and security of the economic system?

- Is there a need of prioritization of critical infrastructure in a critical situation? Is it legaly and practical possible to do so?

- Has your work on information technology security and critical infrastructure changed due to experiences from disasters (by nature or man), and if so, how?

- Do you have an framework for cross-border crisis management, regardless if it pertains to local, state or national tasks? Is it evaluated?

- How is consumers' rights protected in case of a breakdown of the payment infrastructure of banks and government agencies.

- Is there a plan for coordination between the various government agencies and bodies within the payment system?

- In your experience, does criminal activity (cyber related attacks, money laundering, fraud or “ordinary” robberies) increase during disasters (by nature or man). How was the financial it-systems and end-users protected?

- How do you work to prevent and hinder cyber related attacks in general?
Department of Treasury
- Please describe the role and responsibilities of the Department.
- Are you actively sharing information with other authorities in order to learn from each other and prevent incidents, i.e. as part of your operational risk management?
- If so, have policies and recommendations for such activities been changed after Superstorm Sandy?
- What are your experience and lessons learnt from Superstorm Sandy? Has Sandy changed your way of working with business continuity and crisis preparedness?
- What is your role in preventing money laundering, fraud and identity theft?
- Has illegal or criminal activity changed during the financial crisis? If so can you please describe how?

Federal Reserve Bank
- Please describe the role and responsibilities of the Bank.
- What is/has been your role and responsibilities before and under the financial crisis?
- How does the bank work with business continuity and crisis preparedness in the central payment system?
- How does the Bank work together with other central actors in order to strengthen the operational robustness of the payment system?
- Has this work been changed because of Superstorm Sandy? How do the Bank and other authorities cooperate in these issues?
- Consumer protection is interesting from a crisis perspective: has the Sandy experience somehow affected this work (consumer rights and payments/financial products)?

FEMA huvudkontoret
- What role did FEMA take, before, during and after the storm? What happens if payment flows get cut off?
- What role do you have as a coordinating authority in this kind of crisis? What lessons have you learned from the handling of Hurricane Sandy?
  - What worked well, and what did not work so well?
  - Could you have been better prepared?
  - How did the shutdown of workplaces, and the subsequent evacuation of areas function?. Had each authority the possibility to decide over evacuation?
  - How did you inform citizens and businesses? Were they informed of disruptions in the payment system? How were the parties informed about alternative ways of payment?
  - How did the coordination and systems issues work?
  - Do you work with prioritization of critical infrastructure in a critical situation?
  - We are interested in how you work with crisis communications; coordination and in what sequence they took place.
  - How do you secure ensued backup power? Are there any other institutions or authorities apart from the prioritized critical infrastructure needing back uppower?
FS-ISAC:
- Please describe how your members cooperate in order to strengthen the financial infrastructure.
- How do you share (critical) information?
- What is your experience in terms of success factors, challenges and results achieved?
- What is the role of FS-ISAC in the event of a crisis situation and for mitigation of IT-related threats?

FSSCC
- Please describe the purpose, structure and organization of the FSSCC.
- Please describe how public and private organizations/members cooperate in order to strengthen the financial infrastructure.
- Do you work with information and knowledge sharing? If so – can you describe how this works?
- What is your experience in terms of success factors, challenges and results achieved?
- Does FSSCC has an operational role in the event of a crisis situation (when, what, how)?
- What is the role of FSSCC in mitigation of IT-related threats?

Red Cross, New York
- It would be interesting to hear about which role the Red Cross took in the emerging situation.
- If the payment system does not work, does the RC get a role to provide basic food/supplies for the society, or is that someone else’s responsibility.
- Focusing on how vulnerable group of the population is taken care of when the emerging situation decrease in basic goods supply.
- RC view on how governments and other org. acting in the emerging situation, How did RC manage the humanitarian aid work of the vulnerable group of the population during the emerging situation and was that what the general public expected.
- How individuals and vulnerable parts of the population were affected during the crisis, and the solutions for this.

Security and Exchange Commission, Washington
- Were there situations that were alarming before or during the crisis due to the decision to close the NYSE?
  - How did the trade market work in the emerging situation. Was the trade market begining to start an economic crisis.
  - Did the SAEC detect any unauthorized activity during the crisis?
- How was the decision made to close the NYSE and who took the decision?
- What impact did the closure have on the trade market?
- How was the analysis made of the consequences before a closing of the NYSE?
- How does the SAEC practice their supervisory responsibility for e.g. trade market?
Regarding the normative part, is there any government authority in the USA that defines the minimum level of system resilience in the financial sector?

**Social Security Administration, Baltimore**
- If the payment system does not work, how does the SSA ensure their contingency?
- Do SSA rely on voluntary organizations to support individuals when crisis occurs?
- An understanding of how it is supposed to work, and what kind of redundancy their payment systems have?
- When does the SSA enter the economic crisis and what is their role?

**4.3 SOSUV – frågeställningar**

**American Red cross**

**General questions:**
- How is the crisis management system organized?
- Chain of command?
- Which role did American Red cross have in planning for hurricane Sandy?
- What was American Red cross´s role during Sandy?
- Is there always ONE decision-maker? If not, how is common direction/coordination achieved?
- Management structure at various levels – how does it work?

**Planning:**
- Did you have any emergency plans for disasters of this kind (i.e. hurricanes in the NY area) in general and concerning technical infrastructure in particular? How do you coordinate planning between different levels?
- Where any prevention actions made towards hurricane Sandy, if so how did was the reasoning regarding these specific actions?

**Cooperation:**
- What is the view on the need for cooperation in connection with extraordinary events?
- What form does cooperation take at local, regional and national levels?
- How was cooperation conducted before, during and after the crisis?
- Are there routines for cooperation established?
- How are the effects of cooperation measured?
- How do the various bodies cooperate? How quickly can cooperation be up and running?
- What mandates are possessed by cooperation personnel within the joint command from their own organizations? Does the cooperation management constitute a quorum?
- How well did the cooperation with other fields of society work?
- Does it exist plans and system support for collaboration between government agencies?

**Learning:**
- What were the greatest problems? And how were they handled?
- What experiences and conclusions have been made for the future?
Were there experiences of other storms / hurricanes (eg Katrina) that were useful?
Which lessons were drawn from the events connected to the hurricane Sandy in regards to planning for the future?
Was it felt that it was difficult dealing with trust issues?
How is a comprehensive approach gained on the incident and the response needs?
Assuming a risk analysis has been made regarding hurricanes, what parameters were used in the risk analysis?
Are there any synergies from the hurricane Sandy that were not within the analysis?
Were any tools/programs/systems used to calculate the costs of prevention, if so how does it work?

Common situation updates:
Who is responsible for?
What tools exist to produce common situation updates?
Describe the command conditions in the joint situation center during Sandy?
Is there a joint command post for cooperating entities at the regional level? Who has the mandate to assemble such a command staff? Is there one entity that has authority over other organizations during crises? Is there legislative support for it?
How is a joint situation update produced between levels
How is information sharing organized?
How is a joint situation update produced?
What types of communications systems are used?

Crisis information:
To what degree was the national number used before/during/after the storm and what help and information could the public get from it?
How are weather warnings disseminated?
Does information to the public and to the various entities involved differ?
How were information issues handled before and during an expected technical failure?

Terminology:
Is common terminology used by all agencies?
- If not – is that something that causes problems?
- If not – is that something you’d wish to solve?
- How are you working with that?

Department of Defense:
General questions:
How is the crisis management system organized at Department of Defense?
Chain of command?
Are there any general guidelines when it comes to responsibilities on different levels and how do you coordinate crisis management between federal, state and local level?
Which role did Department of Defense have in planning for hurricane Sandy?
What was Department of Defense’s role during Sandy?
Does Department of Defense have a specific mandate to coordinate the various agencies at the various command levels during a crisis?
• Does Department of Defense have authority over cooperating entities at the various levels?
• Is there a legislative support for this?
• Is there always ONE decision-maker? If not, how is common direction/coordination achieved?
• Management structure at various levels – how does it work?

Planning:
• Did you have any emergency plans for disasters of this kind (i.e. hurricanes in the NY area) in general and concerning technical infrastructure in particular? How do you coordinate planning between different levels?
• Where any prevention actions made towards hurricane Sandy, if so how did was the reasoning regarding these specific actions?

Cooperation:
• What is the view on the need for cooperation in connection with extraordinary events?
• What form does cooperation take at local, regional and national levels?
• How was cooperation conducted before, during and after the crisis?
• Are there routines for cooperation established?
• How are the effects of cooperation measured?
• How do the various bodies cooperate? How quickly can cooperation be up and running?
• What mandates are possessed by cooperation personnel within the joint command from their own organizations? Does the cooperation management constitute a quorum?
• How well did the cooperation with other fields of society work?
• Does it exist plans and system support for collaboration between government agencies?

