



# Executive Briefing

Special Report

September 2011

## Resilience - 2001-2011 And Beyond!

**Special Report & Survey Results**



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# Publisher's Message

By Martin (Marty) Masiuk, Publisher



Greetings and Welcome!

On behalf of the entire staff, we are proud to host this DomPrep Executive Briefing. By design, these briefings are structured to be half-day, power-packed, by-invitation-only meetings that promote the exchange of ideas and provide networking opportunities. Your participation and response are greatly appreciated as our distinguished speakers shed light on the gaps discovered by the DomPrep40 surveys and spark discussions for possible solutions.

The important topic of this briefing is ***Resilience - 2001 to 2011, and Beyond!***, headed by Kay Goss, CEM and Albert Romano, along with a panel of other experts, will discuss gaps and synergies evident from the survey. Topics to be addressed include:

- The term “Resilience” as it pertains to individuals, organizations, and government;
- Advances toward and roadblocks preventing the development of clearly defined resiliency plans;
- The role and integration of volunteers in disaster events to aid in recovery efforts;
- Disasters and issues that currently raise the greatest concern among leaders and the public.

Please take a moment to review the agenda, as well as information about presenters and sponsors.

Those who are unable to join us in person will have the opportunity to listen to the proceedings in the Webinar section of DomPrep's website: <http://www.domesticpreparedness.com/Webinars/>.

Your feedback and input on these briefings are always welcome as DomPrep strives to take preparedness to the next level.

Sincerely yours,

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# Speaker Biographies



## **James Schwartz**

*Chief, Arlington County Fire Department*

James Schwartz has been with Arlington County Fire Department for 27 years and was appointed Chief in 2004, after serving as Chief of Operations and Director of Emergency Management. His Department was the lead agency for the response to the 11 September 2001 attack on the Pentagon, where he led the Unified Command for the incident. He chairs the International Association of Fire Chiefs Committee on Terrorism and Homeland Security and serves on the Advisory Council for the Interagency Threat Assessment Coordinating Group at the National Counter Terrorism Center. In 2009, he was appointed by the Secretary of Homeland Security to the Homeland Security Quadrennial Review Advisory Committee.



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## **Paula L. Scalingi**

*Executive Director, Bay Area Center for Regional Disaster Resilience and President, The Scalingi Group*

Paula L. Scalingi, Ph.D., is Executive Director of the Bay Area Center for Regional Disaster Resilience and President of The Scalingi Group. She also serves as Director, Center for Regional Disaster Resilience, Pacific Northwest Economic Region and is on the Board of The Infrastructure Security Partnership and principal integrator of TISP's *2011 Regional Disaster Resilience Guide*. For the past decade, she has worked with organizations across the nation to improve resilience and infrastructure security. Previous positions include: Director, U.S. Department of Energy's Office of Critical Infrastructure Protection; Director, Decision and Information Sciences Division and Infrastructure Assurance Center, Argonne National Laboratory; and Senior Strategic Affairs Advisor and Director of Public Information, U.S. Arms Control and Disarmament Agency.



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## **Joe D. Manous, Jr.**

*Group Manager & Future Directions Team Leader, Institute for Water Resources, U.S. Army Corps of Engineers (USACE)*

Joe D. Manous, Jr., P.E., Ph.D., D.WRE, is a Group Manager and Future Directions Team Leader for the Institute for Water Resources, U.S. Army Corps of Engineers. He also serves on a part-time detail to the Office of the Assistant Secretary of the Army for Civil Works. As a civil/environmental engineer, his areas of focus are water resources and water security. Before assuming his current position, he was an Academy Professor at the U.S. Military Academy, West Point. He is a retired Colonel from the U.S. Army Corps of Engineers, and his past extracurricular activities include Chair, Committee on Professional Practice, Chair, Post-Hurricane Katrina Critical Infrastructure Guidance Task Force, and Chair, Paraprofessional Task Committee for the American Society of Civil Engineers.

# Speaker Biographies



## **Brian Kamoie**

*Senior Director for Preparedness Policy, National Security Staff, The White House*

Brian Kamoie is Senior Director for Preparedness Policy on the White House National Security Staff. In this role, he leads the development of national policy related to all-hazards preparedness, individual and community resilience, domestic critical infrastructure protection and resilience, and preparedness grants. Previously, he served as Deputy Assistant Secretary for Preparedness and Response and Director of the Office of Policy, Strategic Planning & Communications at the U.S. Department of Health and Human Services, where he led the development and implementation of key national policies, including the National Response Plan and National Incident Management System, the National Strategy for Pandemic Influenza, the Pandemic and All-Hazards Preparedness Act, the Public Readiness and Emergency Preparedness Act, and a number of Homeland Security Presidential Directives.



## **Joseph A. Barbera**

*Co-Director, Institute for Crisis, Disaster, and Risk Management The George Washington University*

Joseph A. Barbera, M.D., is Co-Director of the George Washington University Institute for Crisis, Disaster, and Risk Management (ICDRM), Associate Professor of Engineering Management, and Clinical Associate Professor of Emergency Medicine. Through ICDRM, he has accomplished extensive research in emergency management, including an analysis of the Pentagon 9-11 response. Previously, he was Medical Director, Bronx Municipal Hospital Center, and Chair, The George Washington University Hospital Emergency Preparedness Committee. He has provided consultation to the Office of the Assistant Secretary for Preparedness and Response (ASPR) Department of Health and Human Services, in the development of medical surge guidance, incident management, and mass casualty response initiatives.



