



**RESILIENCE**

Putting the “How-To” in Resilience

**WELCOME**



**RESILIENCE**

Putting the “How-To” in Resilience

Donald H. Sebastian

President

NJ Innovation Institute



**RESILIENCE**

Putting the “How-To” in Resilience

Deborah K. Smarth

COO/Assistant State Director

New Jersey Small Business Development Centers



**RESILIENCE**

Putting the “How-To” in Resilience

Session 1

# Linking Preparedness to Prosperity

**Moderator**

**Deborah K. Smarth**

COO/Assistant State Director

New Jersey Small Business Development Centers



**RESILIENCE**

Putting the “How-To” in Resilience

## **Snap Poll**

What's Your Risk Management  
Strategy?

Jessica Legnos

Executive Director

The Travelers Institute



**RESILIENCE**

Putting the “How-To” in Resilience

# How Resilience Can Boost Your Bottom Line

Don Wirth

VP Operational Excellence and Global Supply Chain  
(Retired)

DuPont



# Resilience the Future Competitive Edge for Supply Chain Leadership

- Building Capability from Sustainability

Don Wirth Retired VP Global Operations SC and Excellence - El Dupont

## Summary

With Global Operations becoming Regional and Global focused, Our Businesses must shift thinking on how to deliver technology and products to Global Customers. The notion of World scale Plants gives way to world scaled Supply Chain design and execution. Location of key production components is determined by many Geopolitical considerations. Leading to a process of Supply Chain Resilience as the mantra for safe, low cost and capital effective delivery to Customers

# Today's Outline

- Challenges, and Responses
- Choices
- Methodologies
- Summary

“Industry is dependent on its ability to operate and deliver products reliably, safely, securely and in a sustainable manner – so terms like risk management and resilience are more than industry buzz words, they are truly business and supply chain imperatives,”



# Supply Chain Challenges

- **Lean Business Processes and Higher Inventory Velocity**
  - Increasing complexity especially associated with Asset Light Business Strategy
  - Visibility and Control of Supply Chain
  - IT infrastructure and reliability
- **The Changing Nature of Potential Threats**
  - Either Human or Nature derived
- **Emerging Public Policy Issues**
  - Societal Risk aversion
  - Environmental demands and expectations
- **Intellectual Property Protection and Security**
- **Availability of Effectively Educated Workforce**
  - Stability and/or Turnover of Skilled resources
- **Logistics Performance and infrastructure**
  - Escalating Energy and Freight Costs
  - Capacity constraints, congestion and captive lanes



Popocatepetl Volcano, December, 2000



# Resilience

 *Wikipedia definition:* The ability of a company or entity to recover from an catastrophic event. To preserve corporate continuity and financial performance.

 **Our Focus:** **Respond, Preempt and Mitigate.**

 **Respond:** **Crisis Management Processes**

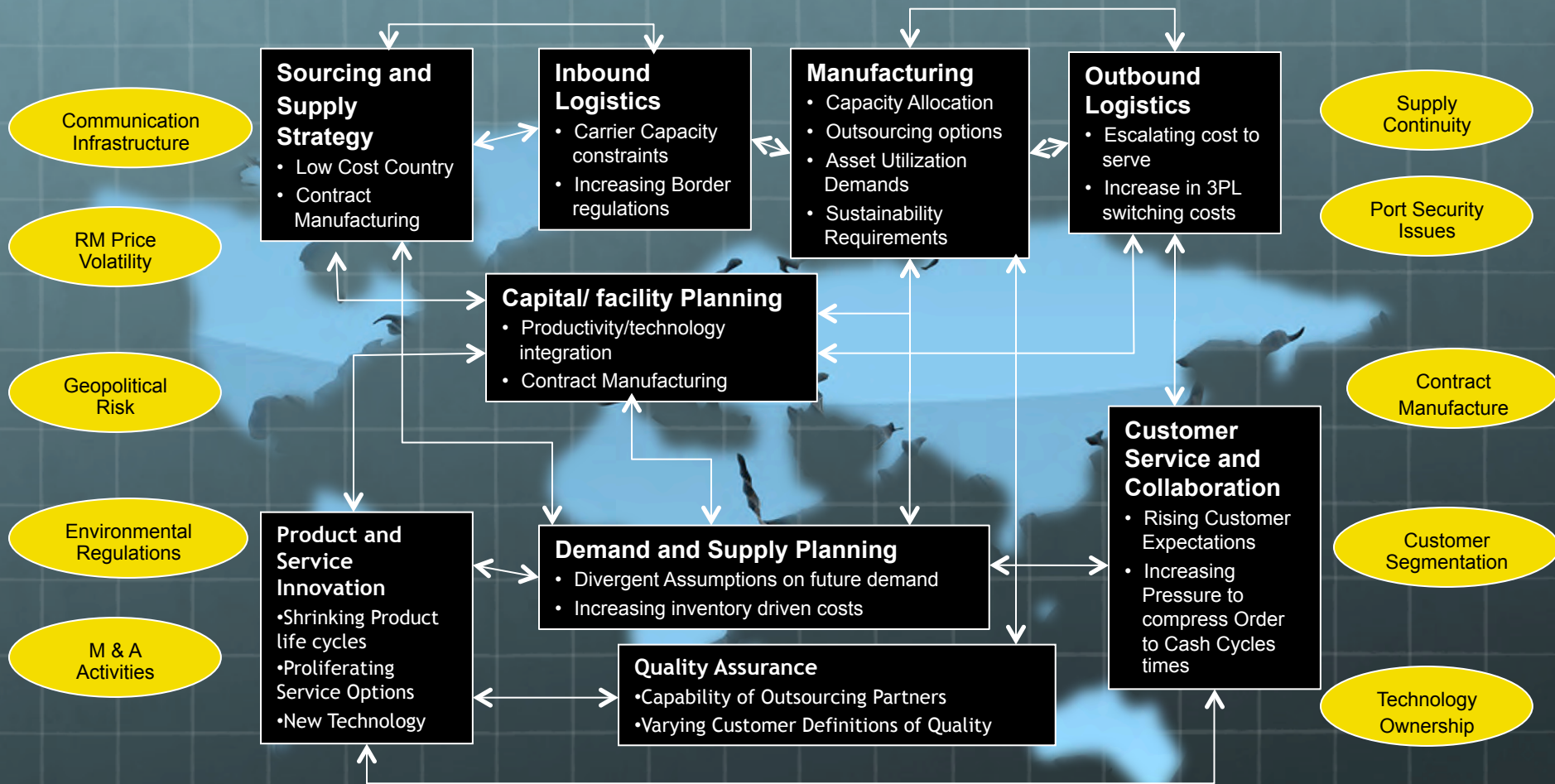
 **Preempt:** **Product Stewardship Processes**

 **Mitigate:** **Supply Chain Design Processes**



# Supply Chain Resilience

...Balancing Vulnerabilities' and Capability



# Resilience - a Continuing Choice

## Responsive

Current Sustainability approach is to set achievable goals, respond to regulatory or customer requirements and needs