Volunteers:
• Have volunteer resources any role in contingency planning?
• Was NGO’s involved during Sandy, if so how was the cooperation organized?

Learning:
• What were the greatest problems? And how were they handled?
• What experiences and conclusions have been made for the future?
• Were there experiences of other storms / hurricanes (eg Katrina) that were useful?
• Which lessons were drawn from the events connected to the hurricane Sandy in regards to planning for the future?
• Was it felt that it was difficult dealing with trust issues?
• How is a comprehensive approach gained on the incident and the response needs?
• Assuming a risk analysis has been made regarding hurricanes, what parameters were used in the risk analysis?
• Are there any synergies from the hurricane Sandy that were not within the analysis?
• Were any tools/programs/systems used to calculate the costs of prevention, if so how does it work?

Common situation updates:
• Who is responsible for?
• What tools exist to produce common situation updates?
• Describe the command conditions in the joint situation center during Sandy?
- Is there a joint command post for cooperating entities at the regional level? Who has the mandate to assemble such a command staff?
- Is there one entity that has authority over other organizations during crises? Is there legislative support for it?
- How is a joint situation update produced between levels?
- How is information sharing organized?
- How is a joint situation update produced?
- What types of communications systems are used?

**Crisis information:**
- To what degree was the national number used before/during/after the storm and what help and information could the public get from it?
- How are weather warnings disseminated?
- Does information to the public and to the various entities involved differ?
- How were information issues handled before and during an expected technical failure?

**Terminology:**
- Is common terminology used by all agencies?
  - If not – is that something that causes problems?
  - If not – is that something you’d wish to solve?
  - How are you working with that?

**FEMA**

**General questions:**
- How is the crisis management system organized?
- Describe the responsibilities from national to local level?
- Chain of command?
- Are there any general guidelines when it comes to responsibilities on different levels and how do you coordinate crisis management between federal, state and local level?
- Which role did FEMA have in planning for hurricane Sandy?
- What was FEMA’s role during Sandy?
- Does FEMA have a specific mandate to coordinate the various agencies at the various command levels during a crisis?
- Does FEMA have authority over cooperating entities at the various levels?
- Is there a legislative support for this?
- Is there always ONE decision-maker? If not, how is common direction/coordination achieved?
- Management structure at various levels – how does it work?

**Planning:**
- Did you have any emergency plans for disasters of this kind (i.e. hurricanes in the NY area) in general and concerning technical infrastructure in particular? How do you coordinate planning between different levels?
- Where any prevention actions made towards hurricane Sandy, if so how did was the reasoning regarding these specific actions?

**Cooperation:**
- What is the view on the need for cooperation in connection with extraordinary events?
What form does cooperation take at local, regional and national levels?
How was cooperation conducted before, during and after the crisis?
Are there routines for cooperation established?
How are the effects of cooperation measured?
How do the various bodies cooperate? How quickly can cooperation be up and running?
What mandates are possessed by cooperation personnel within the joint command from their own organizations? Does the cooperation management constitute a quorum?
How well did the cooperation with other fields of society work?
Does it exist plans and system support for collaboration between government agencies?

Volunteers:
- Have volunteer resources any role in contingency planning?
- Was NGO’s involved during Sandy, if so how was the cooperation organized?

Private-public cooperation:
- How did the public/private cooperation work?
- How was the cooperation between the public sector and private companies during Sandy?
- How was the overall information regarding the event gathered? What protocols were used to priorities the action based on the information received.

Learning:
- What were the greatest problems? And how were they handled?
- What experiences and conclusions have been made for the future?
- Were there experiences of other storms/hurricanes (eg Katrina) that were useful?
- Which lessons were drawn from the events connected to the hurricane Sandy in regards to planning for the future?
- Was it felt that it was difficult dealing with trust issues?
- How is a comprehensive approach gained on the incident and the response needs?
- Assuming a risk analysis has been made regarding hurricanes, what parameters were used in the risk analysis?
- Are there any synergies from the hurricane Sandy that were not within the analysis?
- Were any tools/programs/systems used to calculate the costs of prevention, if so how does it work?

Common situation updates:
- Who is responsible for?
- What tools exist to produce common situation updates?
- Describe the command conditions in the joint situation center during Sandy?
- Is there a joint command post for cooperating entities at the regional level? Who has the mandate to assemble such a command staff?
  Is there one entity that has authority over other organizations during crises? Is there legislative support for it?
- How is a joint situation update produced between levels?

Crisis information:
- To what degree was the national number used before/during/after the storm and what help and information could the public get from it?
- How is information sharing organized?
- How is a joint situation update produced?
- What types of communications systems are used?
- How are weather warnings disseminated?
- Does information to the public and to the various entities involved differ?
- How were information issues handled before and during an expected technical failure?

Terminology:
- Is common terminology used by all agencies?
- If not – is that something that causes problems?
- If not – is that something you’d wish to solve?
- How are you working with that?

FDNY
General questions:
- How is the crisis management system organized at FDNY?
  - Chain of command?
  - Are there any general guidelines when it comes to responsibilities on different levels and how do you coordinate crisis management between federal, state and local level?
  - Which role did FDNY have in planning for hurricane Sandy?
  - What was FDNY’s role during Sandy?
  - Is there always ONE decision-maker? If not, how is common direction/coordination achieved?
  - Management structure at various levels – how does it work?

Planning:
- Did you have any emergency plans for disasters of this kind (i.e. hurricanes in the NY area) in general and concerning technical infrastructure in particular? How do you coordinate planning between different levels?
- Where any prevention actions made towards hurricane Sandy, if so how did was the reasoning regarding these specific actions?

Cooperation:
- What is the view on the need for cooperation in connection with extraordinary events?
- What form does cooperation take at local, regional and national levels?
- How was cooperation conducted before, during and after the crisis?
- Are there routines for cooperation established?
- How are the effects of cooperation measured?
- How do the various bodies cooperate? How quickly can cooperation be up and running?
- What mandates are possessed by cooperation personnel within the joint command from their own organizations? Does the cooperation management constitute a quorum?
- How well did the cooperation with other fields of society work?
- Does it exist plans and system support for collaboration between government agencies?

Volunteers:
- Have volunteer resources any role in contingency planning?
- Was NGO’s involved during Sandy, if so how was the cooperation organized?

**Learning:**
- What were the greatest problems? And how were they handled?
- What experiences and conclusions have been made for the future?
- Were there experiences of other storms / hurricanes (eg Katrina) that were useful?
- Which lessons were drawn from the events connected to the hurricane Sandy in regards to planning for the future?
- Was it felt that it was difficult dealing with trust issues?
- How is a comprehensive approach gained on the incident and the response needs?
- Assuming a risk analysis has been made regarding hurricanes, what parameters were used in the risk analysis?
- Are there any synergies from the hurricane Sandy that were not within the analysis?
- Were any tools/programs/systems used to calculate the costs of prevention, if so how does it work?

**Common situation updates:**
- Who is responsible for?
- What tools exist to produce common situation updates?
- Describe the command conditions in the joint situation center during Sandy?
- Is there a joint command post for cooperating entities at the regional level? Who has the mandate to assemble such a command staff?
  - Is there one entity that has authority over other organizations during crises? Is there legislative support for it?
- How is a joint situation update produced between levels?
- How is information sharing organized?
- How is a joint situation update produced?
- What types of communications systems are used?

**Crisis information:**
- To what degree was the national number used before/during/after the storm and what help and information could the public get from it?
- How are weather warnings disseminated?
- Does information to the public and to the various entities involved differ?
- How were information issues handled before and during an expected technical failure?

**Terminology:**
- Is common terminology used by all agencies?
  - If not – is that something that causes problems?
  - If not – is that something you’d wish to solve?
  - How are you working with that?

**MTA**

**General questions:**
- In what way was support received / given at this level?
- Chain of command?
• Are there any general guidelines when it comes to responsibilities on different levels and how do you coordinate crisis management between federal, state and local level?
• Which role did MTA have in planning for hurricane Sandy?
• What was MTA’s role during Sandy?
• Does MTA have a specific mandate to coordinate various actors at the various command levels during a crisis?
• Does MTA have authority over cooperating entities at the various levels?
• Is there a legislative support for this?
• Is there always ONE decision-maker? If not, how is common direction/coordination achieved?
• Management structure at various levels – how does it work?
• What support did MTA get from federal level?
• How does MTA support the local administrations, before, during and after and natural disaster emergency event?

Planning:
• Did you have any emergency plans for disasters of this kind (i.e. hurricanes in the NY area) in general and concerning technical infrastructure in particular? How do you coordinate planning between different levels?
• Where any prevention actions made towards hurricane Sandy, if so how did was the reasoning regarding these specific actions?

