

Adapting to New Realities: Strengthening Community Resilience in a Time of Change

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FEMA

A World In Transition – Current Strategic Trends

- **Urbanization**

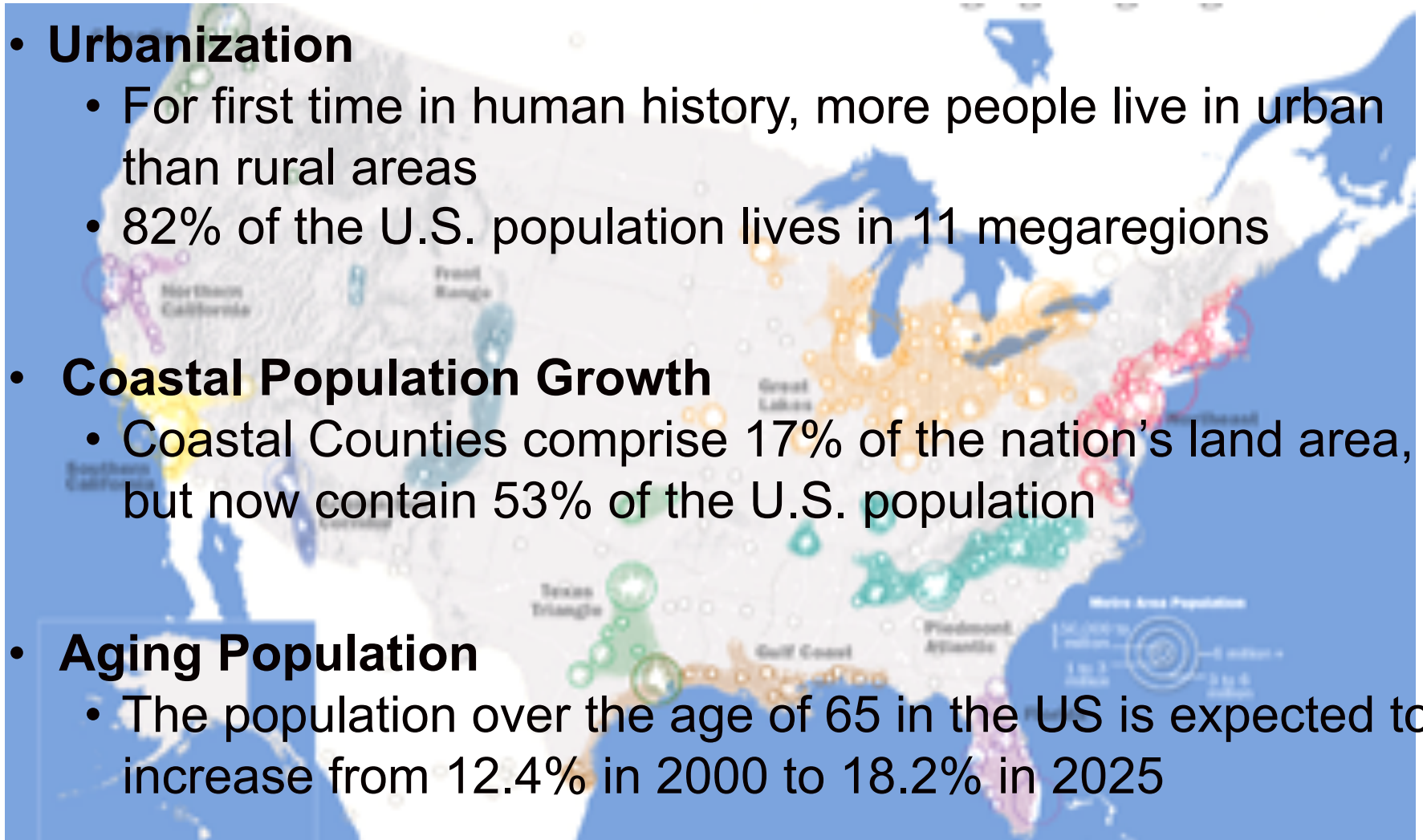
- For first time in human history, more people live in urban than rural areas
- 82% of the U.S. population lives in 11 megaregions