## **Christine G. Springer**

*Director, Executive Master of Science in Crisis & Emergency Management, University of Nevada, Las Vegas (UNLV)*

Christine Gibbs Springer, Ph.D., was appointed, in 2006, Director of the Executive Masters Degree in Emergency and Crisis Management at University of Nevada, Las Vegas, and oversees the restructuring of the academic program – the only full executive masters in the country on this subject. She is involved in research on regional infrastructure resilience in Nevada, serves on the Nevada Citizen Corps Board of Directors, and serves on the Congressional Panel developing performance metrics for the Department of Homeland Security/Federal Emergency Management Agency (DHS/FEMA) grants. Last year, she served on a Congressional Panel to evaluate FEMA post-Katrina. Before her current position, she was Director of Intergovernmental and Community Relations for the third largest public utility in the country (Salt River Project in Arizona).



## **Douglas Kinney**

*Reserve Officer, Emergency Plans, Diplomatic Security, U.S. Department of State*

Douglas Kinney, Reserve Officer, Emergency Plans, Diplomatic Security, U.S. Department of State, serves as an Emergency Plans officer for the whole risk spectrum, currently focusing on Personnel Recovery/Hostagetaking. He consults on the future of Crisis Management. Previously, he was a Program Manager with Innovative Technology Application (ITA); chaired the Interagency Group on NATO Civil Emergency Planning; and served as a Foreign Service Officer of the United States. He volunteers with Disaster Services of the Red Cross; Friendship Fire Association Rehab Squad of District of Columbia Fire and Emergency Medical Services; and Shenandoah Mountain Rescue Group.

## 12 September 2011 AGENDA



The purpose of this briefing is to discuss gaps that were uncovered in a recent DomPrep survey. This survey was created and taken by a panel of experts (DomPrep40 Advisors). Readers of the DomPrep Journal are currently taking the same survey, the preliminary results of which were compared to uncover gaps that need to be addressed.

0800-0815	Registration & Continental Breakfast
0815-0820	Welcome, Marty Masiuk, Publisher, DomesticPreparedness.com Introduction of Industry Sponsors ◀ <b>Opening Remarks</b>
0820-0830	Kay Goss and Albert Romano, DomPrep40 Advisors, Setting the Stage ◀ <b>Listen to Presentation</b>
0830-0845	James Schwartz, Chief, Arlington County Fire Department ◀ <b>Listen to Presentation</b>
0845-0855	Paula L. Scalingi, Ph.D., Director, Center for Regional Disaster Resilience ◀ <b>Listen to Presentation</b>
0855-0905	Joe D. Manous, Jr., Group Manager & Future Directions Team Leader, Institute for Water Resources, U.S. Army Corps of Engineers (USACE) ◀ <b>Listen to Presentation</b>
0905-0925	Questions and Answers
0925-0940	Break and Networking
0940-0955	Brian Kamoie, Senior Director for Preparedness Policy, National Security Staff, The White House
0955-1005	Joseph A. Barbera, M.D., Co-Director, Institute for Crisis, Disaster, and Risk Management, The George Washington University ◀ <b>Listen to Presentation</b>
1005-1015	Christine G. Springer, Ph.D., Director, Executive Master of Science in Crisis & Emergency Management, University of Nevada, Las Vegas (UNLV) ◀ <b>Listen to Presentation</b>
1015-1025	Douglas Kinney, Crisis Planning & Management Consultant, Personnel Recovery/Hostagetaking, Diplomatic Security for U.S. Department of State ◀ <b>Listen to Presentation</b>
1025-1045	Questions and Answers
1045-1100	Networking and Adjournment

# DomPrep40 Advisors



**Elizabeth Armstrong**  
Chief Executive Officer,  
International Association  
of Emergency Managers



**James Augustine**  
Chair, EMS/Emergency  
Department Physician



**William Austin**  
Chief, West Hartford  
(CT) Fire Department



**Ann Beachesne**  
Vice President, National  
Security & Emergency  
Preparedness, U.S.  
Chamber of Commerce



**Robert Blitzer**  
Former Chief, Domestic  
Terrorism/Counterterrorism  
Planning Section, National  
Security Division, FBI



**Marko Bourne**  
Principal, Booz Allen  
Hamilton (BAH)



**Joseph Cahill**  
Medicolegal Investigator,  
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Examiner



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**John Contestabile**  
Former Director,  
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**Craig DeAtley**  
Director, Institute for  
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**Nancy Dragani**  
Former President,  
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**Warren Edwards**  
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**Kay Goss**  
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**Douglas Kinney**  
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**Joseph Picciano**  
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New Jersey Office of  
Homeland Security &  
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**Stephen Reeves**  
Major General USA  
(Ret.), former Joint Pro-  
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**Albert Romano**  
Senior Vice President  
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**Glen Rudner**  
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**Theodore Tully**  
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**Craig Vanderwagen**  
Former Assistant  
Secretary for  
Preparedness &  
Response, HHS

## DomPrep Survey

# Resilience - 2001 to 2011, and Beyond!

Prepared by Kay Goss, CEM, Albert Romano, Glen Rudner, and Douglas Kinney, DomPrep40 Advisors

Following the terrorist attacks of 11 September 2001, the idea that the nation's "critical infrastructure" should be protected became a high priority within the new emphasis on improving all aspects of U.S. homeland security. Because of the potentially very high costs involved in providing full protection, the term "resilience" was pushed to the forefront of discussions on recovery efforts within the United States. Government agencies as well as private-sector businesses and numerous agencies and organizations, both public and private, began to inject "resiliency" thinking and actions into their planning processes. However, defining and describing "resilience" across multiple sectors has been a continuing challenge for many years and, in and of itself, does not adequately describe what the nation as a whole must do to achieve greater resiliency.