Cooperation:
• What is the view on the need for cooperation in connection with extraordinary events?
• What form does cooperation take at local, regional and national levels?
• How was cooperation conducted before, during and after the crisis?
• Are there routines for cooperation established?
• How are the effects of cooperation measured?
• How do the various bodies cooperate? How quickly can cooperation be up and running?
• What mandates are possessed by cooperation personnel within the joint command from their own organizations? Does the cooperation management constitute a quorum?
• How well did the cooperation with other fields of society work?
• Does it exist plans and system support for collaboration between authorities at regional level?

Volunteers:
• Have volunteer resources any role in contingency planning?
• Was NGO’s involved during Sandy, if so how was the cooperation organized?

Private-public cooperation:
• How did the public/private cooperation work?
• How was the cooperation between the public sector and private companies during Sandy?
• How was the overall information regarding the event gathered? What protocols were used to priorities the action based on the information received.

Learning:
• What were the greatest problems? And how were they handled?
• What experiences and conclusions have been made for the future?
• Were there experiences of other storms / hurricanes (e.g., Katrina) that were useful?
• Which lessons were drawn from the events connected to the hurricane Sandy in regards to planning for the future?
• Was it felt that it was difficult dealing with trust issues?
• How is a comprehensive approach gained on the incident and the response needs?
• Assuming a risk analysis has been made regarding hurricanes, what parameters were used in the risk analysis?
• Are there any synergies from the hurricane Sandy that were not within the analysis?
• Were any tools/programs/systems used to calculate the costs of prevention, if so how does it work?
• How was recovery conducted after the storm? Where there any specific problems to take into consideration?

Common situation updates:
• Who is responsible for common situation updates?
• What tools exist to produce common situation updates?
• Describe the command conditions in the joint situation center during Sandy?
• Is there a joint command post for cooperating entities at the regional level? Who has the mandate to assemble such a command staff?
• Is there one entity that has authority over other organizations during crises? Is there legislative support for it?
• How is a joint situation update produced between levels?
• How is information sharing organized?
• How is a joint situation update produced?
• What types of communications systems are used?

Crisis information:
• How are weather warnings disseminated?
• Does information to the public and to the various entities involved differ?
• How were information issues handled before and during an expected technical failure?
• How has the flow of information between agencies/organizations and citizens/businesses been planned and implemented?

Terminology:
• Is common terminology used by all agencies?
  - If not – is that something that causes problems?
  - If not – is that something you’d wish to solve?
  - If yes - How does the approach to common terminology look like?

Evacuation:
• Lessons learned - evacuation
• Evacuations - planning and execution
• Are there any contingency plans for the evacuation of the subway system?
• Is there any cooperation with voluntary organizations regarding evacuation?
• Are there any examples of risk analyses that describe how buildings, equipment, patients and personnel will be affected during an evacuation?
• Is there any planning for emergency/ immediate evacuation or for pre-planned evacuations?
- What would be the reason for a decision on mass evacuation? Who would take the decision to evacuate?
- What data exists for making decisions on evacuation?
- What transport resources are available to evacuate the subway system and who is responsible?
- How did the shutdown of the subway system, and the subsequent evacuation of areas function?
- Had each authority the possibility to decide over evacuation?

**NYPD**

General questions:
- How is the crisis management system organized at NYPD?
- Chain of command?
- Are there any general guidelines when it comes to responsibilities on different levels and how do you coordinate crisis management between federal, state and local level?
- Which role did NYPD have in planning for hurricane Sandy?
- What was NYPD’s role during Sandy?
- Does NYPD have a specific mandate to coordinate the various agencies at the various command levels during a crisis?
- Does NYPD have authority over cooperating entities at the various levels?
- Is there a legislative support for this?
- Is there always ONE decision-maker? If not, how is common direction/coordination achieved?
- Management structure at various levels – how does it work?

Planning:
- Did you have any emergency plans for disasters of this kind (i.e. hurricanes in the NY area) in general and concerning technical infrastructure in particular? How do you coordinate planning between different levels?
- Where any prevention actions made towards hurricane Sandy, if so how did was the reasoning regarding these specific actions?

Cooperation:
- What is the view on the need for cooperation in connection with extraordinary events?
- What form does cooperation take at local, regional and national levels?
- How was cooperation conducted before, during and after the crisis?
- Are there routines for cooperation established?
- How are the effects of cooperation measured?
- How do the various bodies cooperate? How quickly can cooperation be up and running?
- What mandates are possessed by cooperation personnel within the joint command from their own organizations? Does the cooperation management constitute a quorum?
- How well did the cooperation with other fields of society work?
- Does it exist plans and system support for collaboration between government agencies?

Volunteers:
- Have volunteer resources any role in contingency planning?
- Was NGO’s involved during Sandy, if so how was the cooperation organized?

Learning:
- What were the greatest problems? And how were they handled?
- What experiences and conclusions have been made for the future?
- Were there experiences of other storms / hurricanes (eg Katrina) that were useful?
- Which lessons were drawn from the events connected to the hurricane Sandy in regards to planning for the future?
- Was it felt that it was difficult dealing with trust issues?
- How is a comprehensive approach gained on the incident and the response needs?
- Assuming a risk analysis has been made regarding hurricanes, what parameters were used in the risk analysis?
- Are there any synergies from the hurricane Sandy that were not within the analysis?
- Were any tools/programs/systems used to calculate the costs of prevention, if so how does it work?

Common situation updates:
- Who is responsible for?
- What tools exist to produce common situation updates?
- Describe the command conditions in the joint situation center during Sandy?
- Is there a joint command post for cooperating entities at the regional level? Who has the mandate to assemble such a command staff?
- Is there one entity that has authority over other organizations during crises? Is there legislative support for it?
- How is a joint situation update produced between levels?
- How is information sharing organized?
- How is a joint situation update produced?
- What types of communications systems are used?

Crisis information:
- To what degree was the national number used before/during/after the storm and what help and information could the public get from it?
- How are weather warnings disseminated?
- Does information to the public and to the various entities involved differ?
- How were information issues handled before and during an expected technical failure?

Terminology:
- Is common terminology used by all agencies?
  - If not – is that something that causes problems?
  - If not – is that something you’d wish to solve?
  - How are you working with that?

**OEM Nassau County**

General questions:
- In what way was support received / given at the federal level?
- Chain of command?
- Are there any general guidelines when it comes to responsibilities on different levels and how do you coordinate crisis management between federal, state and local level?
• Which role did Nassau County have in planning for hurricane Sandy?
• What was Nassau County’s role during Sandy?
• Does Nassau County have a specific mandate to coordinate various actors at the various command levels during a crisis?
• Does Nassau County have authority over cooperating entities at the various levels?
• Is there a legislative support for this?
• Is there always ONE decision-maker? If not, how is common direction/coordination achieved?
• Management structure at various levels – how does it work?
• What support did Nassau County get from federal level?
• How does Nassau County support the local administrations, before, during and after an natural disaster emergency event?

Planning:
• Did you have any emergency plans for disasters of this kind (i.e. hurricanes in the NY area) in general and concerning technical infrastructure in particular? How do you coordinate planning between different levels?
• Where any prevention actions made towards hurricane Sandy, if so how did was the reasoning regarding these specific actions?

Cooperation:
• What is the view on the need for cooperation in connection with extraordinary events?
• What form does cooperation take at local, regional and national levels?
• How was cooperation conducted before, during and after the crisis?
• Are there routines for cooperation established?
• How are the effects of cooperation measured?
• How do the various bodies cooperate? How quickly can cooperation be up and running?
• What mandates are possessed by cooperation personnel within the joint command from their own organizations? Does the cooperation management constitute a quorum?
• How well did the cooperation with other fields of society work?
• Does it exist plans and system support for collaboration between authorities at county level?

Volunteers:
• Have volunteer resources any role in contingency planning?
• Was NGO’s involved during Sandy, if so how was the cooperation organized?

Learning:
• What were the greatest problems? And how were they handled?
• What experiences and conclusions have been made for the future?
• Were there experiences of other storms / hurricanes (eg Katrina) that were useful?
• Which lessons were drawn from the events connected to the hurricane Sandy in regards to planning for the future?
• Was it felt that it was difficult dealing with trust issues?
• How is a comprehensive approach gained on the incident and the response needs?
• Assuming a risk analysis has been made regarding hurricanes, what parameters were used in the risk analysis?
• Are there any synergies from the hurricane Sandy that were not within the analysis?
• Were any tools/programs/systems used to calculate the costs of prevention, if so how does it work?
• How was recovery conducted after the storm? Where there any specific problems to take into consideration?

