



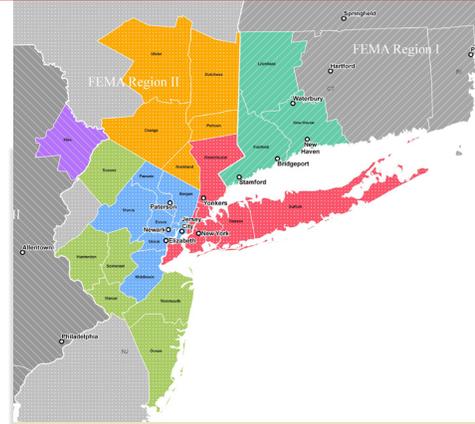
Catastrophic Response

Coordination | Communication | Unity of Effort

Working together makes us stronger

www.regionalcatplanning.org

Emergency management creates unity of effort by breaking down the silos within which we work. Although the importance of private sector collaboration cannot be overstated the walls of our rock-solid public and private sector silos are reinforced with misunderstanding and mistrust. This separation is made worse by our shifting and scattershot approach to private sector engagement. It is precisely this approach that will contribute to, rather than lessen, the chaos that catastrophes bring. A whole of community approach starts with a unified approach—one message, one point of contact—from multiple jurisdictions and levels of government. Catastrophic response means engaging the private sector with credible, reliable, and meaningful two-way communication.



EXEC'S PODIUM

ALL HAZARDS CONSORTIUM

TOM MORAN – EXECUTIVE DIRECTOR, ALL HAZARDS CONSORTIUM



Coordinated and integrated response to catastrophes is as important to the private sector as it is to government. Without it, impacted communities simply cannot recover. But effective engagement with the private sector requires building trusted relationships with simple and clear rules of engagement. Over the past several years government leaders from North Carolina to New York have worked within the All Hazards Consortium (AHC) enabling framework to integrate with each other and with the private sector to facilitate a “whole community” response to a catastrophe. This important work has yielded several interesting results:

First, multiple jurisdictions and levels of government working closely with the private sector on specific projects with specific outcomes have promoted a shared understanding of the mission and have decreased mistrust between public and private sector stakeholders. Second, diverse stakeholders’ needs and cultures with sometimes competing or overlapping interests have created a sense of “shared ownership”

that will sustain these initiatives after the grant funding is gone. Third, integration is now occurring between federal/state/private sector projects. Finally, the results of these projects are now being shared across the country, increasing our understanding of complex problems, leveraging experiences, and sharing lessons learned.

Catastrophic planning/response is a strategic planning area of the AHC and its member states and urban areas. The AHC is committed to the catastrophic planning mission and applauds the emergency management professionals who have invested thousands of hours of their time to achieve it. These efforts rarely make the front page of the papers, but as an active participant in this process, I have gained a new appreciation for state and local government and the key stakeholders who are working behind the scenes on this important program. For me this is news: “Regional Catastrophic Planning...Government Working to Protect Citizens.” I wish every citizen could see what I have seen...they would be proud of their government.

Commissioners Bruno and Drayton leading the Executive Decision Making session

NEWS

NYC OEM recently held the Eyeing the Storm workshop for key public, private and nonprofit sector partners involved in Coastal Storm Plan (CSP) executive decision-making and agency-level operations. The workshop made it apparent that CSP operations are challenging, resource-intensive citywide efforts requiring agencies collaborate to solve emerging issues and adopt new tools, such as Quad Charts, to present critical information. In a series of facilitated discussions participants were hurled into the middle of a catastrophic hurricane scenario to confront only a few of the possible complexities of responding to such a catastrophic event.



Commissioners Bruno and Drayton leading the Executive Decision Making session

CATASTROPHIC QUOTE OF THE MONTH:

“There is no single set of guidance, off the shelf product, or methodology that can deliver a plan that is viable for every State, or municipality or even every agency within a municipality, but we think that the public sector can continue to deliver essential services in the event of a disruption and the COOP program will help us to accomplish that level of resiliency.”
 —Rachel Stein Dickinson, Deputy Commissioner, NYC Office of Emergency Management



Members of the Special Needs Advisory Group at the Regional Integration Center

Do You Have a Functional Needs Planning Team?

In past articles, we have explored our obligation to invite organizations that work with people with functional access needs to join regional planning efforts and provide them meaningful opportunities to inform and shape plans. We have recommended seeking out existing organizations and groups to present ideas; groups you want to reach are probably already meeting.

New York City's Special Needs Advisory Group has been meeting for over 10 years to assist emergency planning efforts for people with disabilities and other special needs with the New York City Office of Emergency Management. This group and its work reflects FEMA's Whole Community concept—ensuring that emergency response and recovery actions are driven by the true needs of the affected community. In addition to its New York City work, the group now turns its attention regionally by inviting other planning groups throughout the region to join and participate in a series of meetings on catastrophic planning, while identifying individual members to work on Regional Catastrophic Planning Team (RCPT) projects.

