Ready or Not?  
Identifying (and Filling) Critical Gaps in Private Sector Disaster Preparedness

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Purpose

➢ Discuss the results of a survey of private sector preparedness conducted for NERRTC  
➢ Discuss ways in which private industry can contribute to state and local preparedness  
➢ Discuss closing the shortfalls
Survey

- Explore the degree to which companies have already prepared for response & recovery.
- Survey the **level of planning, training and exercise** for emergency response.
- **629 online interviews** were conducted among those with the responsibility or authority for planning and preparing to respond to disasters or terrorist attacks.

Six Industry Sectors

1. Chemical/Petrochemical
2. Energy
3. Transportation/Trucking
4. Commercial Facility
5. Healthcare/Medical
6. Amusement / Recreation / Sports / Entertainment

- Over 100 interviews in each sector

Key Question Areas

- Company size
- Most recent experiences with disaster response/recovery planning/training/drills
- Types of individuals involved in disaster response/recovery planning/training/drills
- Rating of plans/training/drills
The organizations participating in this research range widely in their size.

- While the median size was about 4,500 employees, 25% have fewer than 1,000 employees and 32% have more than 10,000.

Disaster response/rescue is usually assigned to a mid- or upper-level manager.

- Few organizations appear to have a position dedicated exclusively to disaster response/recovery.
Employee involvement appears to be a requisite of disaster planning.

- Half say their plans were developed mostly by company employees.
- Of those who used outside consultants, nearly all also involved their employees to a substantial degree.

Most organizations appear to assign at least some priority to disaster recovery.

- More than half updated their disaster plans in the past six months, and eight of ten did so in the past year.

- More than half the companies have conducted training within the past six months.
- A substantial minority (21%) either have never trained their employees or have not trained them in over a year.
While less likely to have conducted a drill than training or planning, more than half have done so within the past year.

- That said, a full quarter (25%) have never conducted a drill.

A majority of organizations conducting drills involved the jurisdictional organizations with which they would have to coordinate in the event of a real disaster.

- A substantial minority did not.
**Private Sector Participation**

- Company conducts exercise in coordination with jurisdictional exercise
- Test company response plan
- Evaluate coordination with local authorities
- Identify assistance needed by or which can be provided by the company
- Test notification and communication
- Test continuity/recovery plans

**Private Sector Participation**

- Industry participation at the State Emergency Operations Center as a resource to provide:
  - Advice on status of critical infrastructure
  - Essential supplies -- food, water, fuel, etc.
  - Stockpiles of equipment and materials
  - Locations for staging/operations/shelters
  - Transportation, communications, logistics
- More practical for industry to provide a limited number of personnel at the state level than at each local EOC

**The Texas Experience**

- Pre-Katrina / Rita
- Current partnerships
  - Texas Fuels Group
  - Food, Water, Ice Distribution
The majority of those responsible for disaster recovery consider their plans, training and drills to be less than optimal.

- Only 37%, or less, consider their plans, training and drills to be "excellent" or "very good".

The Commercial and Entertainment industry appear to be somewhat less prepared than other sectors.

<table>
<thead>
<tr>
<th>Industry Vertical</th>
<th>Total</th>
<th>Plans</th>
<th>Training</th>
<th>Drills</th>
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<td></td>
</tr>
<tr>
<td>Updated Plans within past 6 months</td>
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<td>64</td>
<td>64</td>
<td>60</td>
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<td>Concluded Training within past 6 months</td>
<td>98</td>
<td>58</td>
<td>66</td>
<td>58</td>
</tr>
<tr>
<td>Conducted a Drill within past 6 months</td>
<td>47</td>
<td>45</td>
<td>63</td>
<td>45</td>
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</tbody>
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Conclusions

- While satisfaction is low across all sectors, Entertainment, Commercial and, to some extent, Transportation organizations are the least satisfied.
- Chemical organizations are the most satisfied with their disaster programs but even they indicate improvements are warranted, particularly in the areas of training and drills.
- Companies with 10,000 or more employees are the most satisfied with their programs, but still admit an opportunity for improvement.
Survey Conclusions

- The companies participating in this research, regardless of size, are largely attentive to disaster response/recovery, although a considerable number are not up-to-date.

- Most organizations are not highly satisfied with their disaster recovery plans, training or exercises.

Preparing Texas Today... for Tomorrow’s Challenges

Governor’s Division of Emergency Management
Texas Department of Public Safety
Texas Exercise Program

➢ A Program Combining Planning, Training and Exercises
➢ Terrorism, Natural Disaster and Health
➢ Local, Regional and Statewide
➢ Public and Private Sector Participation
➢ Both Prevention and Response Exercises

Texas Exercise Milestones

Exercise Milestones

Exercise Scenario Planning Meeting

Interactive, working meeting to design scenario and coordinate training and exercise requirements
Exercise Milestones

Incident Command System (ICS) w/Tabletop Exercise

Senior Officials Workshop (SOW)

PIO WMD Workshop

Outcome: Exercise participants ready to manage the incident using NIMS/ICS

Forum for elected and non-elected senior officials to discuss strategic and executive level WMD/terrorism preparedness issues

Workshop for personnel with PIO duties, or who would be involved in media related responsibilities

Exercise Milestones

Pre-exercise Tabletop

Provides a pre-exercise walk through to ensure all participants understand the plan and their roles

Exercise Milestones

Enhanced Response Plans, Improvement Plan & After Action Reports
Exercise Objectives

Objective 1: Gain Control of Incident
- Situational appraisal and awareness
- (“How big is big?: How bad is bad?”)
- Establish ICS structure
- Identification of WMD agent(s)
- Immediate protective measures
- Other immediate threats and vulnerabilities

Objective 2: Coordinate Response
- Communications interoperability
- Mutual aid agreements
- Response asset visibility and time frames
- Inform the public and media relations

Exercise Objectives

Objective 3: Request Assistance
- Regional jurisdictions
- Mutual aid agreements
- State resources via the DDC
- Federal support via DDC and state
- Private and charitable organizations
- Industry

Objective 4: Mass Care
- Medical and health
- Evacuation
- Sheltering

Exercise Objectives

Objective 5: Mass Decontamination
- Scope of decontamination
- Type of decontamination
- Resources required for type and scope of decontamination
- Evacuation to decontamination locations

Objective 6: Resolution/Restoration/Recovery
- Identify desired end-state
- Identify mid-term resource requirements and actions
- Identify long-term resource requirements and actions
Prevention Exercise Objectives

- Enhance capability to deter or prevent WMD/terrorism incidents
- Improve the planning and cooperation between critical infrastructure entities, private, local, state and federal law enforcement.
- Improve the exchange of intelligence between private, local, state and federal law enforcement in the prevention or deterrence of a terrorist incident.

Preparing the Nation Today...

...for Tomorrow’s Challenges

National Emergency Response and Rescue Training Center

Questions?

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