Live within the standards established by Government

No end to end, no integration into current or developing managing processes

Product Process capability focus - not linked to supply chains

Leadership in performance metrics

## Methodology

Lead competitive market needs

Green Environment requirements

industry & gov' t standards

Integrate IT into SC Development

Build Capability & Std Processes

Product Leadership

Continuously Improved Leadership

## Leading

Create capability to measure & manage for internal operations, contract mfg, and supply base & logistics

Establish Membership and drive in Industry forums

End to End Modeling and Decision Making Capability to inform and influence Supply Chain Network Design

Products defined by their sustainability segments across supply chains

Moving into a clear leadership position for managing processes

# Transitions SC Resilience Leadership Summary

## As the Leaders your Challenges Ahead

- 🌐 Understand Risk / Opportunity by Supply Chain
- 🌐 Continue Building Standardized Capability Across the Supply Chains
- 🌐 An capable and engaged workforce
- 🌐 Understanding and Clarity around clear KPI accountabilities
- 🌐 Integrated / Reliable IT systems and Infrastructure
- 🌐 Improvement resources dedicated to facilitate / lead improvement activities
- 🌐 Establish a profitable response to Global Dynamics



Thank You

# RESILIENCE

Putting the “How-To” in Resilience

## Q&A





**RESILIENCE**

Putting the “How-To” in Resilience

Session 2

# Putting the How-To in Resilience

**Moderator**

**Chip Hallock**

President and CEO

Newark Regional Business Partnership





**RESILIENCE**

Putting the “How-To” in Resilience

## **Snap Poll**

Test Your “RQ”(Resilience Quotient)

Jessica Legnos

Executive Director

The Travelers Institute



**RESILIENCE**

Putting the “How-To” in Resilience

# **Beyond Insurance: The Resilience Imperative**

**Scott Humphrey**

Director of Service

Travelers Insurance



## Beyond Insurance – The Resilience Imperative

---

Scott Humphrey, Technical Director, CSP, ARM, Travelers

---

September 16<sup>th</sup>, 2014 – US Resilience Project Workshop, Newark, NJ

ABC GO!

---

**A**ssessment of Risk

**B**usiness Impact Analysis

**C**ontrols: Prevention & Mitigation



Implement, Test and Adjust

# Assessment of Risk

---

**Natural Hazards**

Man-made Threats

Technology-caused



A word cloud of risk categories. The words are arranged in a roughly rectangular shape, with varying font sizes and orientations. The most prominent words are 'Transportation Accident' and 'Fire'. Other visible words include 'Cyber', 'Power Outages', 'Terrorism', 'Financial', 'Internet Disruptions', 'Data Loss', 'Industrial Accident', 'Equipment Breakdown', 'Vandalism', and 'Software Corruption'.

Cyber  
Terrorism  
Power Outages  
Fire  
Transportation Accident  
Equipment Breakdown  
Vandalism  
Software Corruption  
Financial  
Internet Disruptions  
Data Loss  
Industrial Accident

# Business Impact Analysis

---

**CRITICAL**

**ESSENTIAL**

**COMPLIMENTARY**



# Ccontrols

---

- **Prevention:** Eliminate the hazard, reduce the probability of it occurring
- **Mitigation:** Manage the hazard, reduce its severity
- **Transfer:** Minimize the financial impact of a hazard by transferring the risk
- **Know your actions** before, during and after an event

