Community Resilience Initiatives in 2017

by George B. Huff Jr., Esquire

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The Continuity Project, LLC, is proud to announce the launch of our newly redesigned website with mobile-friendly access, links to our strategic partners and relationships, and new timely postings at <www.thecontinuityproject.com>.
Introducing Today’s Presenter

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- NIST’s Disaster Resilience Fellow for Business Continuity (April 2015 to December 2016).
- Special Advisor, Standing Committee on Disaster Response and Preparedness, American Bar Association.
- ANSI-Delegate to ISO/Technical Committee 292 Security and Resilience, the group charged with developing ISO 22301 and related business continuity standards.
- ANSI-Delegate to ISO/Technical Committee 267 Facility Management, the group charged with developing ISO 41001 and related facility management standards.

The agenda describes the definitions, relationships, scopes, processes and principal elements of the guidance, and the importance of collaboration to improve the resilience of businesses and jurisdictions.
What is Community Resilience?

Community resilience is “the ability of a community to prepare for anticipated hazards, adapt to changing conditions, and withstand and recover rapidly from disruptions.”

Activities, such as disaster preparedness – which includes prevention, protection, mitigation, response and recovery – are key steps to resilience.

Community resilience focuses on improving the built environment and supporting infrastructure systems in terms of systems functionality and time to recovery of function following a disruptive hazard event.


NIST’s Guide offers a process for local governments to bring private-sector stakeholders together and incorporate resilience into their short- and long-term planning activities.
NIST’s Community Resilience Program

Recent floods, tornadoes, and earthquakes remind us that natural, technological, and human-caused hazards take a high toll on communities. Costs in lives, livelihoods and quality of life can be reduced by better managing disaster risks. We can strengthen resilience and improve a community's ability to maintain and restore vital services in a more timely way and to build back better.

NIST manages a multi-faceted program, assisting communities and stakeholders on issues related to buildings and the interdependencies of physical infrastructure systems.

The Community Resilience Program, part of NIST's broader disaster resilience work, complements efforts by others in the public and private sectors. NIST focuses on research, community planning and guidance, and stakeholder engagement. See https://www.nist.gov/el/resilience/

NIST’s Community Resilience Planning Guide for Buildings and Infrastructure Systems outlines a practical six-step planning process to help communities establish affordable priorities and allocate resources to improve their resilience.
NIST’s Community Resilience Program Guidance

NIST’s **Community Resilience Planning Guide for Buildings and Infrastructure Systems** is a risk-based standard in two volumes. The Guide is not intended to be used for certification purposes but assists stakeholders with planning activities noted in Volume 1, consistent with analysis and performance goals in Volume 2.

NIST’s **Economic Decision Guide** assists stakeholders with economics of decisions on infrastructure investments to improve resilience.

NIST’s 6-Step Guide suggests a formal, documented planning process for community resilience, and business leaders recognize the need to ensure the continuous delivery of products and services after a disruptive event.
Engagement of business leaders in business continuity programs to ensure the continuous delivery of products and services after a disruptive event contributes directly to NIST’s 6-Step planning process for community resilience.
Planning Activities of Community Resilience (1 of 3)

Step 2 Understand the Situation.
Step 2’s process identifies and characterizes the community’s social dimensions and built environment, and identifies the community’s potential hazards.

Step 2’s analysis determines the links between the social dimensions and built environments, and the dependencies within the social institutions. This step’s analysis is completed using the Planning Guide’s tables. Step 2 reveals how the eight social institutions (i.e., government, education, economics, health, family, media, religious/cultural groups, and community services organizations) rely on the built environment to function.

The Guide’s tables for each infrastructure system (i.e., transportation, water and waste water, energy, and communications) and for building clusters reveal the purposes for each social institution, how that purpose is actualized, and the direct and indirect consequences to the community when hazards degrade the functionality of infrastructures and building clusters.

The outputs of Steps 2 and 3 of NIST’s 6-Step planning process for community resilience provide the requirements of a range of strategy options that form the basis for the development of comprehensive, long-term plans.
Planning Activities of Community Resilience (2 of 2)

Step 3 Determine Goals and Objectives.
Step 3 establishes goals for community resilience as statements of desirable recovery outcomes. They are measurable, long-term community goals which are based on existing infrastructure and buildings and the community’s growth and development that are expressed in the Guide as time to recovery of function.

The Guide recommends two categories of performance goals for the built environment: (1) desired performance achieved over time through the resilience plan, and (2) anticipated performance if a disruptive event were to occur before the resilience plan was implemented.

