


Building Effectiveness in Disaster Management Organizations: What Can We Learn From Organization and Community Response Efforts

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Introduction

- **Problem statement:**
 - Agencies responding to natural and man-made disasters often do not respond to these events effectively.
 - This costs lives and money to communities and nations.
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Introduction

- **Purpose:** examine how lessons learned from organization and community responses improve effectiveness in CDM
- **Approach:** case studies of recent events assessed from both academic and “practioner” perspectives
- **Cases:** recent events from FEMA and JPSCo.

Introduction .. (Cont'd)

- Importance of this work:
 - Need for effectiveness in CDM
 - Increasing vulnerability, more people and assets at risk
 - Large scale (and frequency) of disasters
 - Arresting impact on development (money and other resources diverted to restoration/reconstruction)
 - Requires a basis for analysis/predicting organizations' ability to respond effectively

Effectives in CDM

- Definition: Performance results as viewed by important stakeholders & constituents
(Harrison & Shirom, 1999)
 - Contextual definition
 - Multi-dimensional
- CDERA/FEMA – Effectiveness in planning, mitigation, response and reconstruction

Conceptual Design



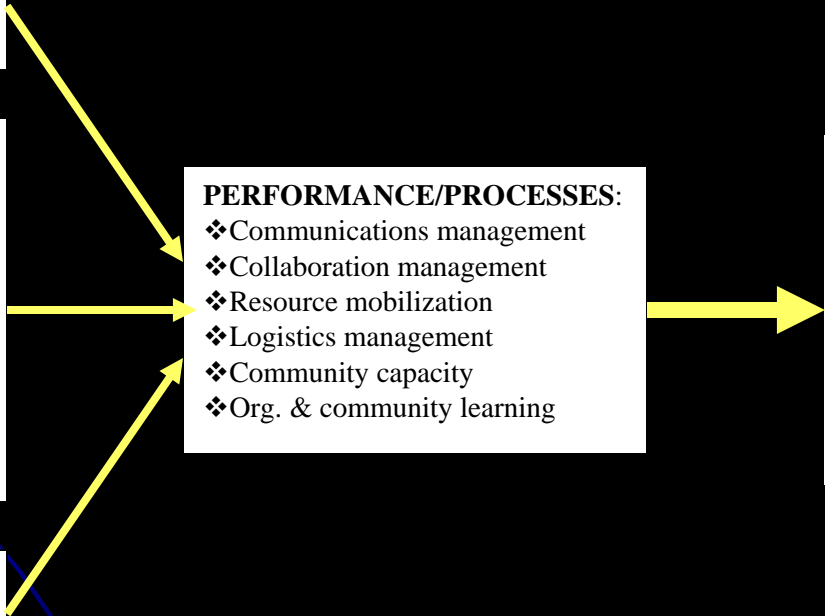
Organizational Form
Bureaucracy vs. networks

**Organizational Capacity
(Resources & Capabilities)**
•Legislative framework
•Leadership & staffing
•Other resources and capabilities
Finances,
Systems
Stakeholders,

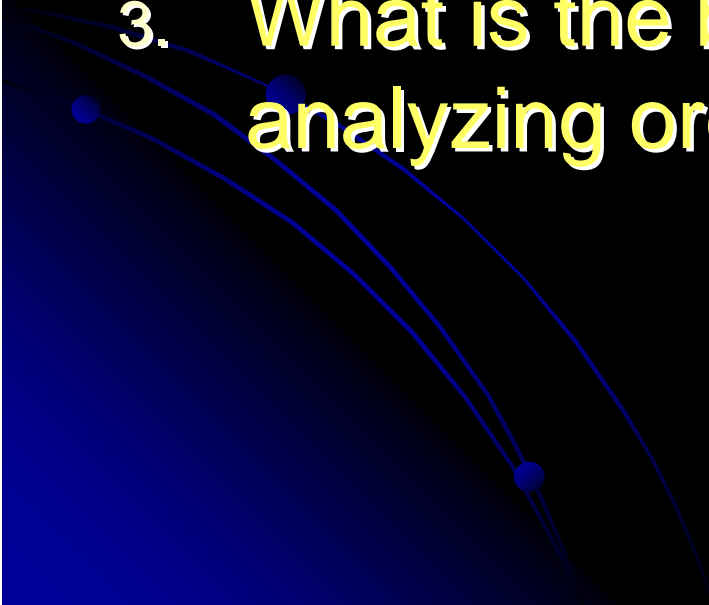
POLITICS
-Media driven
-politician driven

PERFORMANCE/PROCESSES:
❖ Communications management
❖ Collaboration management
❖ Resource mobilization
❖ Logistics management
❖ Community capacity
❖ Org. & community learning