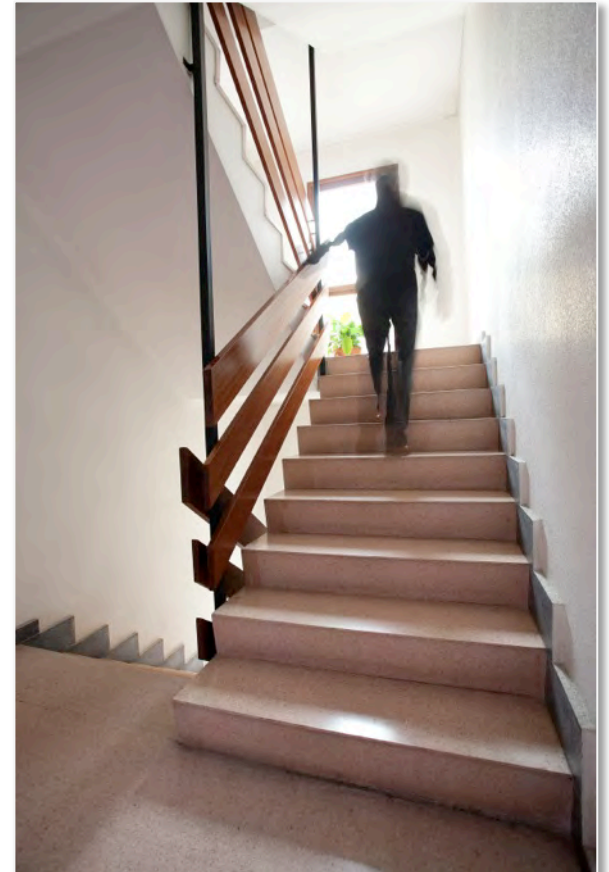


## Implement, Test, Adjust

---

*“At the onset of an emergency, everyone’s IQ goes immediately to 0.”*

*Winston Scott,  
Director of Florida Space Port*







**RESILIENCE**

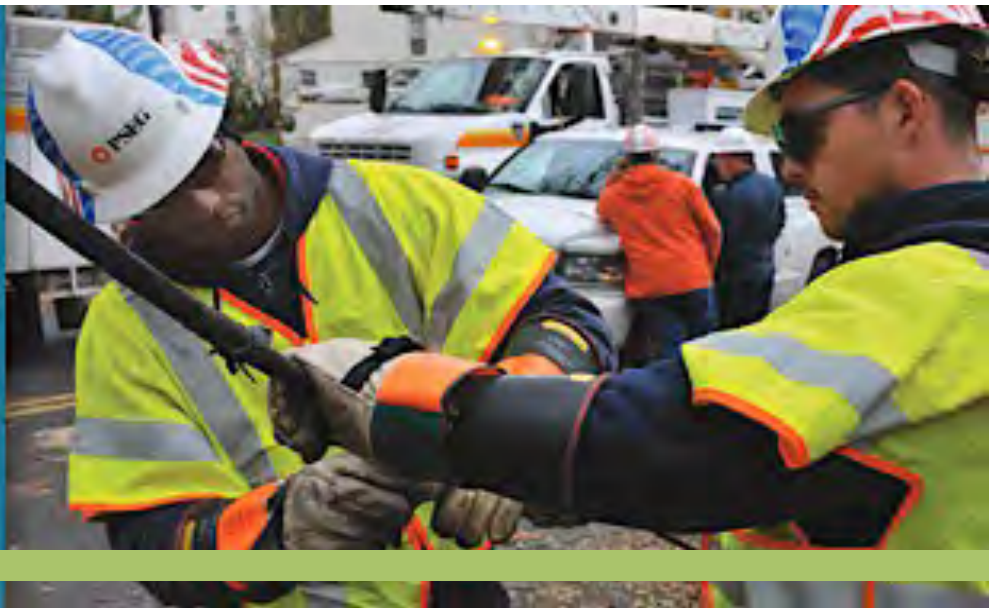
Putting the “How-To” in Resilience

# Energy Resilience: What Businesses Can Do To Prepare

Ed Zazzali

Regional Manager-Large Customer Support

PSE&G



## RELIABILITY & RESILIENCY IN NEW JERSEY

Edward Zazzali

*Regional Manager Large Customer Support*

September 16<sup>th</sup>, 2014

U.S. Resilience Forum, NJIT



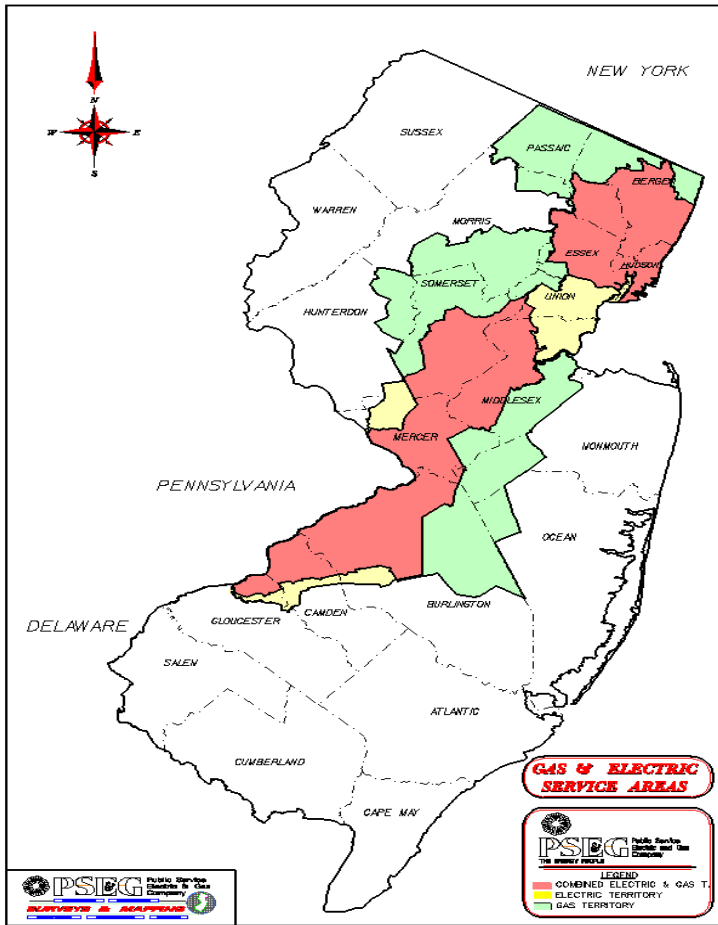
**PSEG**

*We make things work for you.*

# Today's Discussion

- PSE&G Prep for Storm
- The Perfect Storm
- Damage and Aftermath
- PSE&G Energy Strong Proposal
- Future Vision

# PSE&G Background



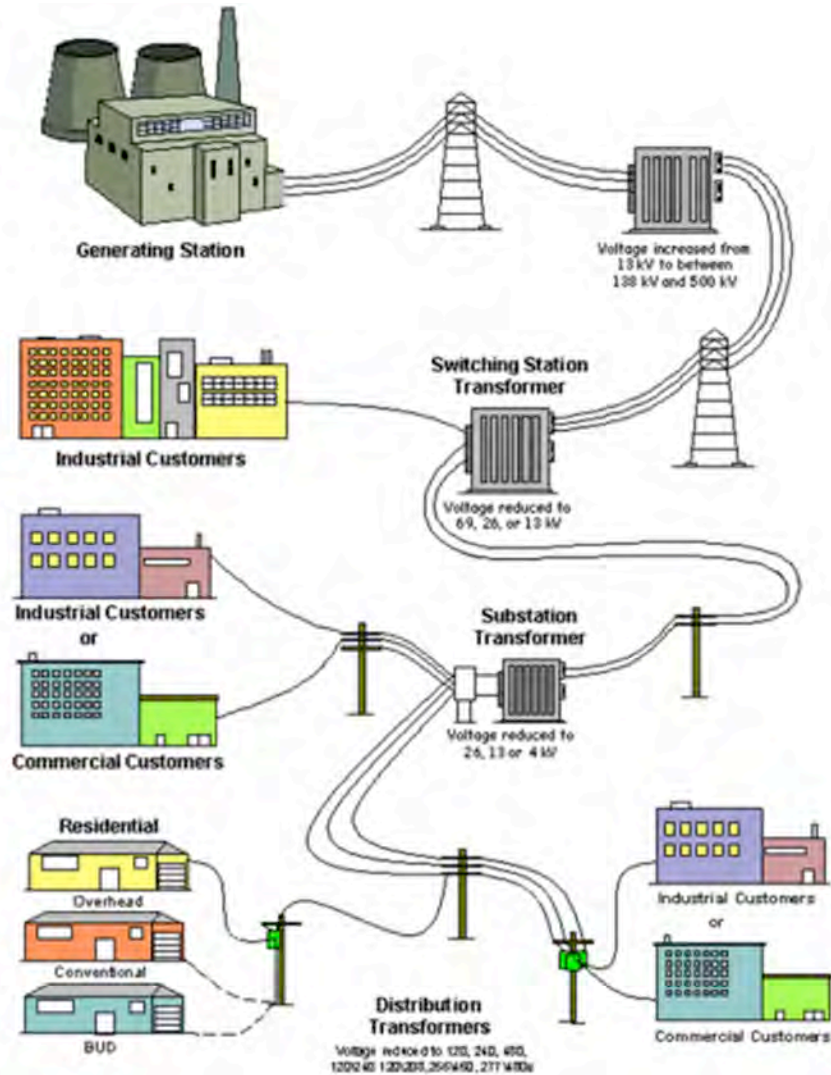
## Utility Overview

- New Jersey Based
- Total Assets ~ **\$17 Billion**
- Total Revenue ~ **\$8 Billion**

## Service Territory

- Over 300 electric and/or gas municipalities
- Three-quarters of New Jersey's population
- 2.2 million electric customers
- 1.8 million gas customers
- 2,600 Square Miles

# Overview of the Electrical System



## **How PSE&G Prepares for Storms**

**When a storm threatens our service territory, PSE&G begins preparing days in advance. We follow a well-rehearsed plan to prepare our system for severe weather and to respond to widespread outages.**