Common situation updates:
• Who is responsible for common situation updates?
• What tools exist to produce common situation updates?
• Describe the command conditions in the joint situation center during Sandy?
• Is there a joint command post for cooperating entities at the regional level? Who has the mandate to assemble such a command staff?
• Is there one entity that has authority over other organizations during crises? Is there legislative support for it?
• How is a joint situation update produced between levels?
• How is information sharing organized?
• How is a joint situation update produced?
• What types of communications systems are used?

Crisis information:
• How are weather warnings disseminated?
• Does information to the public and to the various entities involved differ?
• How were information issues handled before and during an expected technical failure?
• How has the flow of information between agencies/organizations and citizens/businesses been planned and implemented?

Terminology:
• Is common terminology used by all agencies?
  - If not – is that something that causes problems?
  - If not – is that something you’d wish to solve?
  - If yes - How does the approach to common terminology look like?

Evacuation:
• Lessons learned - evacuation
• Evacuations - planning and execution
• Are there any contingency plans for the evacuation of a hospital?
• Is there any cooperation with voluntary organizations regarding evacuation?
• Are there any examples of risk analyses that describe how buildings, equipment, patients and personnel will be affected during an evacuation?
• Is there any planning for emergency / immediate evacuation or for pre-planned evacuations?
• What would be the reason for a decision on mass evacuation? Who would take the decision to evacuate?
• What data exists for making decisions on evacuation?
• What transport resources are available to evacuate a hospital and who is responsible?
• Is there a contingency plan for the other care facilities that patients are transferred to?
• How did the shutdown of workplaces, and the subsequent evacuation of areas function?
• Had each authority the possibility to decide over evacuation?

**UNHQ**

**General questions:**
• Are there any general guidelines when it comes to responsibilities on different levels?
• Which role did the UNHQ have in planning for hurricane Sandy?
• What was UNHQ’s role during Sandy?
• Is there always ONE decision-maker? If not, how is common direction/coordination achieved?
• Management structure at various levels – how does it work?

**Planning:**
• Did you have any emergency plans for disasters of this kind (i.e. hurricanes in the NY area) in general and concerning technical infrastructure in particular? How do you coordinate planning between different levels?
• Where any prevention actions made towards hurricane Sandy, if so how did was the reasoning regarding these specific actions?

**Cooperation:**
• What is the view on the need for cooperation in connection with extraordinary events?
• What form does cooperation take at local, regional and national levels?
• How was cooperation conducted before, during and after the crisis?
• Are there routines for cooperation established?
• How are the effects of cooperation measured?
• How do the various bodies cooperate? How quickly can cooperation be up and running?
• What mandates are possessed by cooperation personnel within the joint command from their own organizations? Does the cooperation management constitute a quorum?
• How well did the cooperation with other fields of society work?
• Does it exist plans and system support for collaboration between government agencies?

**Volunteers:**
• Have volunteer resources any role in contingency planning?
• Was NGO’s involved during Sandy, if so how was the cooperation organized?

**Learning:**
• What were the greatest problems? And how were they handled?
• What experiences and conclusions have been made for the future?
• Were there experiences of other storms / hurricanes (eg Katrina) that were useful?
• Which lessons were drawn from the events connected to the hurricane Sandy in regards to planning for the future?
• Was it felt that it was difficult dealing with trust issues?
• How is a comprehensive approach gained on the incident and the response needs?
• Assuming a risk analysis has been made regarding hurricanes, what parameters were used in the risk analysis?
• Are there any synergies from the hurricane Sandy that were not within the analysis?
• Were any tools/programs/systems used to calculate the costs of prevention, if so how does it work?

Common situation updates:
• Who is responsible for?
• What tools exist to produce common situation updates?
• Describe the command conditions in the joint situation center during Sandy?
• Is there a joint command post for cooperating entities at the regional level? Who has the mandate to assemble such a command staff?
  - Is there one entity that has authority over other organizations during crises? Is there legislative support for it?
• How is a joint situation update produced between levels?
• How is information sharing organized?
• How is a joint situation update produced?
• What types of communications systems are used?

Crisis information:
• To what degree was the national number used before/during/after the storm and what help and information could the public get from it?
• How are weather warnings disseminated?
• Does information to the public and to the various entities involved differ?
• How were information issues handled before and during an expected technical failure?

Terminology:
• Is common terminology used by all agencies?
  - If not – is that something that causes problems?
  - If not – is that something you’d wish to solve?
  - How are you working with that?

Lessons learned – evacuation:
• Lessons learned - coordination of airborne rescue units for evacuation
• Evacuations - planning and execution
• Describe the command conditions, resources, capacities at a hospital?
• Are there any contingency plans for the evacuation?
• Is there any cooperation with voluntary organizations?
• Are there any examples of evacuation exercises that include evacuation of one’s own patients or the receiving of patients from other hospitals?
• Are there any examples of risk analyses that describe how buildings, equipment, patients and personnel will be affected during an evacuation?
• Is there any planning for emergency / immediate evacuation or for pre-planned evacuations?
• How long does it take to evacuate a hospital?
• Who coordinates transport between hospitals?
• Are there any documented evaluations hospital evacuations?
• What would be the reason for a decision on mass evacuation? Who would take the decision to evacuate?
• What data exists for making decisions on evacuation?
• What transport resources are available to evacuate a hospital and who is responsible?
• Is there a contingency plan for the other care facilities that patients are transferred to?

**University hospital:**

**General questions:**
• How is the crisis management system organized at the University hospital?
• Chain of command?
• Are there any general guidelines when it comes to responsibilities on different levels and how do you coordinate crisis management between federal, state and local level?
• Which role did the University hospital have in planning for hurricane Sandy?
• What was University hospital’s role during Sandy?
• Is there always ONE decision-maker? If not, how is common direction/coordination achieved?
• Management structure at various levels – how does it work?

**Planning:**
• Did you have any emergency plans for disasters of this kind (i.e. hurricanes in the NY area) in general and concerning technical infrastructure in particular? How do you coordinate planning between different levels?
• Where any prevention actions made towards hurricane Sandy, if so how did was the reasoning regarding these specific actions?

**Cooperation:**
• What is the view on the need for cooperation in connection with extraordinary events?
• What form does cooperation take at local, regional and national levels?
• How was cooperation conducted before, during and after the crisis?
• Are there routines for cooperation established?
• How are the effects of cooperation measured?
• How do the various bodies cooperate? How quickly can cooperation be up and running?
• What mandates are possessed by cooperation personnel within the joint command from their own organizations? Does the cooperation management constitute a quorum?
• How well did the cooperation with other fields of society work?
• Does it exist plans and system support for collaboration between government agencies?

**Volunteers:**
• Have volunteer resources any role in contingency planning?
• Was NGO’s involved during Sandy, if so how was the cooperation organized?

**Learning:**
• What were the greatest problems? And how were they handled?
• What experiences and conclusions have been made for the future?
• Were there experiences of other storms / hurricanes (eg Katrina) that were useful?
• Which lessons were drawn from the events connected to the hurricane Sandy in regards to planning for the future?
• Was it felt that it was difficult dealing with trust issues?
• How is a comprehensive approach gained on the incident and the response needs?
• Assuming a risk analysis has been made regarding hurricanes, what parameters were used in the risk analysis?
• Are there any synergies from the hurricane Sandy that were not within the analysis?
• Were any tools/programs/systems used to calculate the costs of prevention, if so how does it work?

Common situation updates:
• Who is responsible for?
• What tools exist to produce common situation updates?
• Describe the command conditions in the joint situation center during Sandy?
• Is there a joint command post for cooperating entities at the regional level? Who has the mandate to assemble such a command staff?
• Is there one entity that has authority over other organizations during crises? Is there legislative support for it?
• How is a joint situation update produced between levels?
• How is information sharing organized?
• How is a joint situation update produced?
• What types of communications systems are used?

Crisis information:
• To what degree was the national number used before/during/after the storm and what help and information could the public get from it?
• How are weather warnings disseminated?
• Does information to the public and to the various entities involved differ?
• How were information issues handled before and during an expected technical failure?

Terminology:
• Is common terminology used by all agencies?
  - If not – is that something that causes problems?
  - If not – is that something you’d wish to solve?
  - How are you working with that?

Lessons learned – evacuation:
• Lessons learned - coordination of airborne rescue units for evacuation
• Evacuations - planning and execution
• Describe the command conditions, resources, capacities at a hospital?
• Are there any contingency plans for the evacuation of a hospital?
• Is there any cooperation with voluntary organizations?
• Are there any examples of evacuation exercises that include evacuation of one’s own patients or the receiving of patients from other hospitals?
• Are there any examples of risk analyses that describe how buildings, equipment, patients and personnel will be affected during an evacuation?
• Is there any planning for emergency / immediate evacuation or for pre-planned evacuations?
• How long does it take to evacuate a hospital?
• Who coordinates transport between hospitals?
• Are there any documented evaluations hospital evacuations?
• What would be the reason for a decision on mass evacuation? Who would take the decision to evacuate?
• What data exists for making decisions on evacuation?
• What transport resources are available to evacuate a hospital and who is responsible?
• Is there a contingency plan for the other care facilities that patients are transferred to?