The White House's Office of Science and Technology Policy created a descriptive definition, as follows, to clearly outline specific plans and actions that should be taken into account in order to achieve resilience: "A community's or region's ability to effectively prepare for, respond to, and successfully recover from a manmade or natural disaster, by having the ability to quickly: return citizens to work, minimize disruption to life and economies, reopen schools and businesses, and prevent and mitigate cascading failures, often characteristic of critical infrastructure impacts."

Since September 2001, significant resources have been allocated to building a more resilient nation. Today, ten years after the 9/11 attacks, emergency planners, responders, receivers, and other stakeholders – across the public and private sectors, in academia, and in non-profit organizations – are evaluating the progress and advances made to better protect communities, and the critical infrastructure at all levels of government, needed to create and preserve a more resilient nation.

## Key Findings: Many Agreements, Some Differences

Over the past decade, considerable effort and significant resources have been devoted to creating and improving the nation's resilience. However, in terms of what has been accomplished, what is

### A special thanks to the following DomPrep40 Advisors who assisted with the survey questions and selection of presenters:



**Craig DeAtley**

Director of the Institute for Public Health  
Emergency Readiness at the Washington  
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**Kay Goss, CEM**

Former Associate Director, National  
Preparedness Training & Exercises, FEMA



**Albert Romano**

Senior Vice President, Homeland  
Security, Michael Baker Jr. Inc.



**Glen Rudner**

Project Manager, CRA-USA, Former  
Northern Virginia Regional Hazardous  
Materials Officer

currently implemented, and what still needs to be done, some interesting gaps as well as synergies have become apparent in the respective responses received from DomPrep40 Advisors (DP40) and DomPrep readers (readers):

(a) While the majority of both groups have an understanding of resilience, many of the readers have not yet incorporated resilience into their own organizational plans. (b) A large number of readers have considered training citizen volunteer groups or forming their own groups of volunteers to assist during a large-scale event, whereas the largest response from the DP40 indicates the opposite because of risk concerns. (c) Respondents are in general agreement that not all individuals, families, and communities are as well prepared for future threats as they should be. (d) Even some professionals who are responsible for making their organizations more resilient have still not started to take the steps needed to be more resilient in their personal lives.

## Survey Results

Most respondents understand the term “Resilience” when considering how it relates to their own business or organization (Question 1). However, there is still much to be done to help the roughly 14 percent of both groups who either do not understand or are not sure how to make their organizations more resilient.

Surprisingly, perhaps, although 86 percent of readers understand the need for resilience, only 55 percent have actually developed and implemented the changes needed (Question 2). For DP40, the same percentage of respondents who understand the term have also implemented varying resilience measures.

Of those who have not yet developed or implemented resilience within their organizations, DP40 respondents’ reasons for this are split evenly between those who believe that resilient efforts are too costly to implement and those who believe that it does not apply to their organizations (Question 3). One fourth of the readers responded that they do not have the resources or knowledge required; the other answers given were distributed across a relatively broad spectrum of reasons. The 25 percent who chose “Other” reported such stumbling blocks as a lack of understanding/coordination/agreement from the leadership within their organizations and/or the lack of a common definition/approach. One respondent summed up the discrepancies as follows: “Resilience is a process – we are making steps but it is an evolving field.”

Unfortunately, the majority in both groups of respondents said that not enough effort has been put into public-private relationships/cooperation/collaboration efforts toward improving resiliency within the past 10 years (Question 4). However, it is not clear whether that same feeling is applicable to “Emergency Management” or “Business Continuity,” because most respondents said they do not believe that those terms will become interchangeable (Question 5).

Question 6 raised the interesting idea of recruiting, vetting, credentialing, and training teams of citizen volunteers to assist organizations during large-scale emergency events. Almost half of the readers’ organizations discussed that possibility, whereas less than 30 percent of DP40 organizations have done the same – primarily, it seems, because of the risks and unknowns involved, but also because of legal, liability, and/or professional credentialing concerns.

Similar responses were reported when asked about volunteering the organizations' personnel and resources to assist authorities outside their organizations (Question 7). Although the highest percentage from DP40 respondents was "no" (because of the risks involved), another 50 percent do have a group in place already and/or have offered a group of their own volunteers to authorities. Forums such as this survey, it was suggested, may help raise community resilience by sparking ideas such as this one to citizens who, like the 29 percent of readers in this group, have not yet considered this type of outreach.

In times of need, a surprising number of citizens are willing to help, either on the scene or electronically, but not all organizations plan for – or can in fact use – such extra assistance. Responses concerning organizations being able to use these "emergent volunteers" were divided, with the DP40 leaning slightly more to a "Yes" answer and the readers slightly more to a "No" (Question 8). This scenario is something that may be helpful to include in an organization's resiliency plan.

Regardless of the type of disaster, healthcare facilities almost always, it seems, play a critical role during the planning, response, and recovery stages of the event. Within the past decade, DP40 respondents have seen the greatest improvements in healthcare facility resiliency efforts in the field of resource management, followed by situational awareness (Question 9). Readers, on the other hand, have noticed the greatest improvements in situational awareness, followed by information sharing.

In large part because of the numerous hurricanes, floods, earthquakes, and tornados in recent years, it was no surprise that all-hazards events were, and are, of the greatest concern to both DP40 and readers. Both groups of respondents expressed the same degree of concern for each of the other disaster "events" listed in Question 10, in the following order (ranging from the greatest concern to the least): health, infrastructure, CBRNE, transportation, community, government, private sector, and military.

On the other hand, when asked what sectors they think are now better prepared than they were 10 years ago, the responses differed considerably (Question 11). The leading response for DP40 was the health sector, followed by CBRNE, whereas readers chose all hazards, followed by health. An equal number of DP40 respondents said they believed that the private-sector and infrastructure sectors have shown the least improvement, but readers placed transportation at the bottom of their list. Although the percentages are much smaller, a surprising 7 percent of DP40 and 2 percent of readers said they do not believe that *any* of the sectors listed are better prepared today than they were before 9/11.