The Guide also recommends that communities evaluate anticipated performance of the existing built environment based on the prevailing community hazards. The community should evaluate anticipated performance at three levels for each hazard – routine, design and extreme.

The outputs of Steps 2 and 3 of NIST’s 6-Step planning process for community resilience provide the requirements of a range of strategy options that form the basis for the development of comprehensive, long-term plans.
Step 3 Determine Goals and Objectives.

Step 3 informs the community’s decisions about accessing expected gaps, prioritizing improvements, and allocating resources. It also enables the community to determine resources needed to perform priority activities (e.g., facilities, people, equipment, information, communication and technology assets, supplies, and financing). Step 3 also identifies interdependencies between activities and dependencies on supply chains, partners, and interested parties.

During the assessment of risks of disruption to the community’s prioritized activities and the resources that support them, the planning team and task force should identify treatments that can deliver the long-term community goals, performance goals and objectives. These risk treatments include risk mitigation, response and recovery capabilities that address community planners approved requirements. The outcome is a more resilient and recoverable community, and one that is capable of dealing with a wide range of foreseeable hazards.

The outputs of Steps 2 and 3 of NIST’s 6-Step planning process for community resilience provide the requirements of a range of strategy options that form the basis for the development of comprehensive, long-term plans.
Performance Goals and Long-Term Community Goals

The desired, long-term performance goals are expressed in the Guide in terms of *time to recovery of a function*.

Long-term community goals are high level statements of outcomes that are desired to improve the community. As examples:

“Improve resilience of an infrastructure system to improve community reliability and functions.”

“Improve or add redundancy to a transportation route that is vulnerable to damage and minimize travel impacts on residents and supply impacts on businesses.”

Performance goals and long-term community goals enable the community to determine and select a long-term strategy and solutions that are resourced and implemented to improve community resilience.
Strategy Selection and Resources

A jurisdiction’s potential solutions, strategies, and allocations of resources should be based on evaluation of the gaps between the desired and anticipated performance levels of the built environment, and identification of combinations of administrative and construction solutions to address the gaps in terms of time to recovery of function.

Resilience strategies should be based on opportunities to improve the built environment, or build back better after a disruptive event.

Without pre-established strategies and solutions, jurisdictions often rebuild to pre-event conditions. With advanced planning, reconstruction can promote community resilience.
Importance of Private Sector Businesses to Community Resilience Programs

Many experts believe that private sector businesses at the heart of the community’s economic base are also at the heart of the community’s resilience.

The business community often has the skills, finance, influence, and ability to mobilize resources, strategies and solutions for community resilience. To manage risks, the most basic approach to engage private sector businesses is to encourage businesses to improve their own resilience and the resilience of their supply chains.

To provide voice and perspective, another pathway to engagement is for private sector businesses to become stakeholders in the community’s resilience initiatives. This type of engagement is key to resilience, as it helps identify areas of common cause between public and private stakeholders, and it builds trust and longer term commitments between stakeholders.

Engage the business community actively in resilience planning, understand the goals of the community and business during blue sky days, and during response and recovery after a disruptive event, and align those goals to improve resilience.
How Businesses are Making Communities More Resilient

The emerging business continuity strategy of private sector organizations is simply one of corporate social responsibility.

The role of business in disaster-recovery response and financing makes communities more disaster resilient across the continuum of the preparedness, response, and recovery phases of disasters.
ABA Resolution 108

RESOLVED, That the American Bar Association urges federal, state, local, territorial, and tribal governments to adopt standards, guidance, best practices, programs, and regulatory systems that make communities more resilient to loss and damage from foreseeable hazards and also recognize property rights, affordable risk mitigation, the interests of taxpayers, and protection of the environment.

FURTHER RESOLVED, That the American Bar Association urges lawyers and law firms, federal, state, local, territorial, tribal and specialty bar associations, businesses, and other professional and nonprofit organizations to advocate for and actively participate in community resilience initiatives.

A member of the ABA’s Standing Committee on Response and Preparedness will present ABA Resolution 108 to the ABA’s House of Delegates at the 2017 Mid-Year Meeting in Miami, Florida, in February.
Report in Support of Resolution 108

The ABA’s House of Delegates has the opportunity to adopt a policy resolution designed to provide long-term benefits for the nation’s communities, together with a report which focuses on:

(1) Engagement. Engagement of the Legal Community in Community Resilience, and

(2) Implementation. Community Resilience: Make Your Community More Resilient.

The ABA’s proponents of this Resolution and Report are reaching out to professional associations for their endorsements.