4.4 SOTI - frågeställningar:

Con Edison
• How is the crisis management system organized within Con Edison?
• Describe the responsibilities and the chain of command within your organization?
• Which role did Con Edison have in planning for hurricane Sandy?
• What was Con Edison’s role during Sandy?
• Is there always ONE decision-maker? If not, how is common direction/coordination achieved?
• Management structure at various levels – how does it work?
• What were the impacts on the infrastructure and the consequences?
• Did you have any emergency plans for disasters of this kind (i.e. hurricanes in the NY area) in general and concerning technical infrastructure in particular? How do you coordinate planning between different levels?
• Where any prevention actions made towards hurricane Sandy, if so how did was the reasoning regarding these specific actions?
• What is the view on the need for cooperation with other actors in connection with extraordinary events?
• How was cooperation conducted before, during and after the crisis?
• Are there routines for cooperation established?
• How are the effects of cooperation measured?
• How do the various bodies cooperate? How quickly can cooperation be up and running?
• How well did the cooperation with other fields of society work?
• Have volunteer resources any role in your contingency planning?
• Was NGO’s involved during Sandy, if so how was the cooperation organized?
• How did the public / private cooperation work?
• How was the cooperation between the public sector and private companies during Sandy?
• How was the overall information regarding the event gathered? What protocols were used to priorities the action based on the information received.
• What were the greatest problems? And how were they handled?
• What experiences and conclusions have been made for the future?
• Which lessons were drawn from the events connected to the hurricane Sandy in regards to planning for the future?
• Were there experiences of other storms / hurricanes (eg Katrina) that were useful?
• How is a comprehensive approach gained on the incident and the response needs?
• Assuming a risk analysis has been made regarding hurricanes, what parameters were used in the risk analysis?
• Were any tools/programs/systems used to calculate the costs of prevention, if so how does it work?
• Who is responsible for common situated updates?
• What tools exist to produce common situation updates?
• Is there one entity that has authority over other organizations during crises? Is there legislative support for it?
• How is a joint situation update produced between levels?
• How was the overall information regarding the event gathered? What protocols were used to priorities the action based on the information received.
• How is information sharing organized?
• How is a joint situation update produced?
• What types of communications systems are used?
• How are weather warnings disseminated?
• Does information to the public and to the various entities involved differ?
• How were information issues handled before and during an expected technical failure?
• How do you secure ensued backup power?
• Are there any other institutions or authorities apart from the prioritized critical infrastructure needing backup power?
• Do you work with prioritization of critical infrastructure in a critical situation?
• What consideration is to be taken/is taken when it comes to planning for localization of technical (critical) infrastructure equipment etcetera? Are there any legislative demands or other roles that has to be considered?
• Did any problems occur with the communication network and electricity? If yes, what kind of actions were made and by whom (which organizations) and how was it organized? In what ways were the directives helpful? What were the impacts on the infrastructure and the consequences?
• To what extend were vital functions protected against flood? Was the protection satisfying? How were these actions/ protections identified and prioritized? With the result, would you have prioritized differently? Was anything not within prediction? Any thoughts on what could have been made better?
• Did you observe any unexpected consequences regarding the electricity supply after the catastrophe?
• Is there any federal or state depots for material such as drinking water containers, barriers. Pumps etc.?
• How was infrastructure affected and what were the consequences of any impact?
• How was recovery conducted after the storm? Where there any specific problems to take into consideration?
• What experience has been gained concerning the CATI agencies’ areas
• What deficiencies has been identified?
• What cooperation took place before and during the storm? (electricity, telecom., communications, etc.)
• Regarding the issue of emergency power and flood protection; how were extended power cuts, and disruptions and failures of electronic communications handled?
• How did you manage extended outages and even disruptions and interruptions in the electronic communications sector?
• Were there permanently installed or mobile reserve power? Did the delivery of mobile reserve power?
• Worked backup power supply in this extreme situation? Did the fuel supply to reserve power stations? Were there enough staff to ensure ongoing operation?
• How long did it take to repair the grid stations after the inundation?
• How well could you communicate with the repair groups?
• Did you notice any shortage as to personnel, key persons and materials?
• The technicians who repaired the grid, where they from your company or outsourced?
• At what time during the process are you involved in the crisis management?
• How long did people last before getting the power back? How could you help during that period?
• How are the priorities after an event like this? Where do you start working? Are there any of your customers that get a higher priority?

**Department of Defense**
• How is the crisis management system organized at Department of Defense?
• Chain of command?
• Are there any general guidelines when it comes to responsibilities on different levels and how do you coordinate crisis management between federal, state and local level?
• Which role did Department of Defense have in planning for hurricane Sandy?
• What was Department of Defense’s role during Sandy?
• Does Department of Defense have a specific mandate to coordinate the various agencies at the various command levels during a crisis?
• Does Department of Defense have authority over cooperating entities at the various levels?
• Is there a legislative support for this?
• Is there always ONE decision-maker? If not, how is common direction/coordination achieved?
• Management structure at various levels – how does it work?
• Did you have any emergency plans for disasters of this kind (i.e. hurricanes in the NY area) in general and concerning technical infrastructure in particular? How do you coordinate planning between different levels?
• Where any prevention actions made towards hurricane Sandy, if so how did was the reasoning regarding these specific actions?
• What is the view on the need for cooperation in connection with extraordinary events?
• What form does cooperation take at local, regional and national levels?
• How was cooperation conducted before, during and after the crisis?
• Are there routines for cooperation established?
• How are the effects of cooperation measured?
• How do the various bodies cooperate? How quickly can cooperation be up and running?
• What mandates are possessed by cooperation personnel within the joint command from their own organizations? Does the cooperation management constitute a quorum?
• How well did the cooperation with other fields of society work?
• Does it exist plans and system support for collaboration between government agencies?
• Have volunteer resources any role in contingency planning?
• Was NGO’s involved during Sandy, if so how was the cooperation organized?
• What were the greatest problems? And how were they handled?
• What experiences and conclusions have been made for the future?
• Were there experiences of other storms / hurricanes (eg Katrina) that were useful?
• Which lessons were drawn from the events connected to the hurricane Sandy in regards to planning for the future?
• Was it felt that it was difficult dealing with trust issues?
• How is a comprehensive approach gained on the incident and the response needs?
• Assuming a risk analysis has been made regarding hurricanes, what parameters were used in the risk analysis?
• Are there any synergies from the hurricane Sandy that were not within the analysis?
• Were any tools/programs/systems used to calculate the costs of prevention, if so how does it work?
• Who is responsible for common situation updates?
• What tools exist to produce common situation updates?
• Describe the command conditions in the joint situation center during Sandy?
• Is there a joint command post for cooperating entities at the regional level? Who has the mandate to assemble such a command staff?
• Is there one entity that has authority over other organizations during crises? Is there legislative support for it?
• How is a joint situation update produced between levels?
• How is information sharing organized?
• How is a joint situation update produced?
• What types of communications systems are used?
• To what degree was the national number used before/during/after the storm and what help and information could the public get from it?
• How are weather warnings disseminated?
• Does information to the public and to the various entities involved differ?
• How were information issues handled before and during an expected technical failure?
• Are there any other institutions or authorities apart from the prioritized critical infrastructure needing backup power?
• Do you work with prioritization of critical infrastructure in a critical situation?
• To what extend were vital functions protected against flood? Was the protection satisfying?
• How were these actions/protections identified and prioritized? With the result, would you have prioritized differently? Was anything not within prediction? Any thoughts on what could have been made better?
• Did you observe any unexpected consequences regarding the electricity supply after the catastrophe?
• Is there any federal or state depots for material such as drinking water containers, barriers. Pumps etc.?
• How was infrastructure affected and what were the consequences of any impact?
• How was recovery conducted after the storm? Where there any specific problems to take into consideration?
• What experience has been gained concerning the CATI/ CAPRC agencies’ areas
• What deficiencies have been identified?
• What consideration is to be taken/is taken when it comes to planning for localization of technical (critical) infrastructure equipment etcetera? Are there any legislative demands or other roles that has to be considered?
• Did you have any emergency plans for disasters of this kind (i.e. hurricanes in the NY area) in general and concerning technical infrastructure in particular? How do you coordinate planning between different levels?
• Have volunteer resources any role in contingency planning?
• Did any problems occur with the communication network, electricity? If yes, what kind of actions were made and by whom (which organizations) and how was it organized? In what ways were the directives helpful?
• How was the cooperation between the public sector and private companies during Sandy?
• Was NGO’s involved during Sandy, if so how was the cooperation?
• How was the overall information regarding the event gathered? What protocols were used to priorities the action based on the information received.
• What were the impacts on the infrastructure and the consequences?
• To what extend were vital functions protected against flood? Was the protection satisfying? How were these actions/ protections identified and prioritized? With the result, would you have prioritized differently? Was anything not within prediction? Any thoughts on what could have been made better?
• What experiences and conclusions have been made for the future?
• Did you observe any unexpected consequences regarding the electricity supply after the catastrophe?
• How well did the cooperation with other fields of society work?
• Who are responsible for the coordination of IT distributers regarding IT systems for different city critical objects? (Many different companies are involved)
• How do you work so that the information is the same from all involved authorities? The use of social media before, during and after events?
• How well did your plans for an event like this work during the event and which changes have been made after the event?
• How were information issues handled before and during an expected technical failure?
• What is the view on the need for cooperation in connection with extraordinary events? What type of cooperation came about and what did it result in? How was cooperation conducted before, during and after the crisis?
• How was infrastructure affected and what were the consequences of any impact?
• How was recovery conducted after the storm? Where there any specific problems to take into consideration?
• What experience has been gained concerning the CATI agencies’ areas
• What deficiencies has been identified?
• How were information issues handled before and during an expected technical failure?
• What cooperation took place before and during the storm? (electricity, telecom., communications, etc.)
• What is the view on the need for cooperation in connection with extraordinary events? What type of cooperation came about and what did it result in?
• What were the greatest problems? And how were they handled?
• Was it felt that it was difficult dealing with trust issues?
• How did the public / private (PPP) cooperation work?
• How are the effects of cooperation measured?
• How is a comprehensive approach gained on the incident and the response needs?
• Regarding the issue of emergency power and flood protection; how were extended power cuts, and disruptions and failures of electronic communications handled?
• How was cooperation conducted before, during and after the crisis?
• How did you manage extended outages and even disruptions and interruptions in the electronic communications sector?
• Were there permanently installed or mobile reserve power? Did the delivery of mobile reserve power?
• Worked backup power supply in this extreme situation? Did the fuel supply to reserve power stations? Was there enough staff to ensure ongoing operation?