The new "All of Nation" concept was incorporated into Presidential Policy Directive 8 (PPD-8) earlier this year to emphasize the fact, and belief, that effective resiliency requires the efforts of everyone, ranging from individual citizens to the local, state, and federal governments. Perhaps because of recent government budget cuts, or because of the lack of confidence in and/or frustration with current government resiliency efforts – or, a third possibility, because of a clearer understanding of the requirements for overall resiliency – responses to the survey indicated a general agreement that resiliency needs more action from the bottom up, rather than from the top down (Question 12). Not surprisingly, therefore, individual citizens, families, and communities were at the top of the list of those sectors listed as needing to be better prepared for future threats; the federal government was at the bottom of that same list.

The majority of respondents believe that, in general, the resources invested since the terrorist attacks of 9/11 have been invested wisely (Question 13). However, an overwhelming majority of those respondents also think that at least some of those resources could have been put to better use. From another point of view, roughly 15 percent of both groups replied that the resources were “not at all” invested wisely, thus providing a more urgent reason for a bottom-up approach to resiliency.

The end of the survey raised a particularly interesting question (Question 14): How prepared are the preparers? The good news is that about three-quarters of respondents have already prepared a three-day emergency kit for their families – but fewer have prepared an emergency *plan* for their children, extended family, and pets; and even fewer have their valuables, important documents, and other “irreplaceable” items properly secured. In addition, the knowledge, skills, and training that respondents have for disaster scenarios, it is generally agreed, could be very helpful to prepare local volunteer groups, but only 7 percent of DP40 and 41 percent of readers belong to such organizations. Perhaps the most surprising response in the survey, though, is that 14 percent of DP40 and almost 8 percent of readers “have not yet begun [to personally take steps to be more resilient], but plan to do so.”

## Conclusion

Based on the results of the DomPrep Resilience survey – 2001 to 2011, and Beyond! – it is apparent that emergency planners, responders, and receivers in multiple disciplines are in fact developing a clearer and more comprehensive understanding of “Resilience” as it pertains to their current roles and organizations. However, there are still disconnects with priorities and needs within organizational structures at various levels of management. More needs to be done, obviously, to promote more comprehensive and better public-private collaboration and partnerships to help all sectors and jurisdictions prepare more effectively for the next major event.

Much has been done in the past 10 years (some good and some not so good) to help build resilience throughout the United States, but it is still the responsibility of every individual, community, organization, and government agency to have an effective plan in place to “bounce back” when the next disaster strikes. In other words, if one sector fails to effectively plan, other sectors are also negatively affected. Resilience begins at home with each individual.

## Post-Action Report

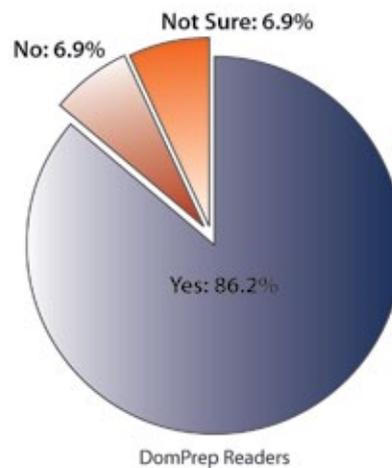
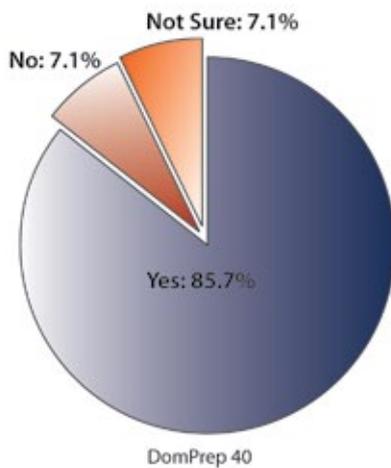
Resilience is the ability to withstand disruption, adapt to change, and recover rapidly. Experts, practitioners, senior state and federal policy officials, and DomPrep readers in general all understand the importance of developing and implementing an effective and comprehensive resiliency plan, but the single most essential prerequisite is to use an “All of Nation” approach to sustain, innovate, and forge partnerships. Agencies such as the Federal Emergency Management Agency (FEMA) have been created to assist before, during, and after disaster emergencies.

However, state and local entities almost always know best what their own communities need. By developing a concrete and measurable definition of “resiliency,” continuing to further education (and to offer educational outreach), participating in a volunteer organization, and ensuring that individuals, families, and communities understand that they have more control over their future resilience than they may believe, the nation will become even more resilient in the decade to come.

# Survey Results

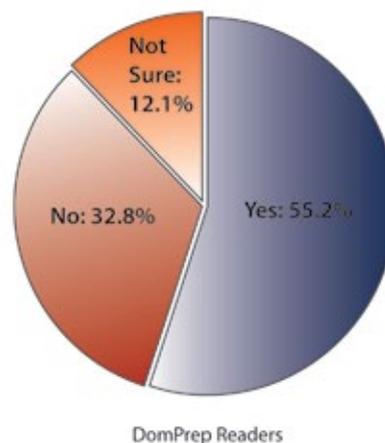
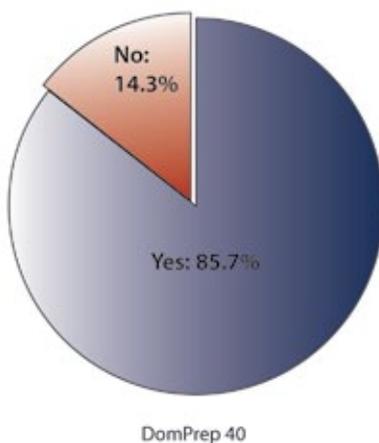
## QUESTION ONE

Do you have a clear understanding of the term "Resilience" as it relates to your work or organization?



