



# Leadership and Disaster Recovery

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# Changing Disaster Recovery Dynamics

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- ▶ Old style disaster recovery—Still today
  - ▶ Government focused
  - ▶ Federally funded
    - ▶ Individual Assistance
    - ▶ Public Assistance
    - ▶ Post Disaster Mitigation
- ▶ New reality
  - ▶ Government funding shrinking
  - ▶ Increased state and local responsibilities
  - ▶ Reliance on the Whole Community
  - ▶ Technology playing a greater role

# FEMA: Federal Recovery Framework

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- ▶ **Beyond the disaster response**
  - ▶ Response is days, weeks
  - ▶ Recovery goes for months, years, even decades
- ▶ **Resources for Response and Recovery**
  - ▶ Response—First Responder resourced
  - ▶ Recovery—Community development resourced
- ▶ **Desire to initiate disaster recovery early**
  - ▶ Appoint key leaders
  - ▶ Resource separately with teams
  - ▶ Jump start recovery

# Resiliency is the New Goal

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- ▶ **Definition of Resiliency:**
  - ▶ **Robustness:** A society continues to function during a disruption
  - ▶ **Resourcefulness:** Managing the response to a disruption as it unfolds
  - ▶ **Rapid Recovery:** A society's ability to quickly get things back to normal after the disruption
  - ▶ **Learn:** Ability to absorb new lessons and not just observe them—to build back better
- ▶ **The Daisy Mae solution to fixing Lil Abner approach needs to stop, i.e. “Put Em Back” the way (or the where) they was**



# Regions and Recovery

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- ▶ **Regional Approaches to Recovery**
  - ▶ Federal definition is multi-state, FEMA Regions
  - ▶ New regional definition:
    - ▶ A geographic area that shares a common population and resources.
    - ▶ Generally metropolitan regions that can cross state borders
- ▶ **The key role of mapping**
  - ▶ Community capabilities
  - ▶ The interface between communities and maps



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# Rapid Recovery Based Upon

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- ▶ **Prior planning**
  - ▶ Regional
    - ▶ Cross border
    - ▶ Cross functional
    - ▶ Cross discipline
  - ▶ Critical infrastructure partners
  - ▶ Identification of system interdependencies
  - ▶ Role of mapping
- ▶ **Success built upon**
  - ▶ Relationships between individuals
  - ▶ Trust being built between people, then organizations
  - ▶ Information sharing follows





# Social Media in Recovery

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- ▶ Social media enables electronic relationships
- ▶ Electronic relationships can lead to digital trust
- ▶ Social media can be foundational for the recovery
  - ▶ Connects people
  - ▶ Connects organizations
  - ▶ Basis for cadre ready to move from response to recovery
- ▶ Social media in response is more individual based
- ▶ Social media in recovery targets individuals, but coordinates organizations

# Change is Coming

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- ▶ “If you don’t like change, you will like irrelevance even more.”

# Recovery Myths

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- ▶ You won't suffer permanent loss
  - ▶ My lack of aversion to risk will not impact me
- ▶ You will be made whole
  - ▶ “Eligible losses/costs”
- ▶ The Federal Government will backstop your losses
- ▶ No one has to “pay” the piper when the bill comes due

# Catastrophic Disasters—Mississippi Experience

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- ▶ **Three hundred years of experience with hurricanes**
  - ▶ 100 miles of devastation
  - ▶ Storm surge—flood event
  - ▶ 50,000 homes damaged
  - ▶ Public infrastructure severely damaged
- ▶ **Two years into recovery—system not working**
  - ▶ Establishment of a Disaster Recovery Division
  - ▶ Reporting directly to the Governor
  - ▶ Administer \$5B in Community Development Grants



# Catastrophe versus Disaster

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- ▶ Disasters have become “routine”
  - ▶ Floods
  - ▶ Severe weather, wind storms
  - ▶ Wildland Fires
  - ▶ Tornadoes
- ▶ Catastrophes
  - ▶ Geographical size
  - ▶ Severity of the damages
  - ▶ Size of population impacted
  - ▶ Critical infrastructure destroyed vs. damaged

# Mississippi Priorities

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- ▶ Restore public infrastructure
  - ▶ 160 public projects
- ▶ Put people back into homes
  - ▶ 3,700 homes repaired
- ▶ Economic development
  - ▶ Retain existing businesses and talent
  - ▶ Recruit new business--workers

# Lessons Learned

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- ▶ They wasted two years, 2006-2007
  - ▶ Governance issues
  - ▶ Wrong staff
  - ▶ Not enough talent
- ▶ Success came from
  - ▶ Reporting directly to the Governor
  - ▶ Dedicated staff
  - ▶ Used product manager approach--accountability
  - ▶ Sought and used local input
  - ▶ Focus on transparency—it is what it is

# Role of Mapping

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- ▶ Gaining situational awareness
- ▶ Documentation for disaster recovery funding
- ▶ “As built” with photos of “as is”
- ▶ Gaining the emotional advantage in obtaining support
- ▶ Documenting the recovery successes
- ▶ Garnering support for future new development
- ▶ If it doesn't exist – build it as part of recovery



# Leadership in Recovery

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- ▶ Relationship based
- ▶ Regional approaches
  - ▶ Transportation/Transit
  - ▶ Utilities
- ▶ Facilitated and coordinated
  - ▶ Public
  - ▶ Private
  - ▶ Non-profit
- ▶ Long term efforts
- ▶ Persistence pays off