EFFECTIVENESS
•Stakeholder satisfaction
•Operational efficiency
•Resilient communities
•Resource productivity
•Incorporated lessons learned from intended and unintended consequences
•Budget maximization



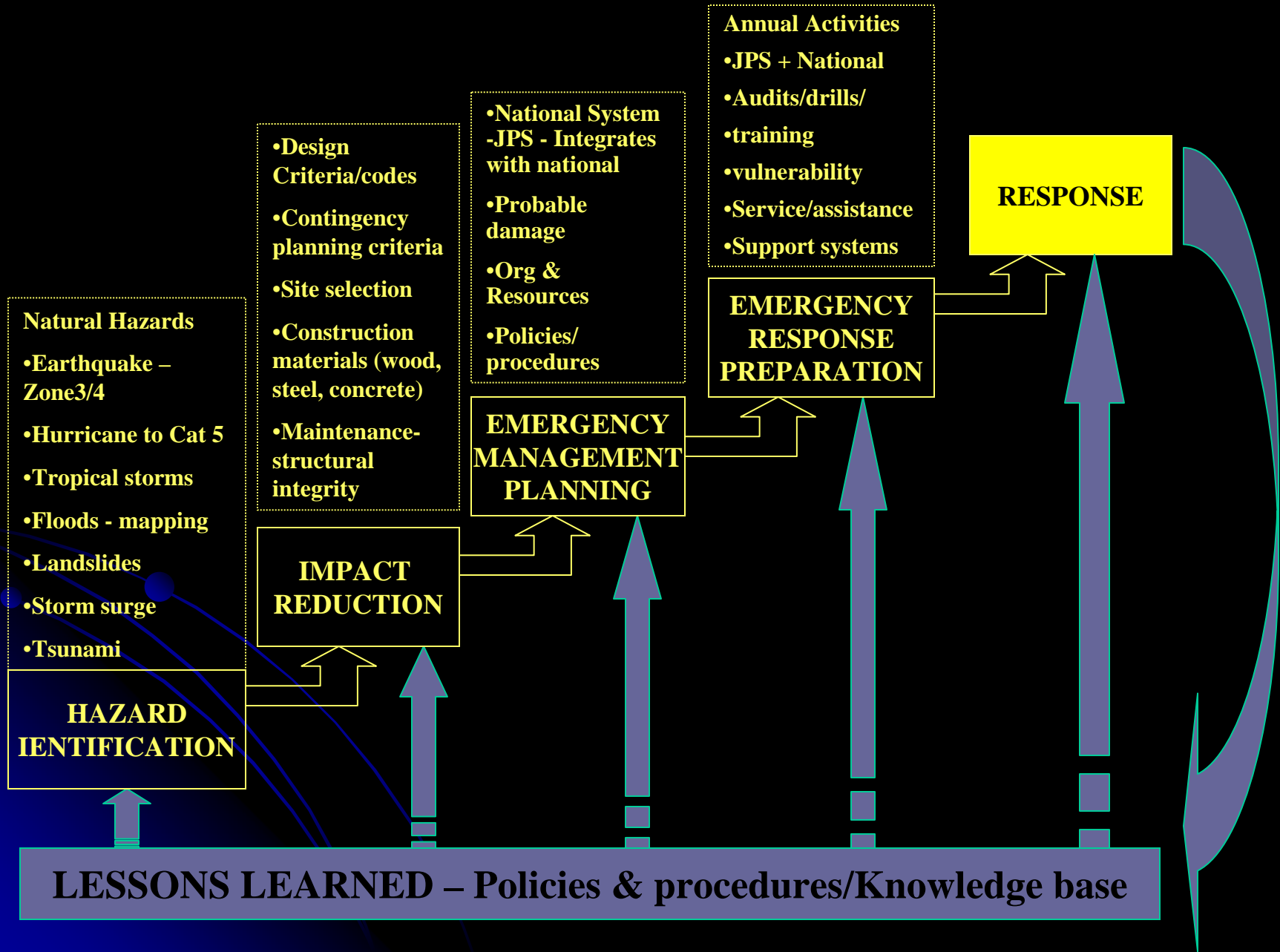
Important Questions

1. How can we make disaster management organizations more effective ?
 2. What lessons from community and organization response efforts?
 3. What is the best theoretical lens for analyzing organizational effectiveness?