Community resilience is a growing concept that addresses the abilities of both public and private sectors to anticipate risk, limit impact, and bounce back rapidly following a disaster.
How Planning Activities of Business Continuity and Community Resilience Align

A jurisdiction’s public sector planners should collaborate with key stakeholders from local businesses and industry to:

• Engage the private sector to encourage businesses to achieve business continuity and supply chain value,

• Identify common cause and risk mitigation among private and public stakeholders, and build trust and longer term commitments,

• Implement combined strategies to achieve greater resilience in the community.

The figures on the next slides show how the planning activities align.

The Community Resilience Guide’s 6-Step process improves the resilience of buildings and infrastructure systems that support the needs of community members. BC planning activities meet the needs of the organizations and the outcomes of the BCM program.
### Planning Activities of Business Continuity and Community Resilience (1 of 6)

<table>
<thead>
<tr>
<th>Business Continuity Planning Activities</th>
<th>Community Resilience Planning Activities</th>
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| **Leadership, Commitment and Policy (Plan).**
Project Kickoff and Assessment: Objectives, Scope, Roles and Responsibilities, Steering Committee, and Planning Expectations.
Top management demonstrates commitment. | **Form a Collaborative Planning Team (Step 1)**
Local Government, Business and Service Professionals, and Community and Volunteer Organizations.
Leadership and community engagement essential to success of community resilience planning and implementation. |

To start-up a BCM program, BC planning involves leadership, top management commitment, and policy-making, while Step 1 of community resilience planning involves forming a collaborative team.
Planning activities for BC focus on understanding the context of the organization and, for community resilience, on the community’s situation. BC planning involves BC program development, while Step 2 of community resilience planning involves performing analyses to link the social dimensions and built environment.
### Planning Activities of Business Continuity and Community Resilience (3 of 6)

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<thead>
<tr>
<th>Business Continuity Planning Activities</th>
<th>Community Resilience Planning Activities</th>
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<tbody>
<tr>
<td>Planning and Support (Plan).</td>
<td>Determine Goals and Objectives (Step 3)</td>
</tr>
<tr>
<td>BC Requirements Definition: Risks and</td>
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<tr>
<td>BC Objectives.</td>
<td>Long-Term Community Goals, Desired</td>
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<tr>
<td>Business Impact Analysis and Risk</td>
<td>Performance Goals, Community</td>
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<tr>
<td>Assessment.</td>
<td>Hazards and Levels, Anticipated</td>
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<tr>
<td>Resources, Competence, Communication,</td>
<td>Performance, and Summarize Results.</td>
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<td>and Awareness.</td>
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BC planning next defines BC requirements by analysis and assessment, while Step 3 defines long-term community goals, hazards and levels, and the desired and anticipated performance goals of the built environment and supporting infrastructure systems.
### Business Continuity Planning Activities

- **Operation (Do)**

### Community Resilience Planning Activities

- **Plan Development (Step 4)**
  - Evaluate Gaps
  - Identify Solutions (Administrative & Construction)
  - Develop Strategy Implementation

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BC and Community Resilience planning activities next involve prioritizing strategies, and then plan development and implementation. A community’s decisions to address performance gaps should involve identifying administrative and construction solutions to improve resilience.
### Planning Activities of Business Continuity and Community Resilience (5 of 6)

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<th>Community Resilience Planning Activities</th>
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<tbody>
<tr>
<td><strong>Operation (Do)</strong></td>
<td>Plan Preparation, Review, and Approval</td>
</tr>
<tr>
<td>Training/Awareness and Exercising BC</td>
<td>(Step 5)</td>
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<tr>
<td></td>
<td>&amp; Approval, and Finalize and Approve Plan</td>
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To ensure consistency with BC objectives, the organization tests and exercises their BC procedures, while Step 5 of community resilience planning involves plan review via outreach strategy for public collaboration.
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BC and Community Resilience planning activities involve plan and program evaluation and improvement, as well as taking corrective actions to update and modify strategies.
The Resilience Dividend

NIST’s Economic Guide helps communities to nail down critical elements of proactive, long-term Community Resilience plans - the capital investments most likely to yield the greatest returns, the sum of net cost savings, damage avoided and secondary benefits reaped by the community.

The Economic Guide provides the basis for comparing and contrasting alternate investments during development of the resilience plan, Step 4 in the process laid out in the Guide’s planning activities.


The Economic Guide provides a process for considering alternative methods for increasing community resilience through cost-effective investments in the built environment and infrastructure systems.
The Economic Guide provides a process for considering alternative methods for increasing community resilience through cost-effective investments in the built environment and infrastructure systems.
Let’s Connect!

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