FEMA
• How is the crisis management system organized?
• Describe the responsibilities from national to local level?
• Chain of command?
• Are there any general guidelines when it comes to responsibilities on different levels and how do you coordinate crisis management between federal, state and local level?
• Which role did FEMA have in planning for hurricane Sandy?
• What was FEMA’s role during Sandy?
• Does FEMA have a specific mandate to coordinate the various agencies at the various command levels during a crisis?
• Does FEMA have authority over cooperating entities at the various levels?
• Is there a legislative support for this?
• Is there always ONE decision-maker? If not, how is common direction/coordination achieved?
• Management structure at various levels – how does it work?
• Did you have any emergency plans for disasters of this kind (i.e. hurricanes in the NY area) in general and concerning technical infrastructure in particular? How do you coordinate planning between different levels?
• Where any prevention actions made towards hurricane Sandy, if so how did was the reasoning regarding these specific actions?

Cooperation:
• What is the view on the need for cooperation in connection with extraordinary events?
• What form does cooperation take at local, regional and national levels?
• How was cooperation conducted before, during and after the crisis?
• Are there routines for cooperation established?
• How are the effects of cooperation measured?
• How do the various bodies cooperate? How quickly can cooperation be up and running?
• What mandates are possessed by cooperation personnel within the joint command from their own organizations? Does the cooperation management constitute a quorum?
• How well did the cooperation with other fields of society work?
• Does it exist plans and system support for collaboration between government agencies?
• Have volunteer resources any role in contingency planning?
• Was NGO’s involved during Sandy, if so how was the cooperation organized?
- How did the public/private cooperation work?
- How was the cooperation between the public sector and private companies during Sandy?
- How was the overall information regarding the event gathered? What protocols were used to prioritize the action based on the information received?
- What were the greatest problems? And how were they handled?
- What experiences and conclusions have been made for the future?
- Were there experiences of other storms/hurricanes (e.g., Katrina) that were useful?
- Which lessons were drawn from the events connected to the hurricane Sandy in regards to planning for the future?
- Was it felt that it was difficult dealing with trust issues?
- How is a comprehensive approach gained on the incident and the response needs?
- Assuming a risk analysis has been made regarding hurricanes, what parameters were used in the risk analysis?
- Are there any synergies from the hurricane Sandy that were not within the analysis?
- Were any tools/programs/systems used to calculate the costs of prevention, if so how does it work?
- Who is responsible for common situation updates?
- What tools exist to produce common situation updates?
- Describe the command conditions in the joint situation center during Sandy?
- Is there a joint command post for cooperating entities at the regional level? Who has the mandate to assemble such a command staff?
- Is there one entity that has authority over other organizations during crises? Is there legislative support for it?
- How is a joint situation update produced between levels?
- To what degree was the national number used before/during/after the storm and what help and information could the public get from it?
- How is information sharing organized?
- How is a joint situation update produced?
- What types of communications systems are used?
- How are weather warnings disseminated?
- Does information to the public and to the various entities involved differ?
- How were information issues handled before and during an expected technical failure?
- How do you secure ensued backup power?
- Are there any other institutions or authorities apart from the prioritized critical infrastructure needing backup power?
- Do you work with prioritization of critical infrastructure in a critical situation?
- What consideration is to be taken/is taken when it comes to planning for localization of technical (critical) infrastructure equipment etcetera? Are there any legislative demands or other roles that has to be considered?
- Did any problems occur with the communication network, electricity and/or supplements of food and fresh water? If yes, what kind of actions were made and by whom (which organizations) and how was it organized? In what ways were the directives helpful? What were the impacts on the infrastructure and the consequences?
- To what extend were vital functions protected against flood? Was the protection satisfying? How were these actions/protectors identified and prioritized? With the result, would you
have prioritized differently? Was anything not within prediction? Any thoughts on what could have been made better?
- Did you observe any unexpected consequences regarding the electricity supply after the catastrophe?
- Is there any federal or state depots for material such as drinking water containers, barriers, pumps etc.?
- How was infrastructure affected and what were the consequences of any impact?
- How was recovery conducted after the storm? Where there any specific problems to take into consideration?
- What experience has been gained concerning the CATI agencies’ areas
- What deficiencies has been identified?
- What cooperation took place before and during the storm? (electricity, telecom., communications, etc.)
- Regarding the issue of emergency power and flood protection; how were extended power cuts, and disruptions and failures of electronic communications handled?
- How did you manage extended outages and even disruptions and interruptions in the electronic communications sector?
- Were there permanently installed or mobile reserve power? Did the delivery of mobile reserve power?
- Worked backup power supply in this extreme situation? Did the fuel supply to reserve power stations? Was there enough staff to ensure ongoing operation?

**FERC**
- How is the crisis management system organized within FERC?
- Describe the responsibilities and the chain of command within your organization?
- Which role did Con FERC have in planning for hurricane Sandy?
- What was FERC’s role during Sandy?
- Is there always ONE decision-maker? If not, how is common direction/coordination achieved?
- Management structure at various levels – how does it work?
- What were the consequences on the electric market?
- Did you have any emergency plans for disasters of this kind (i.e. hurricanes in the NY area) in general?
- Where any prevention actions made towards hurricane Sandy, if so how did was the reasoning regarding these specific actions?
- What is the view on the need for cooperation with other actors in connection with extraordinary events?
- How was cooperation conducted before, during and after the crisis?
- Are there routines for cooperation established?
- How are the effects of cooperation measured?
- How do the various bodies cooperate? How quickly can cooperation be up and running?
- What were the greatest problems? And how were they handled?
- What experiences and conclusions have been made for the future?
- Which lessons were drawn from the events connected to the hurricane Sandy in regards to planning for the future?
- Were there experiences of other storms / hurricanes (eg Katrina) that were useful?
• Assuming a risk analysis has been made regarding hurricanes, what parameters were used in the risk analysis?
• Were any tools/programs/systems used to calculate the costs of prevention, if so how does it work?
• Who is responsible for common situation updates?
• What tools exist to produce common situation updates?
• How is a joint situation update produced between levels?
• How was the overall information regarding the event gathered? What protocols were used to priorities the action based on the information received?
• How is information sharing organized?
• How is a joint situation update produced?
• What types of communications systems are used?
• How are weather warnings disseminated?
• Does information to the public and to the various entities involved differ?
• How were information issues handled before and during an expected technical failure?