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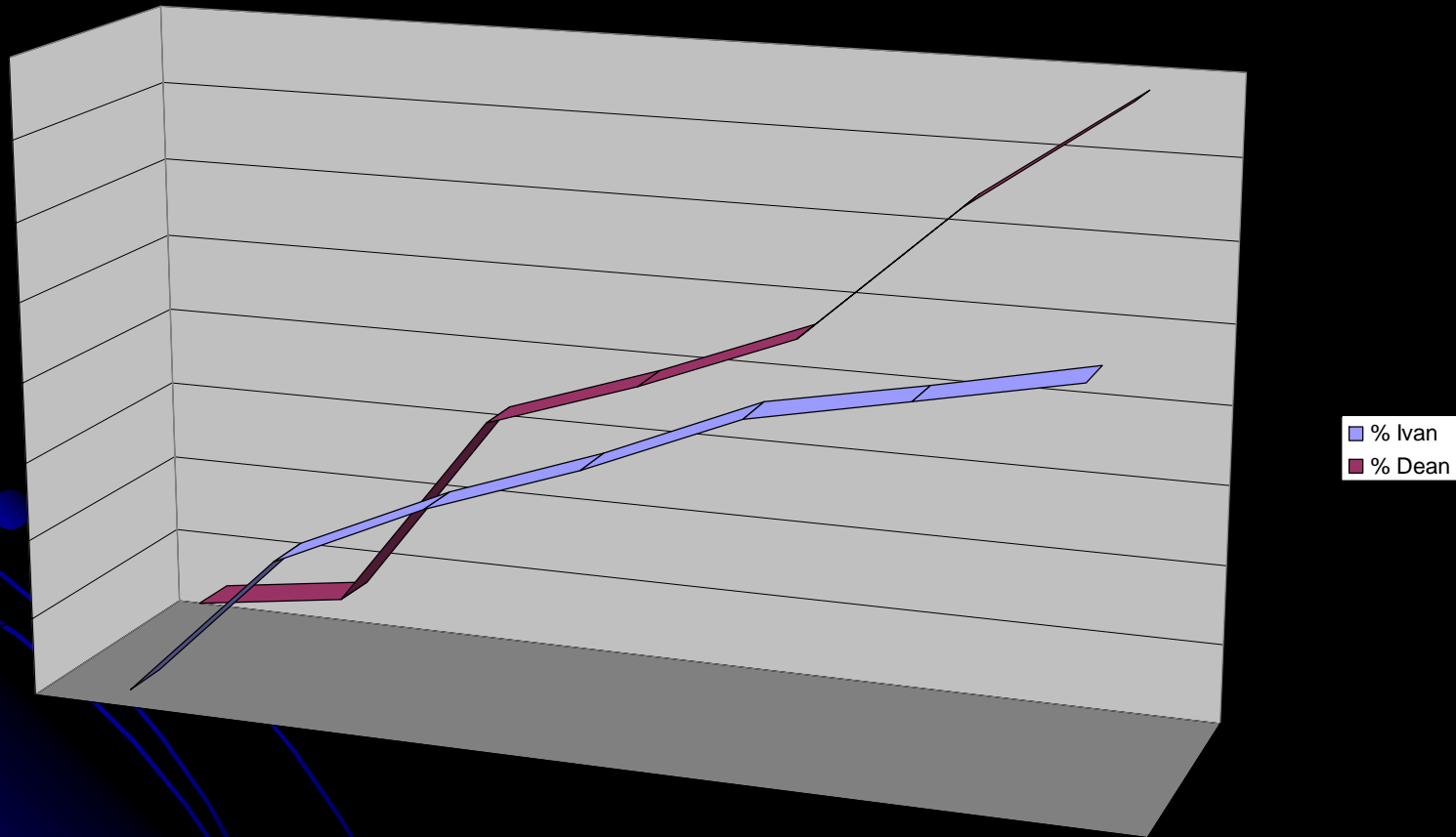
Case Study - JPS

- Hurricane Gilbert (1988): JPS' disaster management “renaissance”
 - USAID assisted “emergency management & disaster preparedness manual”
- Hurricane Ivan (2004): first real test of post Gilbert EMDP process
- Hurricane dean (2007): JPS benefited from lessons from Ivan response:
 - Similar events – improved performance