- **Coastal Population Growth**

- Coastal Counties comprise 17% of the nation's land area, but now contain 53% of the U.S. population

- **Ageing Population**

- The population over the age of 65 in the US is expected to increase from 12.4% in 2000 to 18.2% in 2025



Current Strategic Trends - Continued

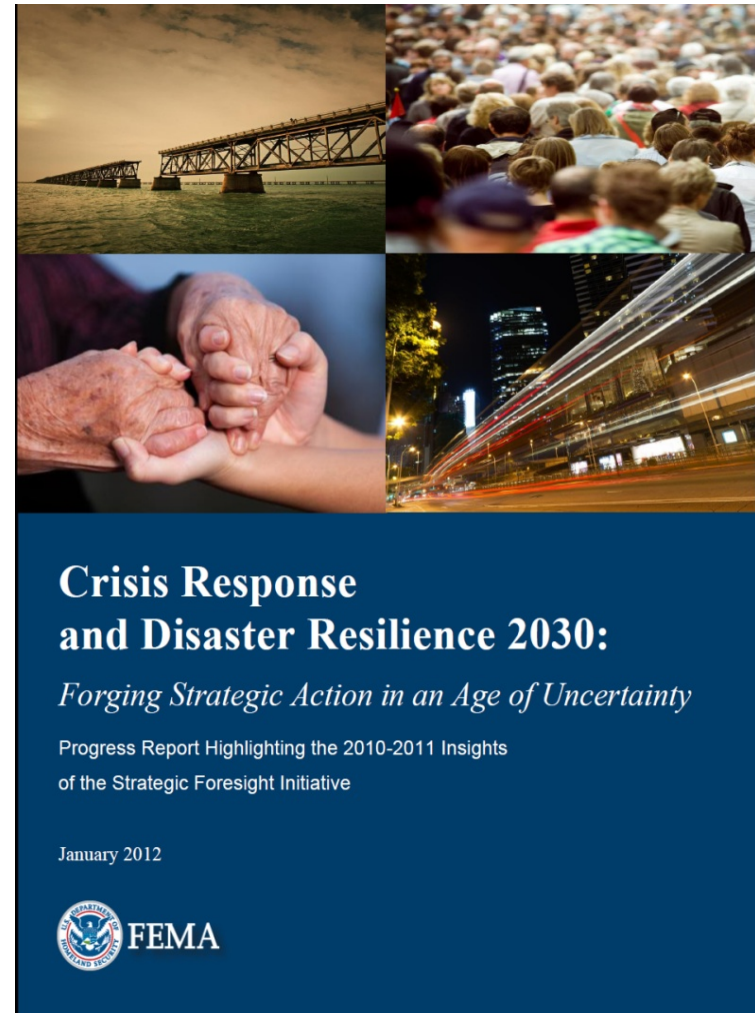
- **Reliance on Technology**
 - Automated systems control utilities, transportation and manufacturing
 - 84% of U.S. organizations use remote, commercial servers for data and applications
- **Information Access**
 - Individuals create 75% of the data in the digital universe
 - Average individual is exposed to 3x as much information as in the 1980s
- **Shifting Roles**
 - Federal grants comprise nearly 30% of states' general revenue

Current Strategic Trends - Continued

- **Global Interdependencies**
 - The 2011 disasters in Japan impacted auto production in the U.S. and energy policy in Germany
- **Global Health**
 - Chronic conditions are leading causes of death rather than infectious disease
 - But, H1N1 was the fastest moving pandemic in history
- **Growing Power and Influence of Non-State Actors**
 - NGOs with U.N. consultative status – 1948: 41, today: 3172
 - 44% of world's top 100 economic entities are corporations; transnational corporations make up 25% of world GDP

Strategic Foresight Initiative

- Understand the factors driving change
- Develop a shared sense of direction and urgency
- Collectively prepare for the future across multiple sectors
- Plan for and take action to meet the evolving needs



