

# Building Community Disaster Resilience Through Private-Public Collaboration

**A presentation on behalf of the Committee on Private-Public Sector  
Collaboration to Enhance Community Disaster Resilience**



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**Sponsored by  
Department of Homeland Security  
Human Factors  
Behavioral Sciences Division**

**April 13, 2011**

**NATIONAL RESEARCH COUNCIL  
OF THE NATIONAL ACADEMIES**

# Statement of Task

**Assess the current state-of-art in private-public collaboration to strengthen community resilience, identify gaps in knowledge and practice, and recommend research areas for investment.**

- **Identify components of a framework for private-public collaboration dedicated to strengthening community resilience.**
- **Develop guidelines for private sector engagement in the development of a framework for enhancing community resilience.**
- **Examine models of existing collaborations ranging from centralized to decentralized approaches, and make recommendations for a structure to further private and public sector collaboration to enhance community resilience.**

# Committee

**William H. Hooke**, *Chair, American Meteorological Society*

**Arrietta Chakos**, *Urban Resilience Policy*

**Ann-Margaret Esnard**, *Florida Atlantic University*

**John R. Harrald**, *Virginia Polytechnic Institute and State University*

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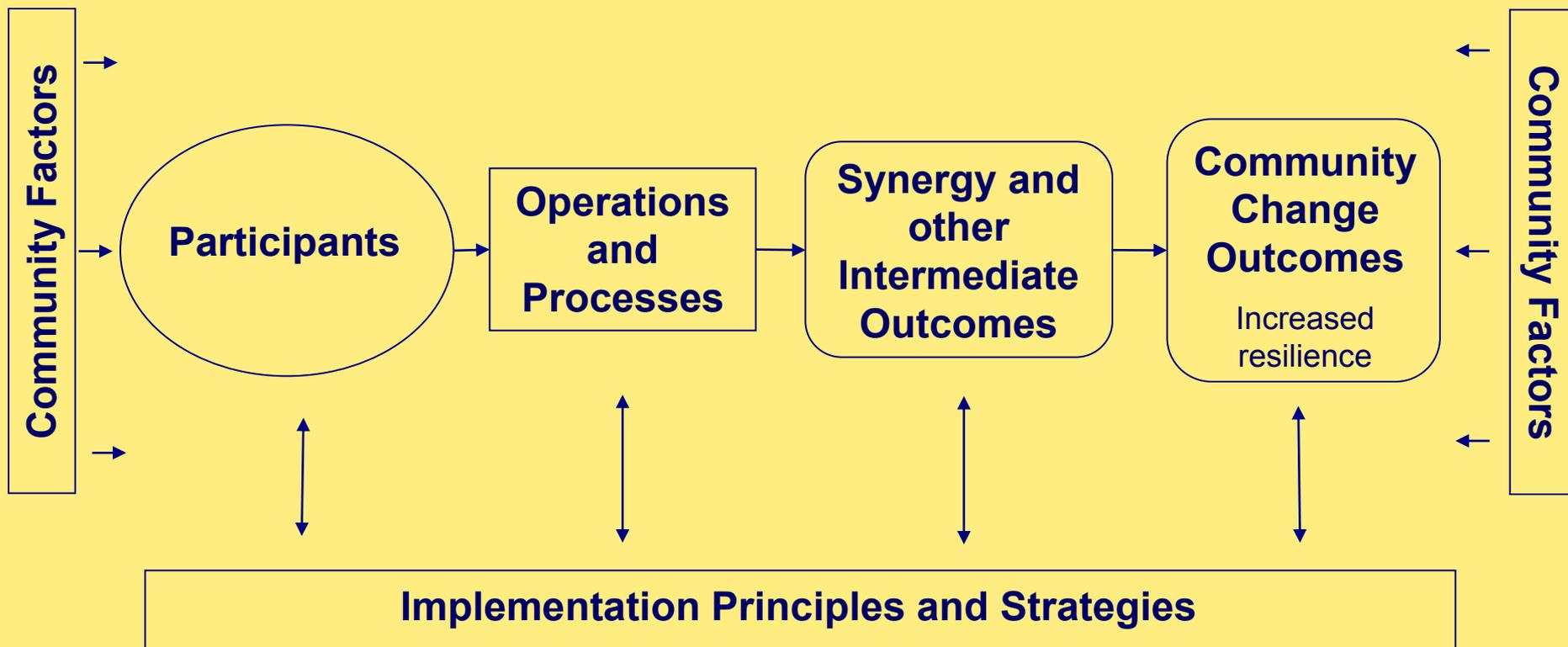
# What is *Resilience*?