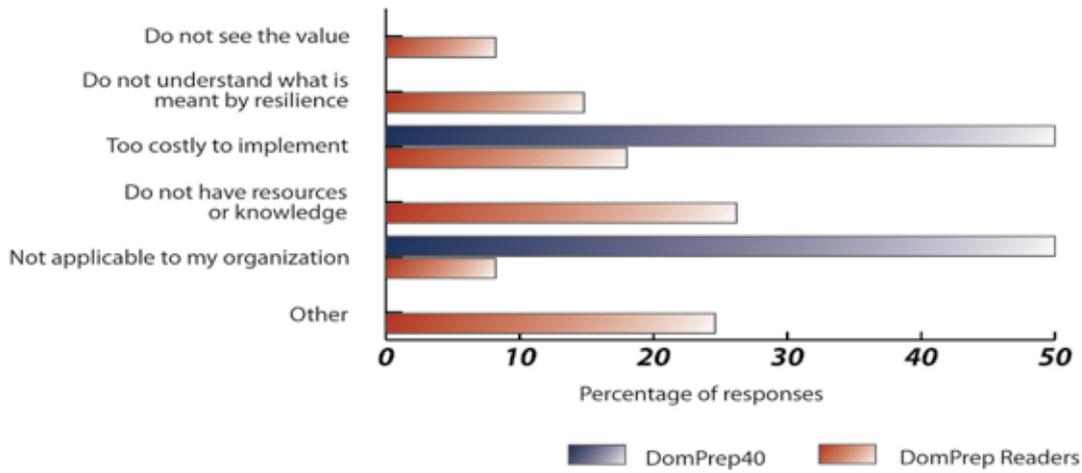
## QUESTION TWO

Has your organization developed and implemented "Resilience" into its operation or practices?



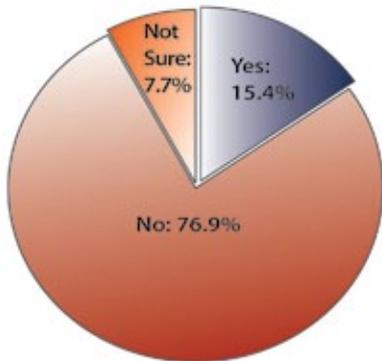
**QUESTION THREE**

If you answered "No," please select one of the following reasons:

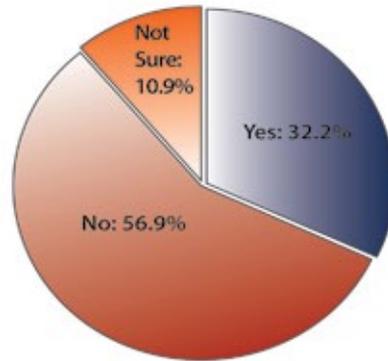


**QUESTION FOUR**

In the last 10 years, do you feel adequate effort was made to develop public-private relationships/cooperation/collaboration to enhance resiliency?



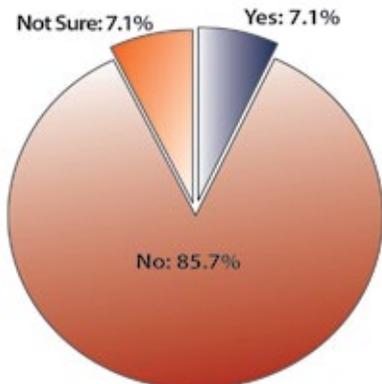
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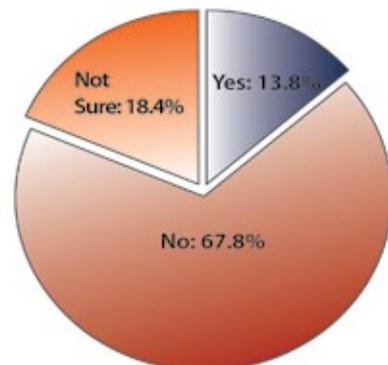
DomPrep Readers

**QUESTION FIVE**

Will the term and/or practice of "Resilience" supplant "Emergency Management" and/or "Business Continuity"?



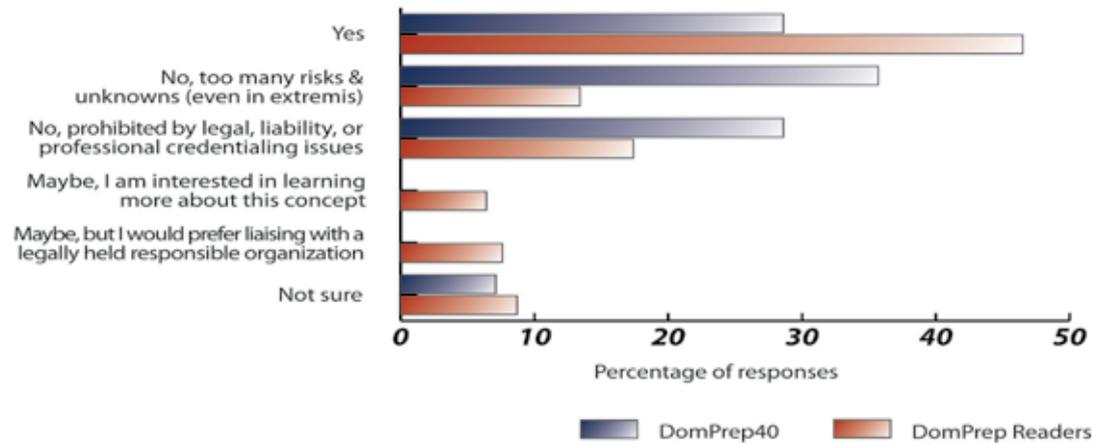
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DomPrep Readers