**When a storm is approaching, we:**

**Ensure that all available personnel are ready to respond.**

**Arrange for contractors, including tree crews, to assist the utility's own skilled workforce.**

**Ensure that additional supplies, such as poles, transformers and other pole-top equipment, are on hand.**

**Prepare staging areas for extra crews and supplies.**

**Ensure that all vehicles are fueled and ready to go.**

**Test generators at utility locations.**

- **Check locations for potential flooding and taking precautions, such as using sandbags to help divert water from substation equipment.**

- **Coordinate with county OEMs to keep them updated on outages and restoration efforts.**

**Conducting proactive maintenance on the computer systems we rely on to perform our work.**

**Holding training sessions for additional lookup crews and making sure employees know their storm roles.**

**Reach out to critical customers such as hospitals and airports.**

**Using many avenues to get important messages out to customers – sports venues, social media, print and online media, and relationships with stakeholders in state and municipal government.**

**Partnering with other utilities and state agencies via the Regional Operations Center.**

## •New PSE&G Outage Maps Can Assist Commercial Customers Navigate Stormy Weather

•With summer storm season in full swing, Public Service Electric and Gas Co. (PSE&G) has made it easier for customers to track the status of power outages using its online Outage Map.

•PSE&G recently adopted new technology to enhance the mobile-friendly map, providing more detailed information about outages and when power will be restored.

•When the lights go out, customers can now log on to see:

•The location of the outage at the neighborhood level.

•The number of customers affected by the outage.

•When the outage was reported, and the time PSE&G expects service to be restored.

•The cause of the outage, if available, such as equipment failure or animal contact.

•During storms, the status of the job in the restoration process — whether crews are assessing the outage, making repairs or removing a tree.



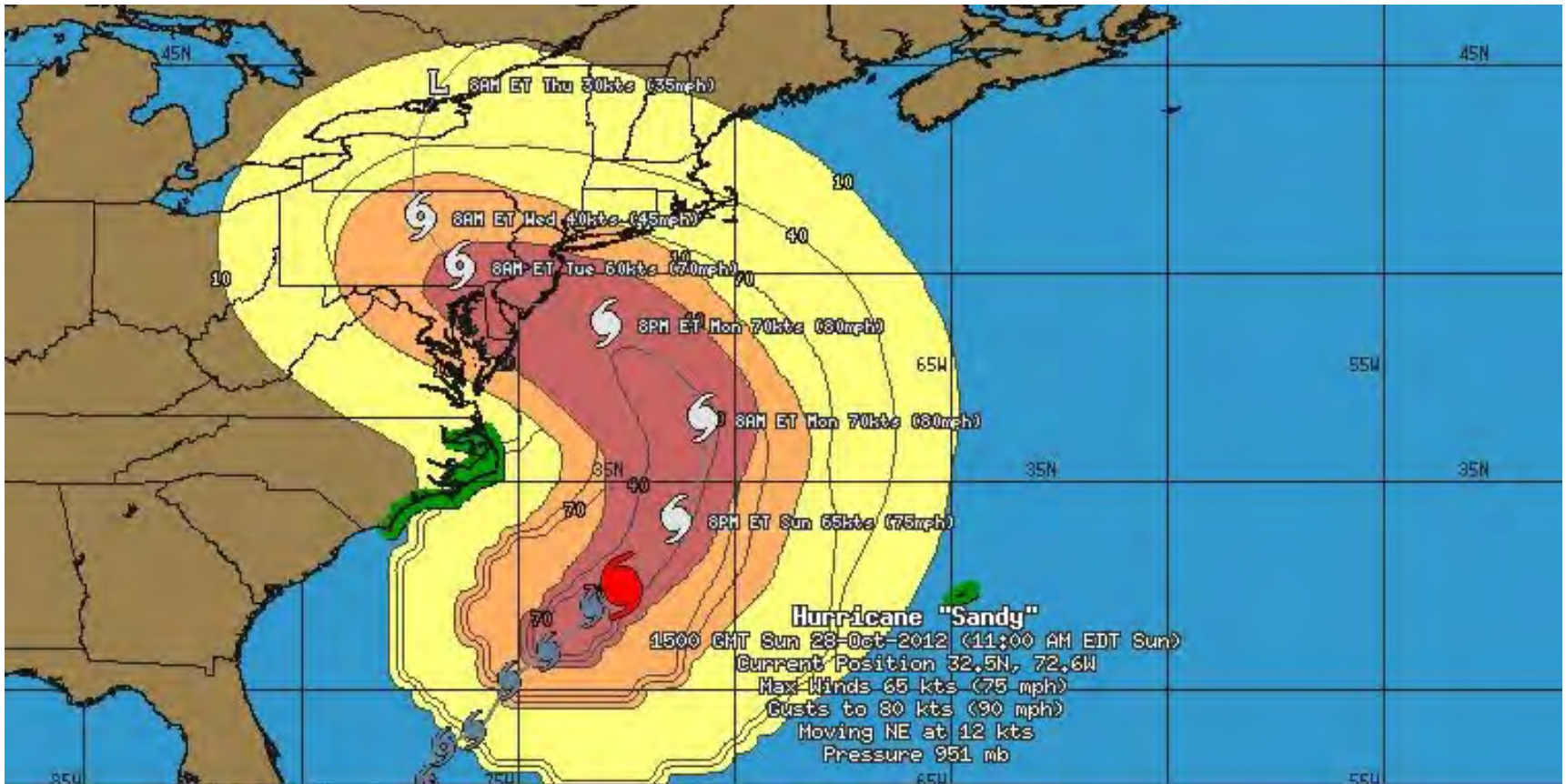
- Customers can navigate the Outage Map either by using their cursor to scroll or by typing their address into the search bar. Color-coded triangles indicate the location of power outages and the number of customers affected. When the cursor is placed over a triangle, a dialogue box pops up with additional information about the outage. The information on the map is updated every 15 minutes.

The Outage Map is part of PSE&G's Storm Center, an online portal for customers to get information about how they should prepare before, during and after severe weather. The Outage Map will be updated during storms with special alerts and highlight the location of mobile Customer Service Centers.

To report power outages, customers should call PSE&G's Customer Service line at 1-800-436-PSEG or log in to My Account on [www.pseg.com](http://www.pseg.com). Customers also can register for text and email alerts at [www.pseg.com/myaccount](http://www.pseg.com/myaccount).

The Outage Map can be found online at <http://outagecenter.pseg.com>.