MTA:
• In what way was support received / given at this level?
• Chain of command?
• Are there any general guidelines when it comes to responsibilities on different levels and how do you coordinate crisis management between federal, state and local level?
• Which role did MTA have in planning for hurricane Sandy?
• What was MTA’s role during Sandy?
• Does MTA have a specific mandate to coordinate various actors at the various command levels during a crisis?
• Does MTA have authority over cooperating entities at the various levels?
• Is there a legislative support for this?
• Is there always ONE decision-maker? If not, how is common direction/coordination achieved?
• Management structure at various levels – how does it work?
• What support did MTA get from federal level?
• How does MTA support the local administrations, before, during and after and natural disaster emergency event?
• Did you have any emergency plans for disasters of this kind (i.e. hurricanes in the NY area) in general and concerning technical infrastructure in particular? How do you coordinate planning between different levels?
• Where any prevention actions made towards hurricane Sandy, if so how did was the reasoning regarding these specific actions?
• What is the view on the need for cooperation in connection with extraordinary events?
• What form does cooperation take at local, regional and national levels?
• How was cooperation conducted before, during and after the crisis?
• Are there routines for cooperation established?
• How are the effects of cooperation measured?
• How do the various bodies cooperate? How quickly can cooperation be up and running?
• What mandates are possessed by cooperation personnel within the joint command from their own organizations? Does the cooperation management constitute a quorum?
• How well did the cooperation with other fields of society work?
• Does it exist plans and system support for collaboration between authorities at regional level?
• Have volunteer resources any role in contingency planning?
• Was NGO’s involved during Sandy, if so how was the cooperation organized?
• How did the public / private cooperation work?
• How was the cooperation between the public sector and private companies during Sandy?
• How was the overall information regarding the event gathered? What protocols were used to priorities the action based on the information received?
• What were the greatest problems? And how were they handled?
• What experiences and conclusions have been made for the future?
• Were there experiences of other storms / hurricanes (eg Katrina) that were useful?
• Which lessons were drawn from the events connected to the hurricane Sandy in regards to planning for the future?
• Was it felt that it was difficult dealing with trust issues?
• How is a comprehensive approach gained on the incident and the response needs?
• Assuming a risk analysis has been made regarding hurricanes, what parameters were used in the risk analysis?
• Are there any synergies from the hurricane Sandy that were not within the analysis?
• Were any tools/programs/systems used to calculate the costs of prevention, if so how does it work?
• How was recovery conducted after the storm? Where there any specific problems to take into consideration?
• Who is responsible for common situation updates?
• What tools exist to produce common situation updates?
• Describe the command conditions in the joint situation center during Sandy?
• Is there a joint command post for cooperating entities at the regional level? Who has the mandate to assemble such a command staff?
• Is there one entity that has authority over other organizations during crises? Is there legislative support for it?
• How is a joint situation update produced between levels?
• How is information sharing organized?
• How is a joint situation update produced?
• What types of communications systems are used?
• How are weather warnings disseminated?
• Does information to the public and to the various entities involved differ?
• How were information issues handled before and during an expected technical failure?
• How has the flow of information between agencies/organizations and citizens/businesses been planned and implemented?
• How do you secure ensued backup power?
• Are there any other institutions or authorities apart from the prioritized critical infrastructure needing backup power?
• Do you work with prioritization of critical infrastructure in a critical situation?
• What consideration is to be taken/is taken when it comes to planning for localization of technical (critical) infrastructure equipment etcetera? Are there any legislative demands or other roles that has to be considered?
• Did any problems occur with the communication network, electricity and/or supplements of food and fresh water?
• If yes, what kind of actions were made and by whom (which organizations) and how was it organized?
• In what ways were the directives helpful?
• What were the impacts on the infrastructure and the consequences?
• To what extend were vital functions protected against flood?
• Was the protection satisfying?
• How were these actions/protections identified and prioritized? With the result, would you have prioritized differently?
• Was anything not within prediction? Any thoughts on what could have been made better?
• Did you observe any unexpected consequences regarding the electricity supply after the catastrophe?
• Are there any depots for material such as drinking water containers, barriers, pumps etc.?
• How was infrastructure affected and what were the consequences of any impact?
• How was recovery conducted after the storm? Where there any specific problems to take into consideration?
• What experience has been gained concerning the CATI agencies’ areas
• What deficiencies have been identified?
• What cooperation took place before and during the storm? (with actors responsible for electricity, telecom, communications, etc.)
• Regarding the issue of emergency power and flood protection; how were extended power cuts, and disruptions and failures of electronic communications handled?
• How did you manage extended outages and even disruptions and interruptions in the electronic communications sector?
• Were there permanently installed or mobile reserve power? Did the delivery of mobile reserve power?
• Worked backup power supply in this extreme situation? Did the fuel supply to reserve power stations? Was there enough staff to ensure ongoing operation?
• What were the specific effects on infrastructure?

Nassau County
- In what way was support received / given at the federal level?
- Chain of command?
- Are there any general guidelines when it comes to responsibilities on different levels and how do you coordinate crisis management between federal, state and local level?
- Which role did Nassau County have in planning for hurricane Sandy?
- What was Nassau County’s role during Sandy?
- Does Nassau County have a specific mandate to coordinate various actor at the various command levels during a crisis?
- Does Nassau County have authority over cooperating entities at the various levels?
- Is there a legislative support for this?
- Is there always ONE decision-maker? If not, how is common direction/coordination achieved?
• Management structure at various levels – how does it work?
• What support did Nassau County get from federal level?
• How does Nassau County support the local administrations, before, during and after an
  natural disaster emergency event?
• Did you have any emergency plans for disasters of this kind (i.e. hurricanes in the NY area) in
  general and concerning technical infrastructure in particular? How do you coordinate
  planning between different levels?
• Where any prevention actions made towards hurricane Sandy, if so how did was the
  reasoning regarding these specific actions?
• What is the view on the need for cooperation in connection with extraordinary events?
• What form does cooperation take at local, regional and national levels?
• How was cooperation conducted before, during and after the crisis?
• Are there routines for cooperation established?
• How are the effects of cooperation measured?
• How do the various bodies cooperate? How quickly can cooperation be up and running?
• What mandates are possessed by cooperation personnel within the joint command from
  their own organizations? Does the cooperation management constitute a quorum?
• How well did the cooperation with other fields of society work?
• Does it exist plans and system support for collaboration between authorities at county level?
• Have volunteer resources any role in contingency planning?
• Was NGO´s involved during Sandy, if so how was the cooperation organized?
• How did the public / private cooperation work?
• How was the cooperation between the public sector and private companies during Sandy?
• How was the overall information regarding the event gathered? What protocols were used to
  priorities the action based on the information received.
• What were the greatest problems? And how were they handled?
• What experiences and conclusions have been made for the future?
• Were there experiences of other storms / hurricanes (eg Katrina) that were useful?
• Which lessons were drawn from the events connected to the hurricane Sandy in regards to
  planning for the future?
• Was it felt that it was difficult dealing with trust issues?
• How is a comprehensive approach gained on the incident and the response needs?
• Assuming a risk analysis has been made regarding hurricanes, what parameters were used in
  the risk analysis?
• Are there any synergies from the hurricane Sandy that were not within the analysis?
• Were any tools/programs/systems used to calculate the costs of prevention, if so how does it
  work?
• How was recovery conducted after the storm? Where there any specific problems to take into
  consideration?
• Who is responsible for common situation updates?
• What tools exist to produce common situation updates?
• Describe the command conditions in the joint situation center during Sandy?
• Is there a joint command post for cooperating entities at the regional level? Who has the
  mandate to assemble such a command staff?
• Is there one entity that has authority over other organizations during crises? Is there legislative support for it?
• How is a joint situation update produced between levels?
• How is information sharing organized?
• How is a joint situation update produced?
• What types of communications systems are used?
• How are weather warnings disseminated?
• Does information to the public and to the various entities involved differ?
• How were information issues handled before and during an expected technical failure?
• How has the flow of information between agencies/ organizations and citizens/ businesses been planned and implemented?
• How do you secure ensued backup power?
• Are there any other institutions or authorities apart from the prioritized critical infrastructure needing backup power?
• Do you work with prioritization of critical infrastructure in a critical situation?
• What consideration is to be taken/is taken when it comes to planning for localization of technical (critical) infrastructure equipment etcetera? Are there any legislative demands or other roles that has to be considered?
• Did any problems occur with the communication network, electricity and/or supplements of food and fresh water?
• If yes, what kind of actions were made and by whom (which organizations) and how was it organized?
• In what ways were the directives helpful?
• What were the impacts on the infrastructure and the consequences?
• To what extend were vital functions protected against flood?
• Was the protection satisfying?
• How were these actions/protections identified and prioritized? With the result, would you have prioritized differently?
• Was anything not within prediction? Any thoughts on what could have been made better?
• Did you observe any unexpected consequences regarding the electricity supply after the catastrophe?
• Are there any depots for material such as drinking water containers, barriers, pumps etc.?
• How was infrastructure affected and what were the consequences of any impact?
• How was recovery conducted after the storm? Where there any specific problems to take into consideration?
• What experience has been gained concerning the CATI agencies’ areas
• What deficiencies has been identified?
• What cooperation took place before and during the storm? (electricity, telecom., communications, etc.)
• Regarding the issue of emergency power and flood protection; how were extended power cuts, and disruptions and failures of electronic communications handled?
• How did you manage extended outages and even disruptions and interruptions in the electronic communications sector?
• Were there permanently installed or mobile reserve power? Did the delivery of mobile reserve power?
- Worked backup power supply in this extreme situation? Did the fuel supply to reserve power stations? Was there enough staff to ensure ongoing operation?
- What were the specific effects on infrastructure?