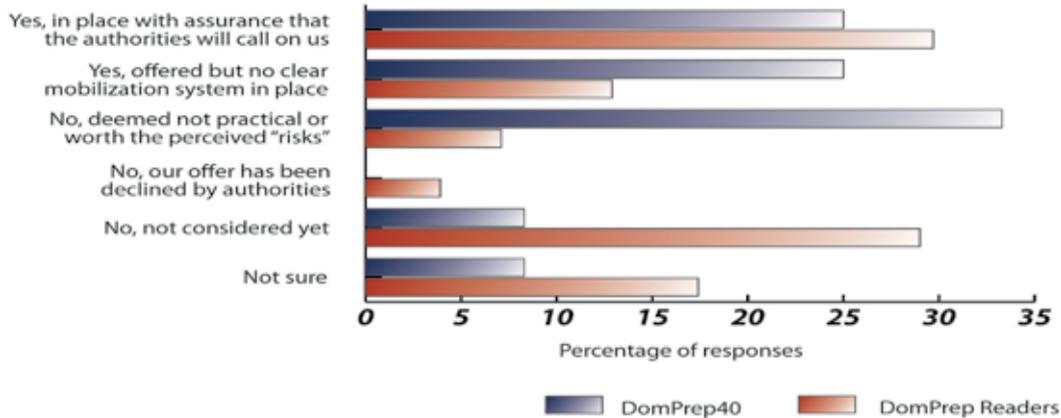
**QUESTION SIX**

**Has your organization considered forming its own trained teams of citizen volunteers to contribute to its core emergency missions during a disaster?**



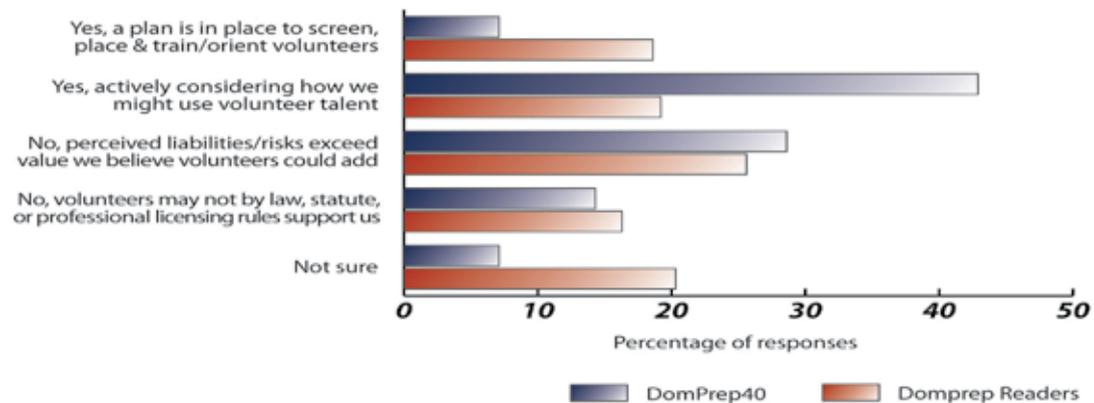
**QUESTION SEVEN**

**Would your organization consider forming a "volunteer" group as a trained standby team to perform tasks for which they are already trained, equipped, and led, yet under strategic direction of the authorities?**



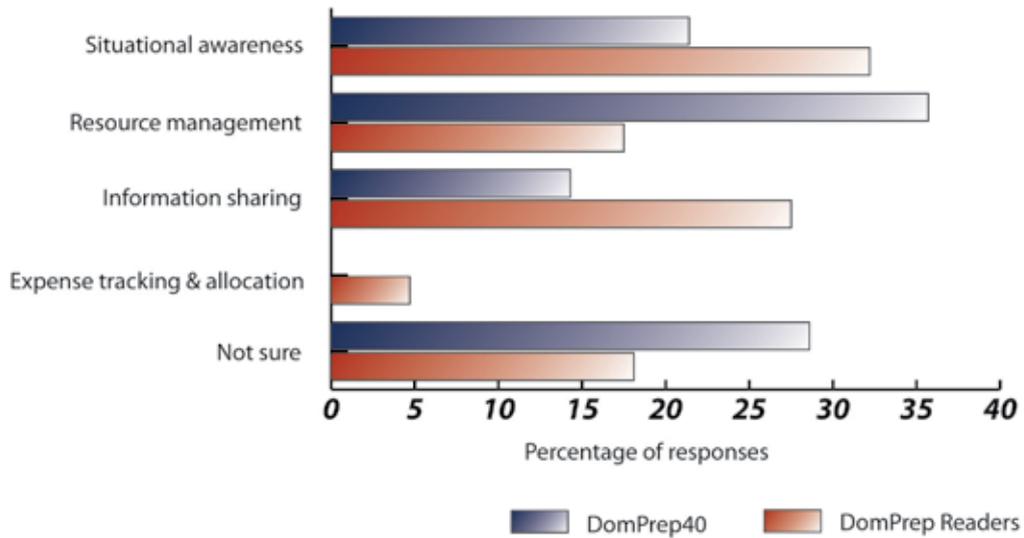
**QUESTION EIGHT**

**Would your organization be able to utilize large numbers of "emergent volunteers" who present themselves on the scene or electronically during a crisis event?**