# Sandy – “The Perfect Storm”



# Pre-Storm Preparations

- Station Preparation

- Block walls, Jersey barriers, concrete blocks and sandbags were deployed at 15 higher-risk switching and substation locations to prevent flooding
- Diesel pumps were installed at high-risk locations that have flooded in the last two storms
- Other actions included removing and de-energizing equipment at risk and pumping manholes and transformer pits to alleviate flooding

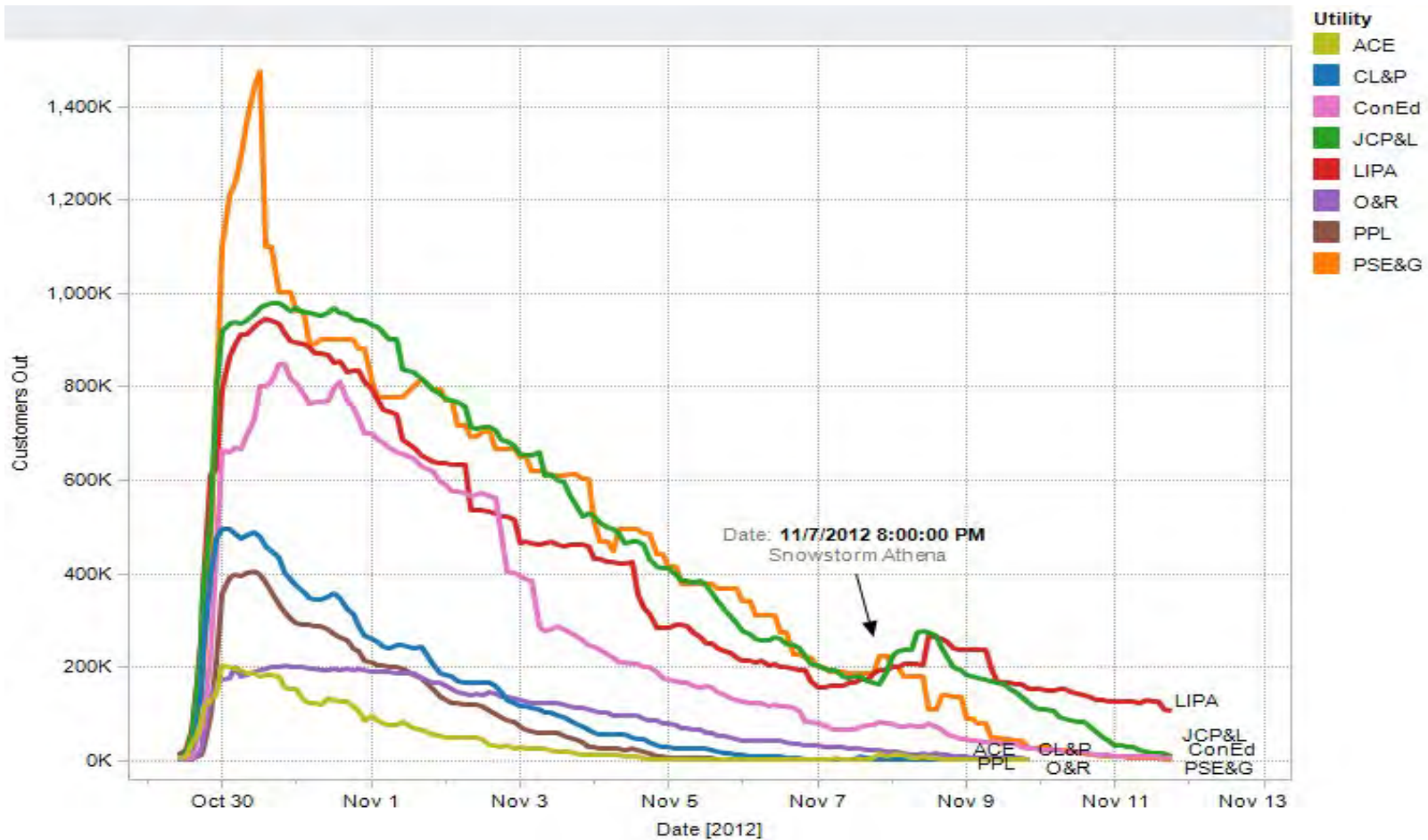


# Damage to Inside Plant – Sewaren



# Total Customers Out – Total event

## Regional view



# Cost of Inaction is TOO High...

...for businesses and families to bear.

- Hundreds of millions of dollars in lost revenue – grocery stores, restaurants etc. – will never be recovered.
- If several switching stations hadn't been flooded, Newark Airport would have had the power needed to operate.
- If our Sewaren substation hadn't been impacted by the storm surge, the refineries could have run.
- If Hoboken substation wasn't under water, hundreds of small businesses wouldn't still be trying to recover from the loss of business.
- And it goes on from there.



# Reliability Isn't Enough Anymore

- PSE&G is proud of being named the most reliable electric utility in the country 5 of the past 9 years, including 2012.
  - Also named most reliable *in the region* for the past 12 years.
- Sandy, Irene and the October 2011 ice storm show that extreme weather may become commonplace.
- So reliability is no longer enough: **We need resiliency against storms and other natural disasters.**
- These recent weather patterns, along with an increased dependency on energy, led PSE&G to propose a re-thinking of the energy infrastructure and systems even though current investments provide recognized, award winning reliable service – We decided to “harden our systems” and make them ***Energy Strong***.

# Key Definitions

**“Hardening”**: *Physically changing the infrastructure to make it less susceptible to damage from extreme wind, flooding, or flying debris. Hardening improves the durability and stability of energy infrastructure, making it better able to withstand the impacts of hurricanes and weather events without sustaining major damage.*

**“Resiliency”**: *Ability of an energy facility to recover quickly from damage to any of its components or to any of the external systems on which it depends. Resiliency measures do not prevent damage; but rather they enable energy systems to continue operating despite damage and/or promote a rapid return to normal operations when damages/outages do occur.*





Plus one  
foot

FEMA

# “Energy Strong” Proposal

- **Filed on February 20, 2013 with NJ BPU:**
  - Infrastructure investment program to make distribution systems more resilient to natural disasters
- **Original Proposal:**
  - \$3.9B investment over 10 years (\$2.6B for the first 5 years; optional \$1.3B for the following 5 years)
- **Approved Program:**
  - \$1.22B investment, generally contemplated over 3 years (option for gas main work to be complete in 2 years, while electrical and gas station work may take up to 5 years)
  - \$1B on accelerated recovery mechanism; \$220M to be recovered in rate case no later than November 2017

# Energy Strong Investments

- **\$620M** to raise, relocate, and replace 29 switching and substations damaged by recent storms
- **\$350M** to replace and modernize 250 miles of low-pressure cast iron gas mains in or near flood areas (FEMA flood zone maps)
- **\$100M** to deploy smart grid technologies to better monitor system operations to increase our ability to swiftly make repairs.
- **\$100M** to create redundancy in the system, reducing outages when damage occurs.
- **\$50M** to protect 5 natural gas metering stations and a liquefied natural gas station affected by Sandy or located in flood zones

# Benefits of the Energy Strong Program

- **Job creation.** PSE&G estimates that the Energy Strong program will create more than 2,000 jobs to bolster the state's economy.
- **Little impact on customer bills.** The impact of the \$1.22 billion investment on the typical residential combined electric/gas customer bill is expected to be approximately 2 percent in 2018 which will be more than offset by transitional charges stemming from deregulation that are expiring in the same timeframe.