Drivers of Change

U.S. Demographic Shifts

**Universal Access to/
Use of Information**

Changing Role of the Individual

**Global
Interdependencies**

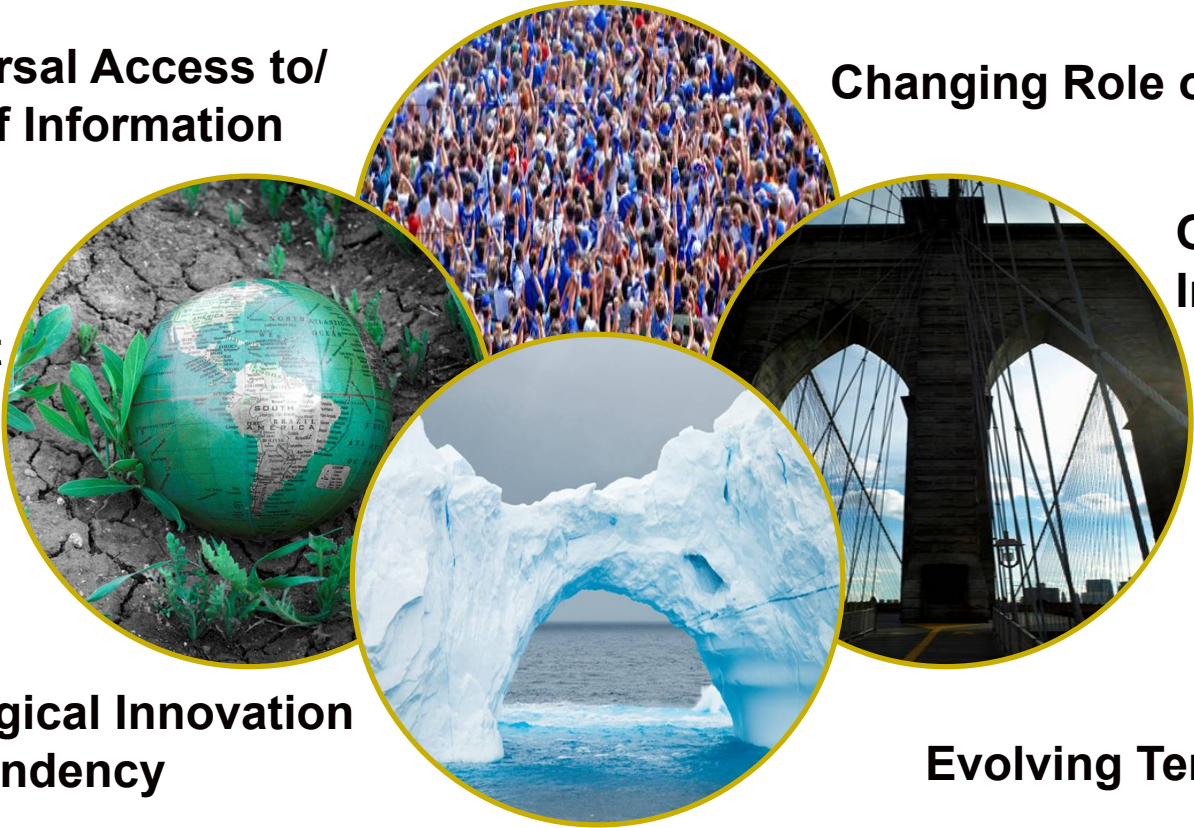
**Government
Budgets**

**Critical
Infrastructure**

**Technological Innovation
and Dependency**

Evolving Terrorist Threat

Climate Change



SFI Key Findings

Insights & Implications

- Increased complexity and decreasing predictability
- Resource constraints are seemingly unavoidable
- How we assess and understand risk must change
- Increasing work around both acute and chronic issues
- The means and methods for delivering disaster services will shift
- Trust – between the government and the public – must be strengthened

Strategic Needs

Essential Capabilities (5)

We will need to build and in some cases enhance our capabilities as a community

Examples:

- Omni-directional communication
- Develop EM capabilities to address population and migratory shifts