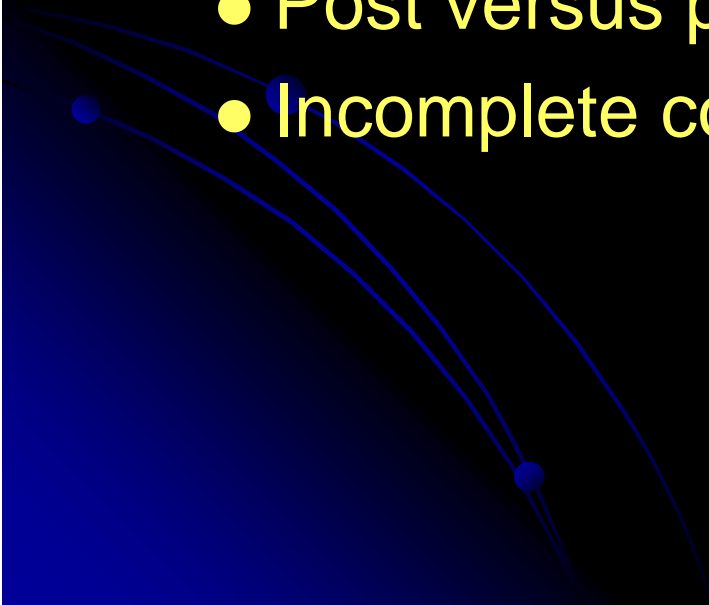
EMERGENCY MANAGEMENT PROCESS



Comparison: Restoration Timelines – Ivan vs Dean



Case Study - FEMA

- Hurricane Katrina (2005, N'Orleans):
 - Damaged levee' – severe flooding
 - Failed evacuation
 - Problems with shelter
 - Post versus pre-landfall evacuation planning
 - Incomplete contingency planning
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Case Study - FEMA

Katrina ... cont'd

- Not the first time flooding experienced
 - 1965 - h. Betsy
 - 1969 - h. Camille
 - 1973 – Mississippi river flooding (record, 10% state flooded)
 - 2005 – hurricanes Katrina & Rita
- Pam simulation exercise; Not completed (Davis, 2005)
 - Search and rescue; Rapid assessment teams; Medical evacuation; Sheltering and temporary housing; Debris removal

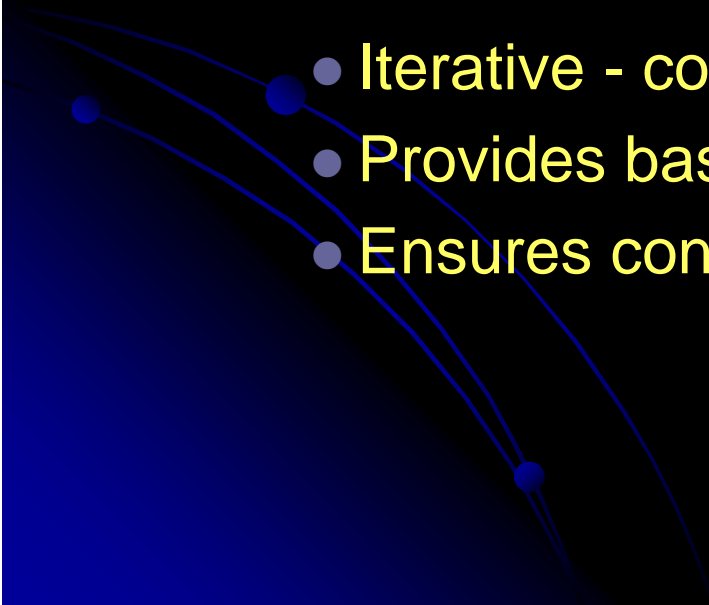
Case Study – FEMA California Fires

- Not the first time (2003 & 2007)
- After 2003, Blue Ribbon Committee formed
 - Comprehensive assessment of Federal, state and local responses
 - 40 recommendations – implemented
- Relative success in 2007 response
 - Reverse 911; relatively comfortable shelters; inter-operable systems; improved information dissemination

Conclusion: Using Lessons Learned to Guide Policy

- CDM mainstreamed in organization and national operations via facilitating policies (legislative framework, agency policy)
 - Allows priority access to resources
 - Improves planning – integration & optimization
- Learning from agency and community response efforts (and simulations) facilitates effective policy
- Process of learning must be deliberate

Conclusion: Using Lessons Learned to Guide Policy

- Process of learning is deliberate:
 - Structured investigation analysis (eg, blue ribbon committee, JPS)
 - Reflected in updated policies and practices
 - Embeds learning and knowledge;
 - Iterative - continuous improvement
 - Provides basis for training and script for action
 - Ensures continuity
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Conclusion

Some Policy Opportunities:

- Mandatory (building) codes
- Incorporation of damage/restoration cost (expected value) in investment decision making
- Routine vulnerability assessment and reduction for critical infrastructure (public and private)
- Interim assessment effectiveness capabilities of disaster management and critical response agencies; And “certification”
- Stakeholder Management

Conclusion

Some Policy Opportunities

- Capacity building
 - internal, external
 - Organizational Form
 - network vs. bureaucracy
 - Enabling legislation
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