# Businesses were key supporters

## Supporters

Making New Jersey

energy  
Strong

A growing number of communities, business groups and labor organizations across the Garden State have endorsed PSE&G's Energy Strong investment proposal. Energy Strong would make the utility's electric and gas systems more resilient and better protect New Jersey against future Sandy-like storms.

### Businesses & Business Organizations

- ACME Development
  - Alliance for Action
  - American Gas Association
  - Bayside Chamber of Commerce
  - Bridgewater Commons
  - Buckeye Partners
  - Burger Stop International
  - Camden Iron and Metal
  - Chamber of Commerce of Southern New Jersey
  - Commerce and Industry Association of New Jersey
  - Cooper's Ferry Development Association
  - Corrib Biofuels
  - Covanta Energy
  - Federal Business Centers
  - Ferreira Construction
  - Gateway Regional Chamber of Commerce
  - Gellert Global Group
  - Greater Elizabeth Chamber of Commerce
  - GTS Consultants
  - Hackensack Regional Chamber of Commerce
  - Hillside Plastics
  - Housing Authority of the City of Elizabeth
  - Hudson County Chamber of Commerce
  - J. Fletcher Creamer & Son
  - J.F. Kieley Construction Co.
  - Jordache Enterprises
  - Lakeland Bank
- (continued on back)*

### Communities

- Bergen
    - County of Bergen
    - Bogota
    - Cliffside Park
    - Closter
    - Edgewater
    - Elmwood Park
    - Englewood
    - Fair Lawn
    - Fairview
    - Fort Lee
    - Garfield
    - Hackensack
    - Hasbrouck Heights
    - Hillsdale
    - Leonia
    - Little Ferry
    - Lodi
    - Lyndhurst
    - New Milford
    - Park Ridge
    - Ridgefield
    - River Vale
    - Rutherford
    - Teaneck
    - Tenafly
    - Wallington
    - Westwood
    - Wood-Ridge
  - Burlington
    - Burlington (Township)
  - Camden
    - Freeholder Ian Leonard
  - Gloucester City
  - Essex
    - County of Essex
    - Belleville
    - Bloomfield
    - Caldwell
    - Cedar Grove
    - Essex Fells
    - Glen Ridge
    - Irvington
    - Livingston
    - Mountclair
    - North Caldwell
    - Roseland
    - Verona
    - West Caldwell
  - Hudson
    - County of Hudson
    - Guttenberg
    - Hoboken
    - Jersey City
    - Kearny
    - Secaucus
    - Union City
    - West New York
  - Mercer
    - County of Mercer
    - Ewing
    - Hamilton
    - Robbinsville
- (continued on back)*

### Labor Unions & Organizations

- Associated Construction Contractors of New Jersey
- International Brotherhood of Electrical Workers (IBEW)
- Laborers' International Union of North America (LIUNA)
- New Jersey Building and Construction Trade Council
- New Jersey Pipe Trades
- New Jersey State AFL-CIO
- Northeast Regional Council of Carpenters
- Office and Professional Employees International Union (OPEIU)
- Operating Engineers
- United Association of Plumbers and Pipefitters
- Utility Workers Union of America (UWUA)

### Healthcare & Education

- Capital Health
  - Children's Specialized Hospital
  - Christian Health Care Center
  - Continuum Health Partners
  - Cooper Health System
  - Deborah Heart and Lung Center
  - Englewood Hospital
  - Hackensack University Health Network
  - NJ Hospital Association
  - NJIT
  - Passaic County Community College
  - Princeton HealthCare System
- (continued on back)*

## Supporters

Making New Jersey

energy  
Strong

### Businesses & Business Organizations

- (continued from front)*
- Latino Leadership Alliance of New Jersey
  - Matrix New World Engineering
  - Meadowlands Regional Chamber of Commerce
  - Mid-Jersey Chamber of Commerce
  - Morris County Chamber of Commerce
  - Newark Regional Business Partnership
  - New Jersey Concrete and Aggregate Association
  - New Jersey Energy Coalition
  - New Jersey Petroleum Council
  - New Jersey State Chamber of Commerce
  - Okonite Company
  - Park Ridge Board of Public Works
  - Parsons Brinckerhoff
  - Princeton Marriott at Forrestal
  - Rock Entertainment Management (Prudential Center)
  - RTL Services
  - Sea Box, Inc.
  - Seajet Warehousing and Distribution
  - Shops at Riverside
- (continued next column)*

### Communities

*(continued from front)*

- Middlesex
  - County of Middlesex
  - Edison
  - New Brunswick
  - Perth Amboy
  - Piscataway
  - South Plainfield
  - Woodbridge
- Passaic
  - County of Passaic
  - Clifton
  - Haledon
  - North Haledon
  - Paterson
  - Totowa
  - Wayne
  - Woodland Park
- Salem
  - County of Salem
- Somerset
  - County of Somerset
  - Bound Brook
  - Franklin (Township)
  - Green Brook
  - Hillsborough
  - Manville
  - Millstone
  - Montgomery

- Somerset (cont'd)
  - North Plainfield
  - Raritan
  - Rocky Hill
  - Somerville
  - South Bound Brook
  - Warren
  - Watchung

- Union
  - County of Union
  - Clark
  - Cranford
  - Fanwood
  - Garwood
  - Hillside
  - Kenilworth
  - Linden
  - Mountainside
  - Plainfield
  - Rahway
  - Roselle
  - Roselle Park
  - Scotch Plains
  - Union (Township)
  - Westfield
  - Winfield