Innovative Models/Tools (6)

We will need innovative models and tools to effectively serve the public

Examples:

- Alternative surge models
- Forward looking risk mgmt tools and methods
- Enabling frameworks

Dynamic Relationships/ Partnerships (4)

The EM community will need dynamic relationships and partnerships to meet our mission

Examples:

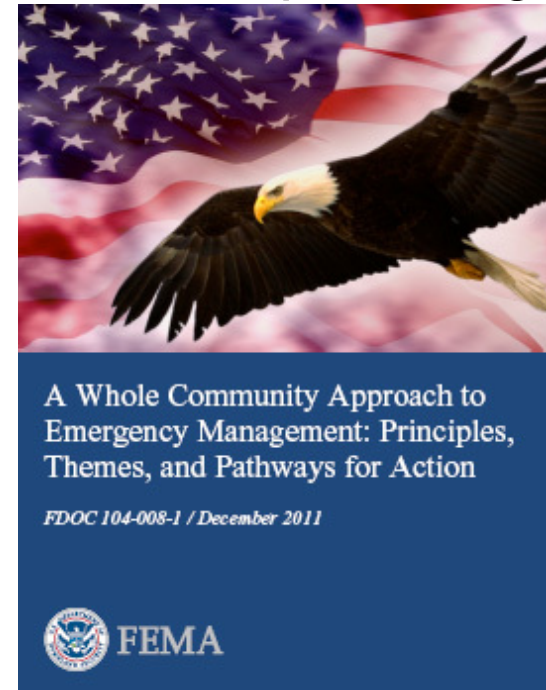
- Empower individuals & communities
- Collaborate internationally

The Broader Picture: Understanding Social Capacity and Underlying Community Conditions



Advancing ‘Whole Community’ EM

- Understand and meet the actual needs of the *whole* community
- Engage and empower all parts of the community (public, private, and civic) in defining those needs and providing ways to meet them
- Strengthen what works well in communities on a daily basis to improve resilience and emergency management outcomes



Simple Truths

- These are societal, not governmental, challenges
- Public citizens tend to be the first responders
- Communities that recover successfully drive their own recovery
- Disaster management is a social process
- The threat/hazard itself is just one variable in equation

We must embrace these truths if we wish to build resilience

Challenges and Opportunities

- Applying insights from behavioral sciences to emergency and disaster management
- Designing frameworks that enable cross-sector activity
- Adopting forward looking risk management approaches
- Fostering integrated design – of infrastructure, systems, programs, services

Join the Discussion: SFI Online Dialogue

www.fema.ideascale.com

FEMA-OPPA-SFI@fema.dhs.gov

The screenshot shows the FEMA Ideascale website. At the top, there is a navigation bar with the FEMA logo, the text "Federal Emergency Management Agency (FEMA)", and a search box. Below the navigation bar is a row of four images showing people in various settings, including a group of people in red vests, a woman talking to a man, a construction site, and a man in a FEMA cap. The main content area is divided into several sections:

- How does it work?**: A section with three icons and text: "Users submit their ideas.", "Our community discusses and votes for ideas.", and "The best ideas bubble up to the top."
- Welcome to FEMA's Collaboration Community**: A section with a paragraph of text and a "Submit New Idea" button.
- Active Campaigns**: A list of campaigns with a "Hide" link. The list includes: "Off Topic", "FEMA Grants", "Proposed FY2013 National Preparedness Grant Program", "Presidential Policy Directive 8", "Presidential Policy Directive 8 PPD-8 National Planning Frameworks", "Recovery Planning Guidance", "Strategic Foresight Initiative", "Strategic Foresight Initiative Essential Capabilities", "Innovative Models and Tools", "Dynamic Partnerships", "The FEMA Think Tank", "FEMA Think Tank", "The Whole Community: Preparing for the Unthinkable", "The Whole Community: Planning for the Unthinkable", "Communications", "Medical Responses", "Search and Rescue", "Resource Distribution", and "Data Sharing".
- Browse Recent Ideas**: A section with a filter bar (Recent (228), Popular (228), Hot (122), In Review (0), In Progress (0), Complete (0)) and three idea cards. Each card shows a feedback score, a title, a description, and a submitter.