**NYS OEM**
- In what way was support received / given at the federal level?
- Chain of command?
- Are there any general guidelines when it comes to responsibilities on different levels and how do you coordinate crisis management between federal, state and local level?
- Which role did NYS OEM have in planning for hurricane Sandy?
- What was NYS OEM role during Sandy?
- Does NYS OEM have a specific mandate to coordinate various actor at the various command levels during a crisis?
- Does NYS OEM have authority over cooperating entities at the various levels?
- Is there a legislative support for this?
- Is there always ONE decision-maker? If not, how is common direction/coordination achieved?
- Management structure at various levels – how does it work?
- What support did NYS OEM get from federal level?
- How does NYS OEM support the local administrations, before, during and after an natural disaster emergency event?
- Did you have any emergency plans for disasters of this kind (i.e. hurricanes in the NY area) in general and concerning technical infrastructure in particular? How do you coordinate planning between different levels?
- Where any prevention actions made towards hurricane Sandy, if so how did was the reasoning regarding these specific actions?
- What is the view on the need for cooperation in connection with extraordinary events?
- What form does cooperation take at local, regional and national levels?
- How was cooperation conducted before, during and after the crisis?
- Are there routines for cooperation established?
- How are the effects of cooperation measured?
- How do the various bodies cooperate? How quickly can cooperation be up and running?
- What mandates are possessed by cooperation personnel within the joint command from their own organizations? Does the cooperation management constitute a quorum?
- How well did the cooperation with other fields of society work?
- Does it exist plans and system support for collaboration between authorities at county level?
- Have volunteer resources any role in contingency planning?
- Was NGO´s involved during Sandy, if so how was the cooperation organized?
- How did the public / private cooperation work?
- How was the cooperation between the public sector and private companies during Sandy?
- How was the overall information regarding the event gathered? What protocols were used to priorities the action based on the information received?
- What were the greatest problems? And how were they handled?
- What experiences and conclusions have been made for the future?
• Were there experiences of other storms / hurricanes (e.g. Katrina) that were useful?
• Which lessons were drawn from the events connected to the hurricane Sandy in regards to planning for the future?
• Was it felt that it was difficult dealing with trust issues?
• How is a comprehensive approach gained on the incident and the response needs?
• Assuming a risk analysis has been made regarding hurricanes, what parameters were used in the risk analysis?
• Are there any synergies from the hurricane Sandy that were not within the analysis?
• Were any tools/programs/systems used to calculate the costs of prevention, if so how does it work?
• How was recovery conducted after the storm? Where there any specific problems to take into consideration?
• Who is responsible for common situation updates?
• What tools exist to produce common situation updates?
• Describe the command conditions in the joint situation center during Sandy?
• Is there a joint command post for cooperating entities at the regional level? Who has the mandate to assemble such a command staff?
• Is there one entity that has authority over other organizations during crises? Is there legislative support for it?
• How is a joint situation update produced between levels?
• How is information sharing organized?
• How is a joint situation update produced?
• What types of communications systems are used?
• How are weather warnings disseminated?
• Does information to the public and to the various entities involved differ?
• How were information issues handled before and during an expected technical failure?
• How has the flow of information between agencies/organizations and citizens/businesses been planned and implemented?
• Lessons learned - evacuation
• Evacuations - planning and execution
• Are there any contingency plans for the evacuation of a hospital?
• Is there any cooperation with voluntary organizations regarding evacuation?
• Are there any examples of risk analyses that describe how buildings, equipment, patients and personnel will be affected during an evacuation?
• Is there any planning for emergency / immediate evacuation or for pre-planned evacuations?
• What would be the reason for a decision on mass evacuation? Who would take the decision to evacuate?
• What data exists for making decisions on evacuation?
• What transport resources are available to evacuate a hospital and who is responsible?
• Is there a contingency plan for the other care facilities that patients are transferred to?
• How did the shutdown of workplaces, and the subsequent evacuation of areas function?
• Had each authority the possibility to decide over evacuation?
• How do you secure ensued backup power?
• Are there any other institutions or authorities apart from the prioritized critical infrastructure needing backup power?
• Do you work with prioritization of critical infrastructure in a critical situation?
• What consideration is to be taken/is taken when it comes to planning for localization of technical (critical) infrastructure equipment etcetera? Are there any legislative demands or other roles that has to be considered?
• Did any problems occur with the communication network, electricity and/or supplements of food and fresh water?
• If yes, what kind of actions were made and by whom (which organizations) and how was it organized?
• In what ways were the directives helpful?
• What were the impacts on the infrastructure and the consequences?
• To what extend were vital functions protected against flood?
• Was the protection satisfying?
• How were these actions/protections identified and prioritized? With the result, would you have prioritized differently?
• Was anything not within prediction? Any thoughts on what could have been made better?
• Did you observe any unexpected consequences regarding the electricity supply after the catastrophe?
• Are there any depots for material such as drinking water containers, barriers, pumps etc.?
• How was infrastructure affected and what were the consequences of any impact?
• How was recovery conducted after the storm? Where there any specific problems to take into consideration?
• What experience has been gained concerning the CATI agencies’ areas
• What deficiencies has been identified?
• What cooperation took place before and during the storm? (electricity, telecom., communications, etc.)
• Regarding the issue of emergency power and flood protection; how were extended power cuts, and disruptions and failures of electronic communications handled?
• How did you manage extended outages and even disruptions and interruptions in the electronic communications sector?
• Were there permanently installed or mobile reserve power? Did the delivery of mobile reserve power?
• Worked backup power supply in this extreme situation? Did the fuel supply to reserve power stations? Was there enough staff to ensure ongoing operation?
• What were the specific effects on infrastructure?
Bilaga 5 FEMA:s officiella information om presidetens beslut om katastrofläge.

Hämtat från: http://www.fema.gov/news-release/2012/10/30/president-declares-major-disaster-new-york

Hämtat från: http://www.fema.gov/news-release/2012/10/30/president-declares-major-disaster-new-york

WASHINGTON -- The U.S. Department of Homeland Security's Federal Emergency Management Agency announced that federal disaster aid has been made available to the State of New York and ordered federal aid to supplement state and local recovery efforts in the area affected by Hurricane Sandy beginning on October 27, 2012, and continuing.

The President's action makes federal funding available to affected individuals in Bronx, Kings, Nassau, New York, Richmond, Suffolk, and Queens counties. Assistance can include grants for temporary housing and home repairs, low-cost loans to cover uninsured property losses, and other programs to help individuals and business owners recover from the effects of the disaster. Federal funding is available to state and eligible local governments and certain private nonprofit organizations on a cost-sharing basis for debris removal and emergency protective measures, including direct federal assistance, for Bronx, Kings, Nassau, New York, Richmond, Suffolk, and Queens counties. Federal funding is also available on a cost-sharing basis for hazard mitigation measures statewide.

Michael F. Byrne has been named as the Federal Coordinating Officer for federal recovery operations in the affected area. Byrne said damage surveys are continuing in other areas, and more counties and additional forms of assistance may be designated after the assessments are fully completed.

Residents and business owners who sustained losses in the designated county can begin applying for assistance starting tomorrow by registering online at http://www.disasterassistance.gov, by web enabled mobile device at m.fema.gov or by calling 1-800-621-FEMA(3362) or 1-800-462-7585 (TTY) for the hearing and speech impaired. The toll-free telephone numbers will operate from 7 a.m. to 10 p.m. EDT seven days a week until further notice.

The social media links provided are for reference only. FEMA does not endorse any non-government websites, companies or applications.

FEMA's mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.
Bilaga 6 FEMA:s tidslinje
(hämtad 19/2 -14)
Bilaga 7 Kartbilder över Manhattan med omgivning

Figur 1 Karta över Manhattan och omnejd (källa: google maps)

Figur 2 Karta över Manhattans södra delar (källa: google maps)