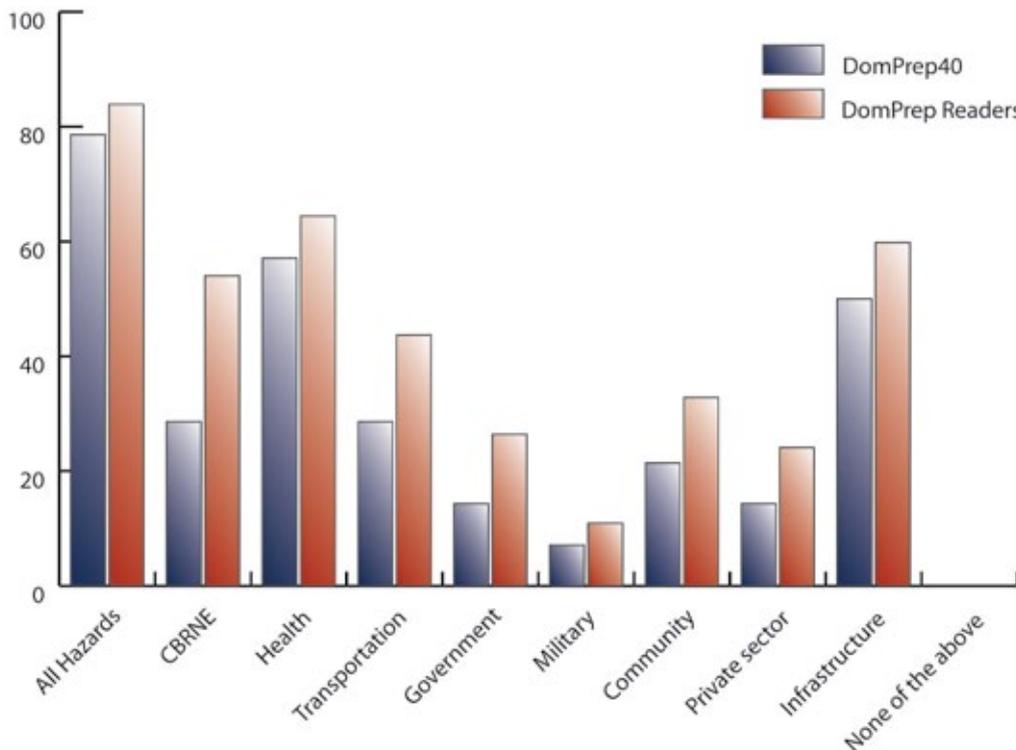
**QUESTION NINE**

Among healthcare facilities, which resiliency efforts have improved the most in the past 10 years?



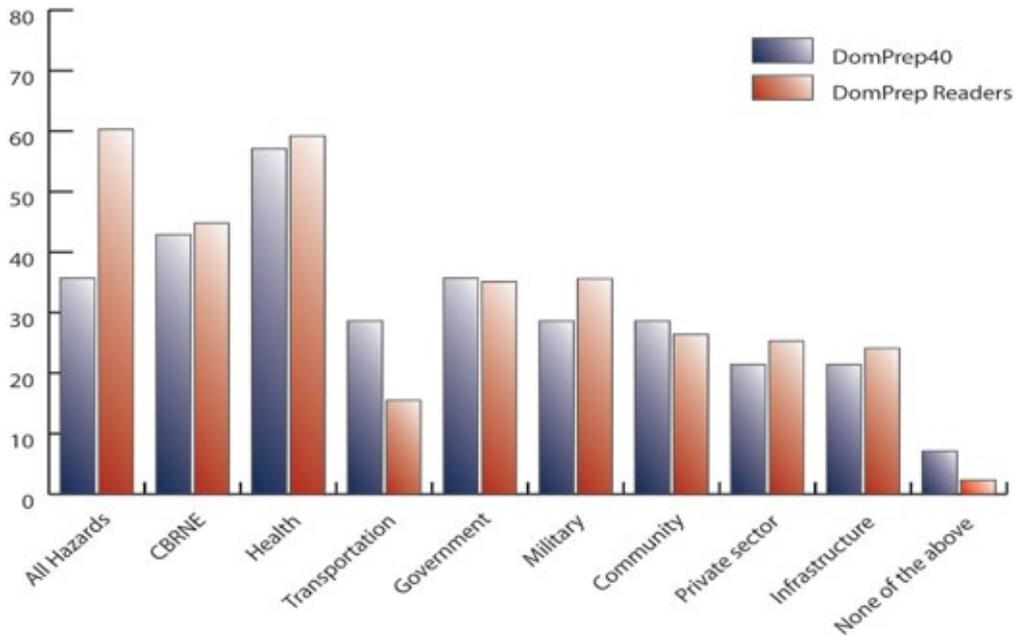
**QUESTION TEN**

Which of the following disaster events are of greatest concern to you (check all that apply)?