**The continued ability of individuals, groups, or systems to function during or after stress such as disaster.**

Based on Norris and others (2008)

**Disaster Resilience** ↔ **Community Resilience**

# Major Elements of Collaboration



# Community Factors

**External factors that must be taken into account including jurisdictional challenges, political climate, public policies, levels of trust, liability concerns**

Community Factors



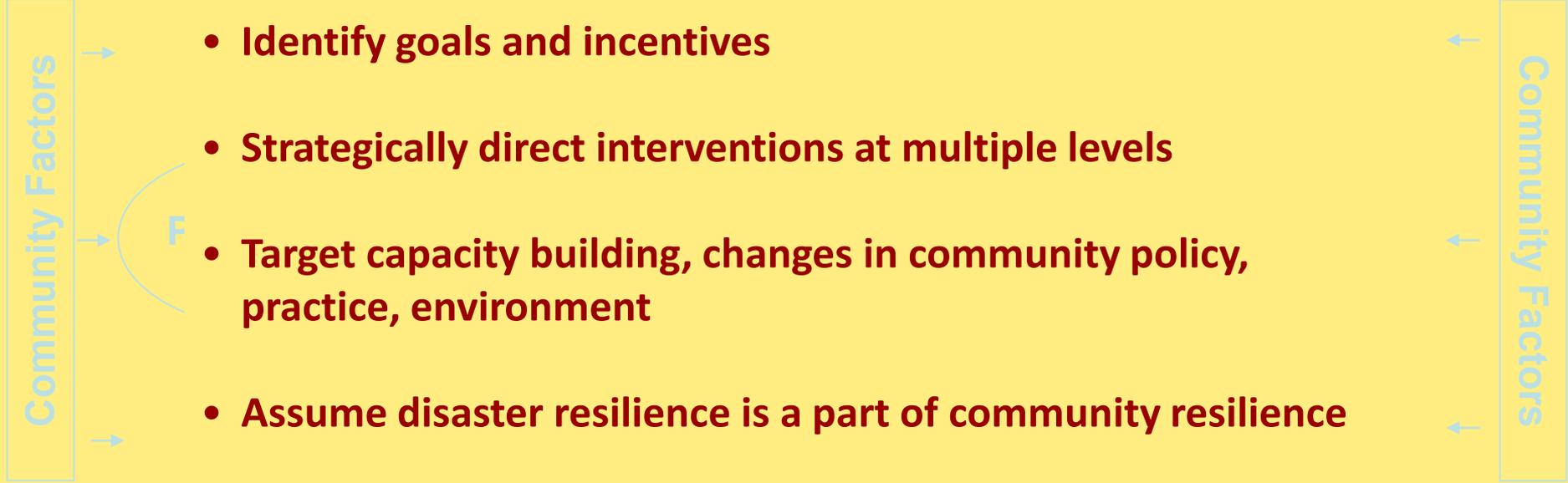
Community Factors



# Participants

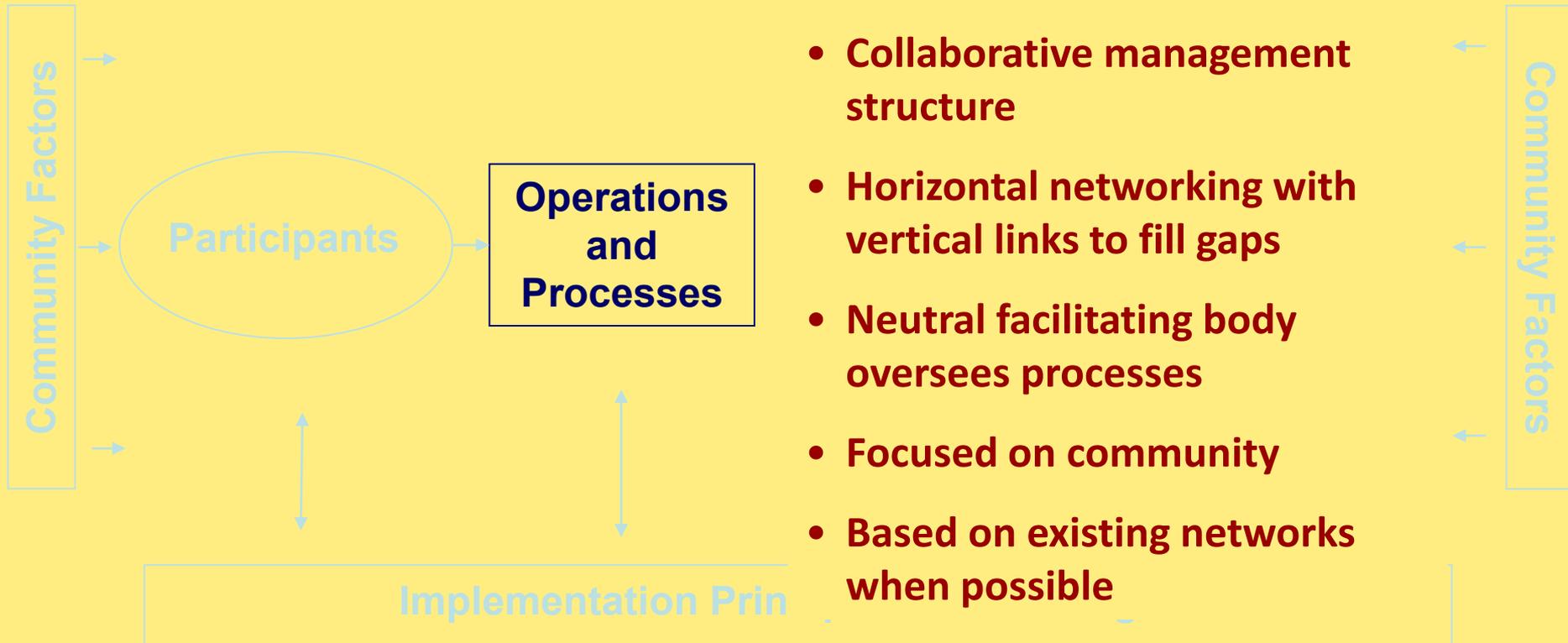


# Implementation Principles and Strategies

- 
- Identify goals and incentives
  - Strategically direct interventions at multiple levels
  - Target capacity building, changes in community policy, practice, environment
  - Assume disaster resilience is a part of community resilience
  - Institutionalize collaboration for sustainability

**Implementation Principles and Strategies**

# Operations and Processes



- Collaborative management structure
- Horizontal networking with vertical links to fill gaps
- Neutral facilitating body oversees processes
- Focused on community
- Based on existing networks when possible

# Synergy and other Intermediate Outcomes

- **Trusted relationships and greater communication**
- **Identification of community needs and resources**
- **Increased ability to leverage resources**
- **Improved emergency management planning (all-hazards approach; consideration of the full disaster cycle)**

**Synergy and other Intermediate Outcomes**

**Community Factors**

**Principles and Strategies**

# Community Change Outcomes

**Changes in the community that result in increased resilience**

- **Changes in community policies, practice, and environment**
- **Organizations that more effectively prepare for, respond to, and recover from disasters**

**Community Change Outcomes**

Increased resilience

Implementation Principles and Strategies

# Constantly Reevaluate

**Communities constantly change.**

**Regularly evaluate collaborative structures, goals, and strategies to remain relevant and sustainable**

# Research Challenges

**Resilience as a theory must be testable and have predictive power.**



**Success must be definable, achievable, and repeatable.**

**Metrics and data needed to determine/predict how, when, and why collaboration succeeds.**

# Changing Organization Culture

## **Identify and remove barriers to change in organizational culture**

- **Trust among collaborators**
- **Reward boundary spanning individuals and organizations**
- **Move toward cultures of collaboration**

# Longitudinal Data

**Repeated observations over time needed to correlate change over time with collaborative activities.**

- Documents community change
- Validates methodologies
- Provides comparable data sets on risk and resilience
- Provides evidence for long-term investment in collaboration

**There is little longitudinal data.**

# Needed Research

- **How to motivate business (all sizes) to collaborate with public sector to build resilience in all types of communities (e.g., rural, urban)**