### Businesses & Business Organizations

*(continued from previous column)*

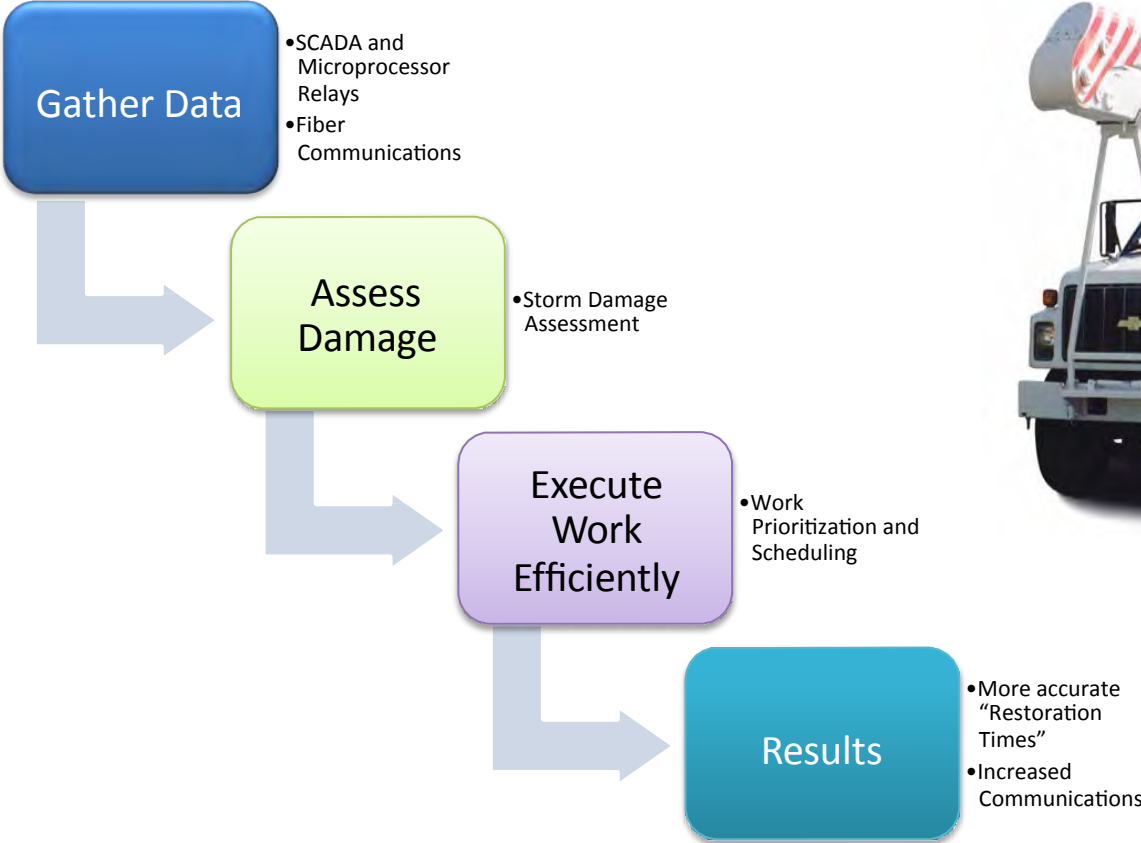
- Somerset County Business Partnership
- Southern New Jersey Development Council
- Stony Brook Regional Sewage Authority
- Trap Rock Industries
- Union Township Chamber of Commerce
- Weldon Materials

### Healthcare & Education

*(continued from front)*

- Somerset Medical Center
- Springpoint Senior Living
- St. Joseph's Regional Medical Center
- St. Peter's Healthcare System
- Stevens Institute of Technology
- Trinitas Health and Regional Medical Center
- Union County College








# Improved Storm Assessment



# Customer Communications




- One of our key principles:  
**“Improve Estimated Restoration Times and our Communications with Customers, Regulators and Municipalities”**
- The Energy Strong proposal goes beyond today’s utility standards and envisions a more robust and integrated customer communication experience ahead of current industry trends.
- In addition:
  - My Alerts- 2 way communications
  - Storm Center and Outage Map website

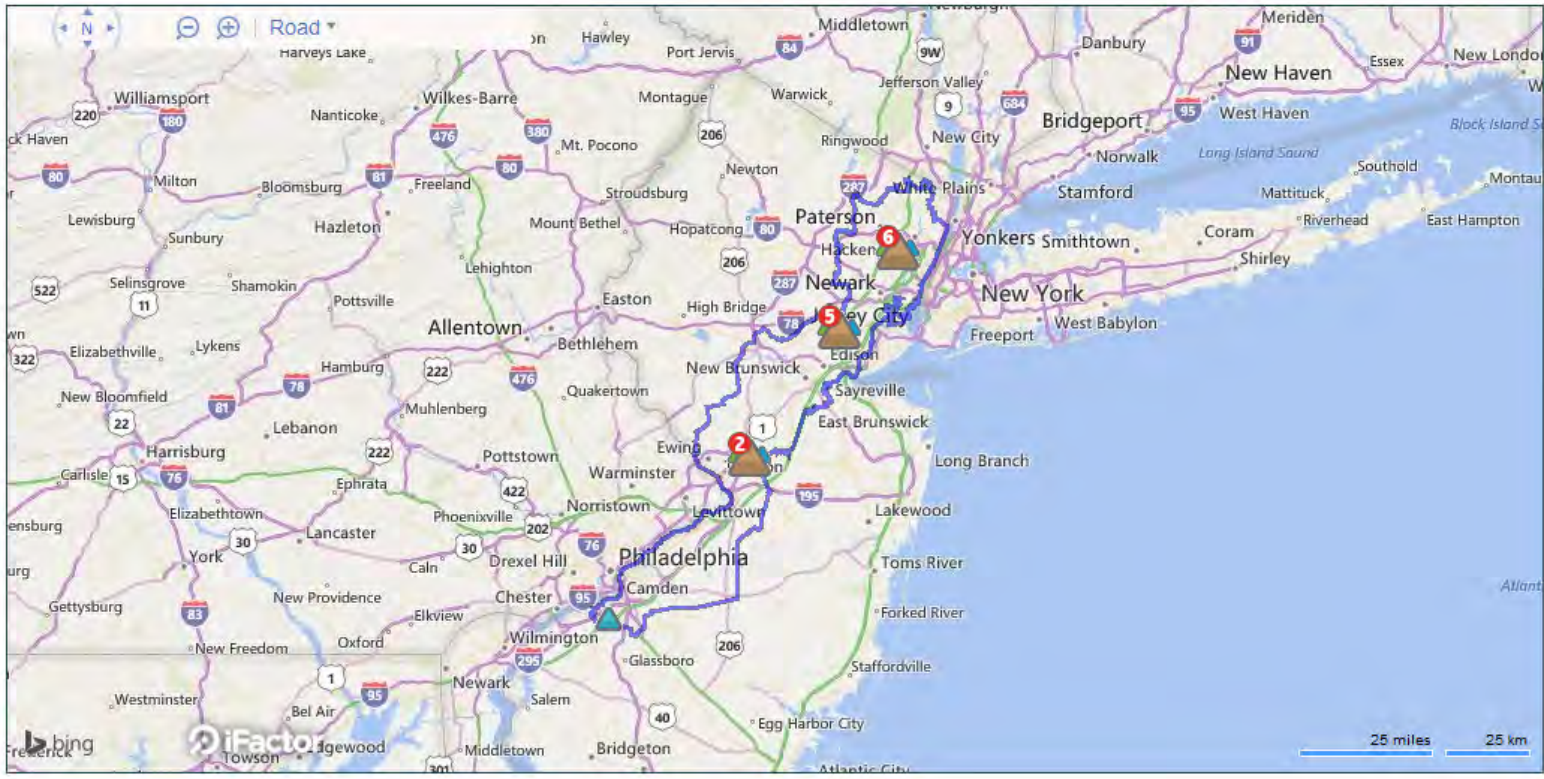
**Legend** Summary

- Locations  County ▾
-  >3,000 Customers Out
-  1,501-3,000 Customers Out
-  501-1,500 Customers Out
-  5-500 Customers Out
-  <5 Customers Out
-  Multiple Outages
-  Electric Territory

Entire PSEG Territory

**Go To** Favorites

-  Go To Overview Map
  -  Go To Your Location
- Go to an Address (enter ZIP code or street, city, and state):
- 
- 
- Go to County





Making New Jersey  
**energy**  
**strong**



Questions?