The group will be tackling some of the region's most complex challenges:

- Creating public messaging and communication standards for sharing information about catastrophic events with diverse populations
- Developing a comprehensive logistics process for replacing durable medical equipment after a disaster
- Identifying broad community needs in housing recovery
- Assisting affiliated volunteers to understand all the functional needs of the affected community during disaster recovery

Engaging a pre-existing group like the Special Needs Advisory Group is a simple way to bring organizations that have been working on these issues for years into the RCPT's planning efforts, without having to build a new and distinct group. We should all look to build upon the work already done by groups in our communities; we can use their experiences to move toward regional solutions.

Maximizing Public Private Partnerships: A Regional Advantage

Public private partnerships are not a new development. Many have been established in jurisdictions across the country, including both general partnerships and those focusing on emergency management. While equally bridging the gap between sectors, the latter seeks to bolster relationships toward disaster preparedness, mitigation, response, and recovery. For the public sector such partnerships can facilitate resource sharing and provide insight into private sector needs. On the other hand, the private sector can better understand the limitations of the government and become more active in the larger preparedness community, altogether increasing its resiliency.

Research and evidence shows that these relationships are increasing, but there is still considerable effort needed to ensure sustainability. One way of doing so is to encourage regional coordination across jurisdictions and between sectors. With regional coordination, emergency management agencies can more efficiently manage the procurement and distribution of private resources, as well as establish a unified policy to inform this process.

The Private Sector Integration Plan (PSIP) is responding to this need by developing a Regional Business Coordination Center (RBCC). The RBCC will be located within a joint field office (JFO) as a one-stop shop for businesses to effectively assist and be assisted post-disaster. The RBCC is similar to the Disaster Assistance Service Center previously operated by the New York City Office of Emergency



Oscar Gubernati, Steven Gutkin, and Alison Schneider discuss Private Sector Integration

Management, yet will be focused on the management and resumption of key private sector resources. The PSIP will pre-identify these resources so that they can quickly and easily become available at one location, lessening confusion and coordinating messages. At the regional level, this will also help resolve issues due to jurisdictional boundaries and business operations extending beyond those borders.

The RCPT will facilitate the development of the RBCC, ensuring that the process will be a collaborative, stakeholder-driven effort. Outreach will focus on gaining representation from a variety of organizations and giving the same opportunity to different businesses—potentially competitors—within each sector. While this may prove challenging, the RBCC has the potential to encourage lasting relationships between sectors and weave together existing recovery operations for mutual benefit.

Regional Volunteer Preparedness Plan

In a catastrophic event, emergency managers cannot assume resources and emergency personnel will be available to respond at normal levels. The volunteer role, therefore, is essential during the initial response phase and has been shown to play an ever-increasing role during the long-term recovery process. In addition to the Spontaneous Volunteer and Donation Management Plan, the RCPT is now developing the Regional Volunteer Preparedness Plan. This plan will focus on pre-trained and affiliated volunteers who are attached to a recognized voluntary or nonprofit agency. These volunteers, who have been trained for specific disaster response activities, are already invited by the organization to become involved in a particular aspect of emergency management.

We are in the process of creating a regional planning team and break down of all emergency services functions (ESF); defining necessary common training requirements, roles and functions, and credentialing; hosting procedures; and identifying

volunteer organizations to support both the primary and secondary agencies. This process will also allow volunteer coordinators at volunteer coordination centers (VCC) and volunteer reception centers (VRC) to use affiliated volunteers in all emergency phases including mitigation, preparedness, recovery, and response; it will provide guidance at the local, state and federal level.

The plan will be designed to build and strengthen regional partnerships among: volunteer managers, non-profits, disaster response agencies, and the private sector to improve the response capability of the entire region's affiliated volunteer networks. To be effective, all these networks need to work together following a catastrophic event. These planning efforts will increase the ability of the region to effectively use volunteer resources from localities outside an incident area during a regionwide disaster response.

STAY TUNED



Deputy Commissioner Kelly McKinney presenting the CSP hurricane scenario

Improvised Nuclear Device Planning:

- Although catastrophic and devastating for the region, an IND attack will be survivable for the majority of the public outside the immediate blast area. Emergency management planning, first responder training, and advance public messaging can save hundreds of thousands of lives.
- An IND detonation would require a unprecedented number of response resources, orders of magnitude beyond current availability.
- The extraordinary size of an IND response will mandate integrated command and coordination to establish regional objectives and maintain a common operating picture across multiple theaters of response and all levels of government.
- The IND plan will be a full-spectrum incident management document that will focus on organizing and building a comprehensive decision-making and response structure within the first 72 hours after an IND attack.