- **Motivating and integrating community/faith-based/NGOs into resilience-focused collaboration**
- **Moving EM and homeland security sectors toward a “culture of collaboration” engaging the full fabric of the community**
- **Ways to build capacity for collaboration**

# Needed Research (continued)

- **Research/demonstration projects to quantify risk and outcome metrics, enhance community-level resilience, and document best practices**
- **Research and activities to produce comparable nationwide data on vulnerability and resilience**
- **National repository and clearinghouse—administered by neutral entity—to archive and disseminate**
  - **collaboration models and operational frameworks**
  - **case studies**
  - **evidenced-based best practices**
  - **related data and research**

# Moving from Theory to Practice

## Creating a Climate for Community-based Collaboration

- **Strategic national framework**
- **Social/political environments**
- **Horizontal and vertical networks**
- **Catalysts for mobilizing communities**

# Critical Elements of Implementation

- **Local leadership**
- **Recognizing value and diversity of existing networks**
- **Neutral coordinator/facilitator**

**Community collaboration begins with leadership around a specific purpose or goal**

- **Focus on identified community need**
- **Create a leadership team**
- **Identify key stakeholders**

# Steps toward Implementation...

## **Institutionalize collaboration with an organizational and operational framework**

- **Build from existing community networks and organizations**
- **Functions**

## **Identify community resources and capabilities**

- **Demonstrates immediate value of collaboration**
- **Community awareness of capabilities and gaps**
- **Builds trust among constituencies**

# Steps toward Implementation...

## Identify the collective resources and capabilities resident in the community

- **Demonstrates immediate value of collaboration**
- **Strengthens community awareness of existing capabilities and gaps**
- **Builds trust among diverse constituencies**

# Steps toward Implementation...

**Develop feasible, measurable objectives for the collaborative partnership**

**Focus on capacity-building through public education**

**Engage educational/academic institutions in the community for both capacity building and research**

# Steps toward Implementation...

## Plan for sustainable financial support

- Funding models for collaborative partnerships
- Imperative of flexible resources
- Provide for regular evaluation of community needs and modification to program objectives

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View this report through the National Academies Press:  
[http://www.nap.edu/catalog.php?record\\_id=13028](http://www.nap.edu/catalog.php?record_id=13028)

View a summary of the committee's information gathering workshop:  
[http://www.nap.edu/catalog.php?record\\_id=12864](http://www.nap.edu/catalog.php?record_id=12864)

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