

June 11, 2012

Archibald L. Gillies
Selectman, Town of Islesboro
Town Office
150 Main Road
Islesboro, ME 04848

Mr. Gillies:

Thank you for your letter requesting the services of Good Harbor as an objective, third party consultant, to review the proposed development of a liquid propane gas facility in Searsport, ME.

As required to provide meaningful guidance regarding appropriate preparedness, prevention and/or remediation measures to enhance the safety, security and resilience of this critical infrastructure facility, Good Harbor can provide highly qualified and unbiased Security/Emergency Management consultants to perform a detailed All Hazards Risk Assessment.

In general, an All Hazards Risk Assessment for this facility and the surrounding area would involve the following steps:

1. Hazard Identification

To fully understand what could go wrong that might impact the facility:

- Create a list of all potential hazards that could impact the facility or surrounding area, including both natural and manmade (accidental and intentional) incidents.
- Devise some basic planning scenarios to frame the analysis, which range from moderate to worst case, but give special attention to "worst likely" scenarios.
- Evaluate critical infrastructure interdependencies that could impact the facility, plus the implications of cascading failures.

2. Vulnerability Assessment

To factor in what measures are already in-place or are being planned that could reduce or increase the potential impacts of an identified hazard on the facility:

- Determine which of the identified hazards are likely to impact the facility or the surrounding area in a way that could result in a facility-related incident.
- Identify any already in-place or planned measures (e.g., physical or administrative) on-site and/or off-site that could lessen or increase the impacts of an incident involving any of the identified hazards in any of the planning scenarios.

3. Risk Evaluation

For each hazard and scenario identified for which a vulnerability still exists after considering in-place or planned measures:

- Estimate the probability of each incident type occurring.
- Estimate the scope and geographic extent of each incident type if one does occur.
- Estimate the severity of potential impacts under various scenarios, including the "worst likely" and worst case.
- Categorize each hazard according to probability and severity of impacts (e.g., Low, Medium, High for each).
- Identify the Risks of highest concern

4. Risk Reduction & Resilience Recommendations

For each of the Risks of highest concern:

- Identify specific preparedness, prevention, mitigation, response and recovery measures that could reduce the impacts of each potential incident type.
- Assign concept level costs and implementation responsibilities for each Risk Reduction and Resilience measure.
- Prioritize the list based upon measures most essential to maximizing/enhancing public safety, protecting critical infrastructure and key resources, and preventing damages to private property
- Create a final list of Recommendations and a phased Implementation Plan

5. Profile of Ongoing Risks

For Risks which are likely to remain unaddressed:

- Define future measures that can be taken to address these risks.
- Provide a clear assessment of the likelihood and extent of potential impacts.

- Provide strategic level planning guidance for responding to these risks if they should occur.

6. Special Studies and Analysis

As a part of this All Hazards Risk Assessment, there are a number of distinct areas of analysis and special studies that may need to be undertaken, including:

- a. Review of Existing Documentation
 - i. Permitting
 - ii. Environmental Assessment
 - iii. FONSI
- b. Stakeholder Engagement
 - i. Local Municipalities & Planning Board
 - ii. Local Fire, Police and EMS
 - iii. DCP
- c. Conduct a gap analysis of the Emergency Response capabilities for the region should a worst likely or worst case incident occur. This analysis would include, but not be limited to:
 - i. Fire Department Response Capabilities of Searsport, mutual aid parties and regional capabilities
 - ii. Local and Regional EMS capabilities
 - iii. Local and Regional Hospital and Trauma Center capabilities
 - iv. Review of current Emergency Operations Plans for the facility, the community, and surrounding jurisdictions, including COOP and BCM
 - v. Evaluation of Special Response Units (Search & Rescue, HazMat, etc.)
 - vi. Fire, police and EMS services
 - vii. Medical/Ambulance/Hospital services
 - viii. Evacuation Planning
 - ix. Interoperable Communications
 - x. Public Works & Utilities Response capabilities
 - xi. Logistics Capabilities
 - xii. Emergency Public Warning/Messaging capabilities
 - xiii. Mass Casualty/Mass Fatality Management capabilities
 - xiv. Sheltering & Mass Care

- d. Develop Physical Security considerations based on Risk Assessment results – while the Maritime Transportation Security Act (MTSA) regulations require a Facility Security Plan for a facility such as the one proposed, there are limited prescriptive measures contained therein. Informed by the Risk Assessment and application of best practices, measures that will enhance safety and security, while mitigating the identified risks and vulnerabilities would be described.
- e. Conduct a hazard analysis based on the worst likely and worst case incidents identified. While we have subject matter experts fully qualified to prepare detailed technical studies, we caution against focusing exclusively on what may turn out to be a worst case, low probability incident. Nevertheless, we would intend to perform such technical studies as:
 - i. Blast Analysis
 - ii. Vapor Cloud Analysis

Based on the tasks described above, Good Harbor would estimate an engagement of an independent consultant to undertake a study of this magnitude would be in the range of \$80,000-\$115,000. We can prepare a detailed response to the tasks outline above, as well as a specific fee for this engagement upon request. Should you have any questions, please contact me.

Sincerely,



Richard A. Clarke

Chairman, Good Harbor