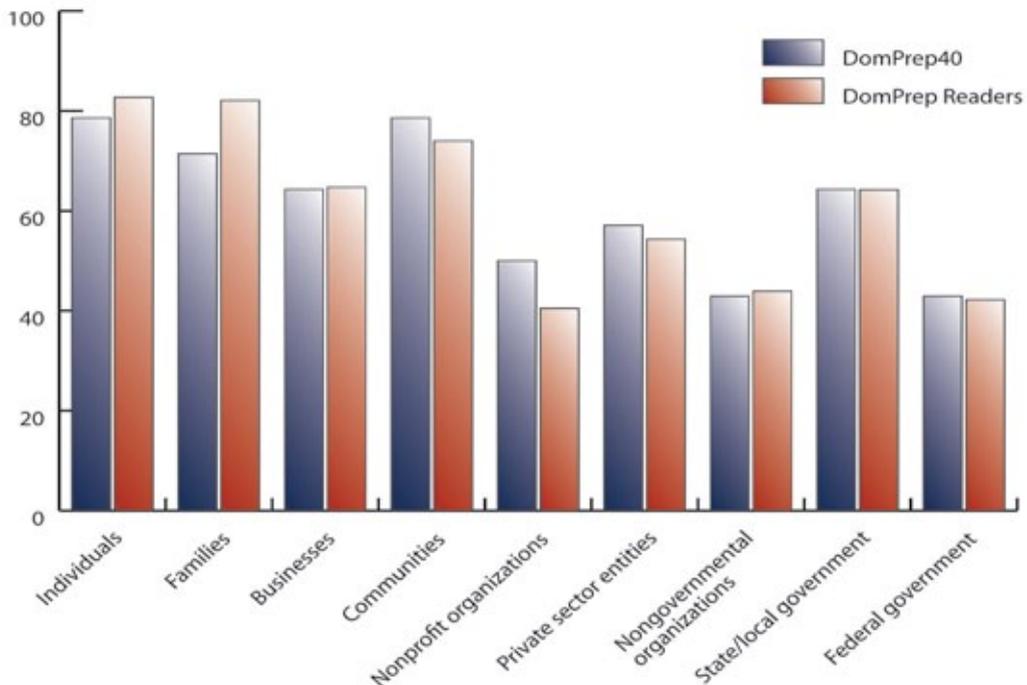
**QUESTION ELEVEN**

Which of the following sectors do you feel are better prepared than 10 years ago (check all that apply)?



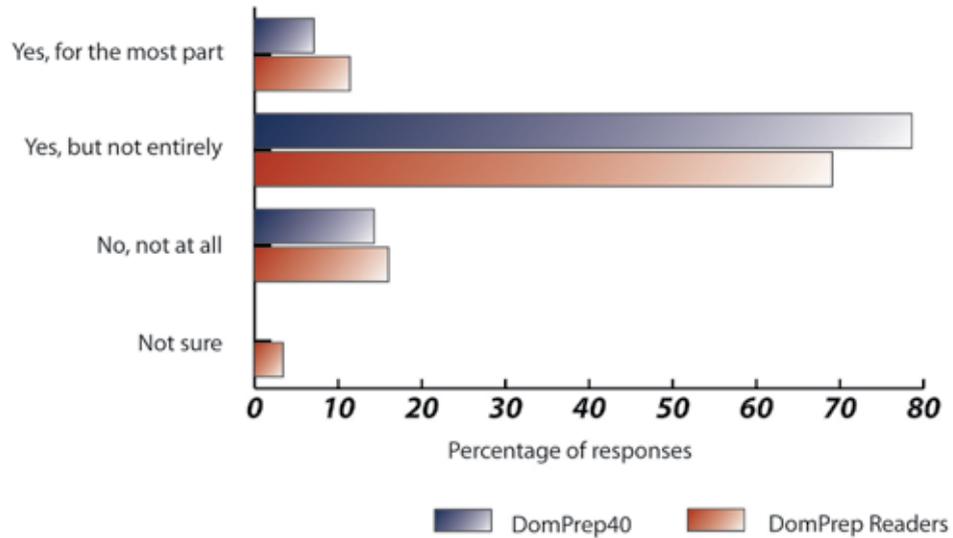
**QUESTION TWELVE**

In 2011, Presidential Policy Directive 8 (PPD-8) was “aimed at strengthening the security and resilience of the United States ... [and] is the shared responsibility of all levels of government, the private and nonprofit sectors, and individual citizens.” Which of the following do you feel need to be more prepared for future threats (check all that apply)?



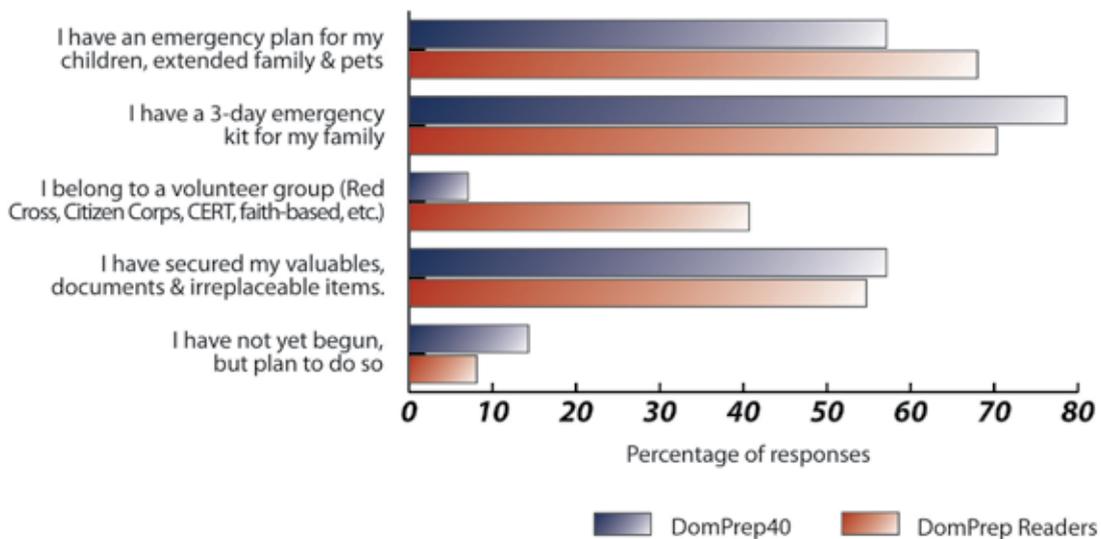
### QUESTION THIRTEEN

Since 9/11/2001, a lot of resources have been invested to make the nation more resilient to a future disaster. Do you feel those resources were invested wisely?



### QUESTION FOURTEEN

What steps have you personally taken to be more resilient?





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M.D., RADM, USPHS (Retired)

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