Thank you!

Chatham House – High-Impact Low-Probability Events

- “The globalization of production processes and optimization of supply chains have stimulated greater efficiencies in the global economy. At the same time, they have increased the level of exposure to risk, particularly in the transport and power sectors, and they have raised the likelihood of second- or third-order impacts that are hard or impossible to predict.”



WEF – Global Risks 2012

- “While significant resources have historically been needed to cause devastating consequences for geopolitical or corporate powers, it is increasingly possible for skilled individuals to do so remotely and anonymously through networked computer systems.”
- “By 2050, the world will experience a near doubling of the urban population to 6.2 billion – 70% of the world’s projected world population of 8.9 billion. This means that we will have to build the same urban capacity (housing, infrastructure and facilities) in the next 40 years that we have built over the past 400 years.”

National Policy Emphasis

- The 2010 National Security Strategy and Quadrennial Homeland Security Review emphasize resilience and community engagement as foundational principles:
 - Strengthen security and resilience at home (NSS)
 - Foster individual, community, and system robustness, adaptability, and capacity for rapid recovery (QHSR)
 - Empower communities to counter radicalization (NSS)
 - Improve resilience through increased public-private partnership (NSS)
 - Engage with communities and citizens (NSS)
 - Ensure Resilience to Disasters mission area (QHSR)
- 2011 Presidential Policy Directive-8 and National Preparedness Goal focus on strengthening security and resilience – ‘all of nation’ approach
- National Disaster Recovery Framework identifies resilient rebuilding as one of 7 key factors in community recovery

Resilience and FEMA

“Our challenge is to build the capacity of American society to be resilient in the face of disasters and other crises. In this context, individuals, families, and communities must be able to withstand disruption, absorb or tolerate disturbance, act effectively in a crisis, adapt to changing conditions, and grow stronger over time.”

--2010 FEMA Administrator's Intent

Community Involvement

Emergency Management Community

- Federal, state, local, tribal emergency managers
- First responders
- Business partners
- NGOs
- Other federal agencies
- Academia

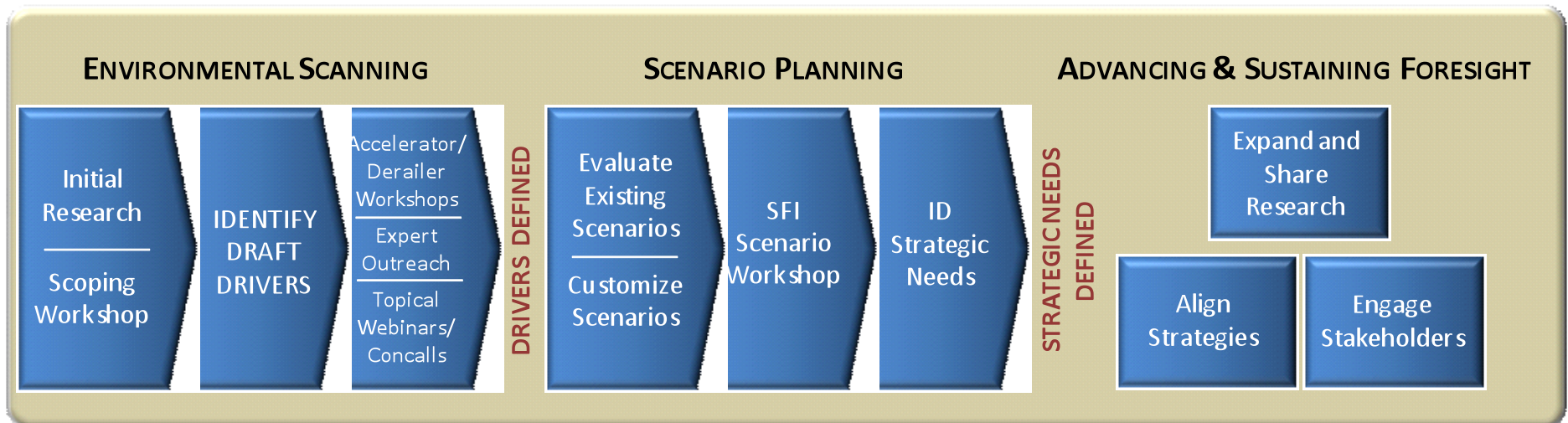
Engaged in:

- Research
- Conference calls and Webinars
- Workshops and conferences
- Online engagement

The Strategic Foresight Initiative:

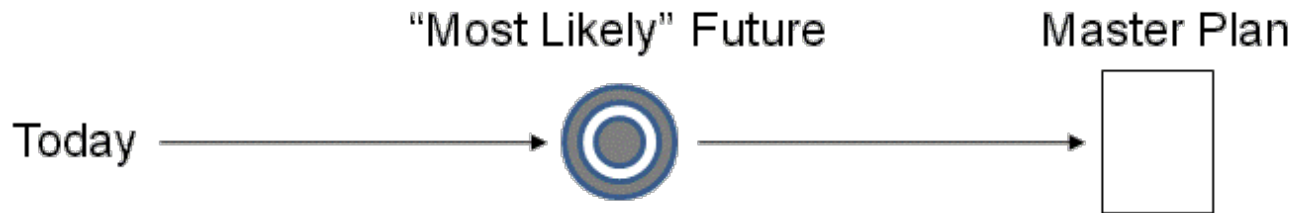
Our

Approach

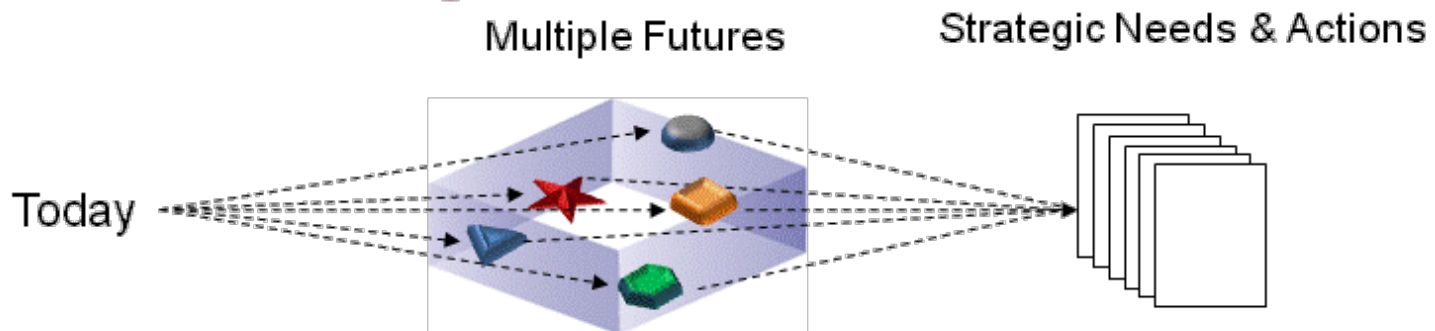


Scenario Planning

Predictive Planning:



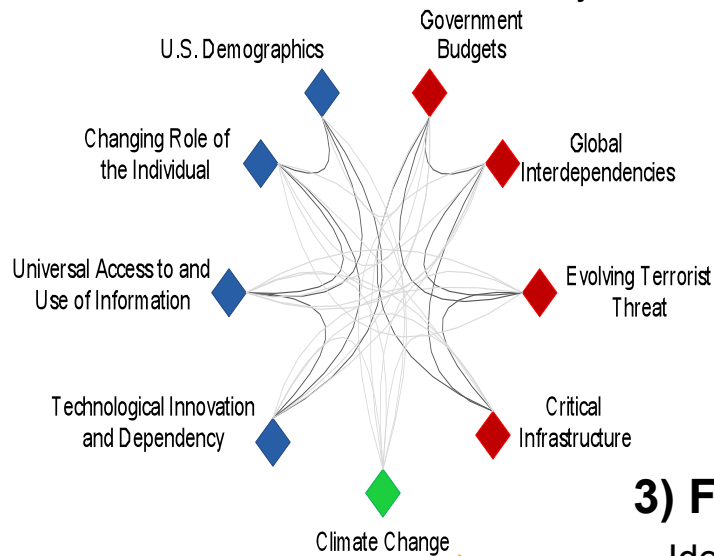
Scenario Planning:



High-Level SFI Process

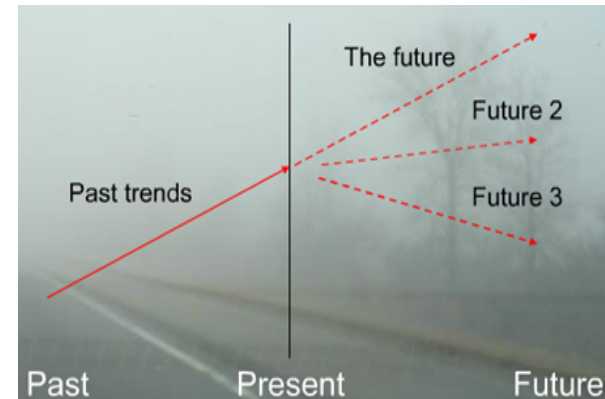
1) SFI Drivers of Change:

Understanding how the strategic environment of the emergency management community may evolve over the next 10-20 years



2) Scenario Planning:

Robust structure to think about alternative—and plausible—future operating environments



3) Future Strategic Needs:

Identifying what the emergency management community needs to be successful, across multiple plausible futures



Strategic Needs

Essential Capabilities

- Develop emergency management capabilities to address population and migratory shifts
- Omni-directional communication
- Public training and education
- Leverage volunteer capabilities
- Futures thinking and planning

Innovative Models and Tools

- Alternative surge models
- New risk management tools and processes
- Influence technology
- Flexible frameworks
- Collaborate around shared interests
- Supply and natural resource vulnerabilities

Dynamic Relationships and Partnerships

- Empower individuals and communities
- Engage business community
- International collaboration
- Collaboration with military

Implications for Disaster Management

- Increased complexity and decreasing predictability
- Continued resource constraints are seemingly unavoidable
- How we assess and understand risk must change (forward looking and dynamic, not retrospective)
- Increasing work around both acute and chronic issues
- The means and methods for delivering emergency and disaster management services shift
- Trust – between the government and the public – must be strengthened



...And We Must Promote

- Omni-directional knowledge sharing
- Full public/private involvement in all phases of security and disaster management
- Enabling frameworks for cross-sector activity
- Forward looking risk management approaches
- Integrated design – of infrastructure, systems, programs, services

Advancing and Sustaining Foresight

Expand and Share Research	Apply SFI Findings	Engage Stakeholders
Develop relationships with research institutions and universities to explore further SFI research topics	Support the internal FEMA integration of the SFI findings into policies, programs and initiatives across the Agency	Coordinate and facilitate engagement activities (webinars, workshops, meetings etc.)
Update/author annual report, driver research papers, trend reports and other products as necessary to advance SFI	Coordinate with DHS components to influence the next iteration of the Quadrennial Homeland Security Review (QHSR)	Collect and share anecdotes that highlight actions to meet strategic needs
		Engage in an online dialogue and provide regular updates on SFI to the EM Community

Applying SFI: Anecdotes from the Whole Community

- “Emergency Management for the 21st Century” – new, proposed executive-level course based on SFI content offered by FEMA’s Emergency Management Institute
- American Military University planning SFI-inspired seminar for Spring 2013
- Naval Post-Graduate School experiential seminars on strategic foresight
- National Association of Amateur Radio published implications of SFI findings for members

The next steps for SFI include broadening the network to a wider community of practice, deepening our knowledge base, and integrating foresight within organizational processes.

Value Proposition

A community centric approach for emergency management that focuses on strengthening/adapting what works well in communities on a daily basis offers a more effective path to building societal security and resilience