**RESILIENCE**

Putting the “How-To” in Resilience

# Assuring Resilient Data and Communications

Bob Klemme

Associate Director of Business Continuity/  
Disaster Recovery

Verizon Wireless



# Keep the Lines Open: Assuring Resilient Data and Communications

Bob Klemme

September 16, 2014

# Numerous Crisis Events

Blackouts



Hurricanes



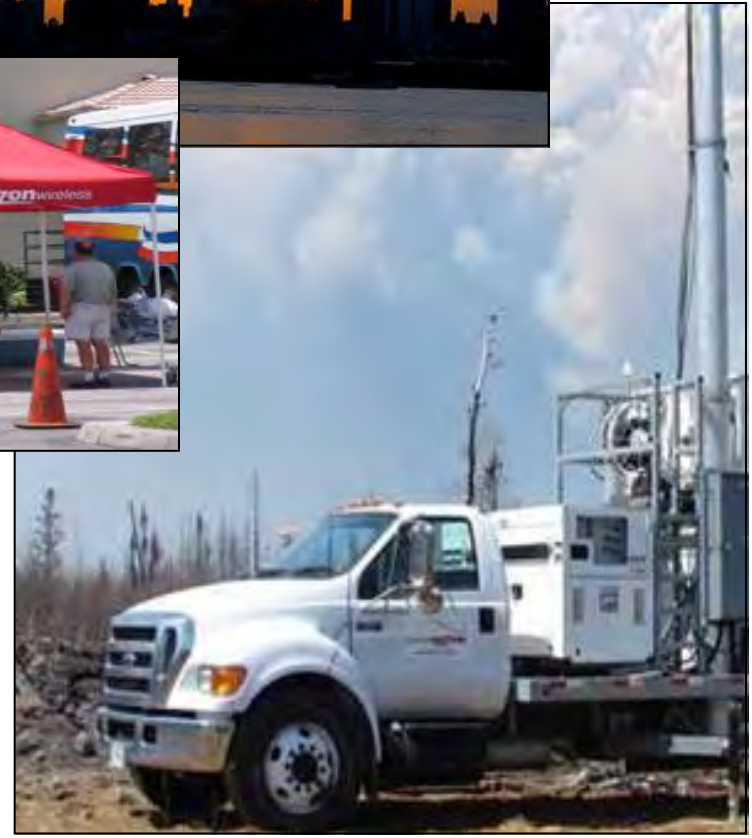
Earthquakes

Wildfires

Tornados

Terrorism

Floods



# Verizon Wireless as an Example

- Crisis Management Teams:
  - 44 teams, ~1500 executives and key employees trained annually.
- Respond to 15+ crisis events per year, incl. community outreach
- Recovery Plans and Tests:
  - Annually we update >250 plans and conduct >350 tests.
- Over \$80 Billion invested in Wireless Network: Built for Reliability
  - Geographic and system diversity
  - Backup power: Batteries and Generators
  - Capabilities built into normal operations

# Tips for you to maintain Communications



*Likely  
to Use*

## **Just Do It !**

- Power: Car & Portable charger
- Laptop / Tablet for remote work
- Jetpack / MiFi device
- Texting and Mobile email
- Program key contacts

## **Consider**

- Data Backups: Tech & process
- Use Smartphone / Tablet to access your company info
- Diversify company locations

## **Easy Options**

- Wireless Priority Service (check availability)
- Wireless Backup Router
- Mobile credit card processing
- Network Extender (mini cell-site)

## **Maybe**

- Diverse circuits
- Diverse carriers
- Diverse technology

*Cost / Complexity*

# Your Next Steps

## Before Crisis:

- Create Crisis Management Team
  - Leader, key employees, alternates, roles, and contact info
  - Permanent conference bridge # and emergency meeting location
- Conduct exercise: 2-hour “tabletop” discussion of response steps
- Data Backups: confirm technology and process is solid
- Identify and reduce primary disaster risks to your business.

## During Crisis:

- Employee safety
- Open communication
- CMT calls: consistent and quick
- Engage customers, partners



# Thank You

Bob Klemme  
Verizon Wireless  
908-559-7380  
bob.klemme@verizonwireless.com



[www.verizonwireless.com/emergencypreparedness](http://www.verizonwireless.com/emergencypreparedness)



# RESILIENCE

Putting the “How-To” in Resilience

## Q&A





**RESILIENCE**

Putting the “How-To” in Resilience

# RFP Watch: Creating Economic Resilience

Michael Winter

Chief Administration Officer

Choose NJ

A nighttime photograph of a city skyline, likely New Jersey, featuring numerous illuminated high-rise buildings and a waterfront with a pier. The scene is lit with warm yellow and orange lights from the buildings, with some purple and green accents. The sky is dark, and the water in the foreground is calm, reflecting the city lights.

**Choose New Jersey, Inc.**

**RFP Watch  
2014**

**choose:  
new jersey**

Highly educated, perfectly located.

# Choose New Jersey, Inc. Mission

Choose New Jersey, Inc. is an independently funded and operated nonprofit organization whose mission is to encourage and nurture economic growth throughout the state of New Jersey, including a focus on making New Jersey's most distressed cities engines for growth and opportunity.



From Fortune 500 firms to small and mid-sized businesses, the Partnership for Action has worked to retain and attract 296 companies that have committed to generate and retain over 76, 000 jobs and spur a total of \$11.9 billion in public-private investment.



SSM INDUSTRIES INC.



# An Award Winning Partnership

- A Highly Recognized Economic Development Organization
  - **"Excellence in Economic Development"** (Site Selectors Guild 2014)
  - **"Top Performing Economic Development Organization"** (Atlas Advertising 2013)
  - **Achievement in Business Retention and Achievement in Reorganization of Economic Development** (Business Facilities 2012 & 2013)
  - **Gold Excellence in Economic Development Award**, Jersey Byte (IEDC 2013)



# Choose New Jersey Team

- Our professional staff represents more than **140 years combined experience in marketing and economic development**
- Fully funded by more than **49 sponsors who employ nearly one-fourth of the state's private-sector workforce**
- Fortune 500 Companies
  - Privately Held Ventures
  - Labor Organizations
  - Business Associations
  - Non-Profit Community Organizations
  - Higher Education Institutions

# RFP Watch

- RFP Watch is a robust business intelligence and procurement database that gives subscribers up-to-date information on business opportunities throughout the Tri-State Area.
- Powered by Choose New Jersey, RFP Watch delivers bids, Request for Proposals (RFPs), Requests for Information (RFI), Requests for Quotations (RFQs) and other business opportunities in the public and private sectors at an affordable cost.



# Opportunity Borne from Disaster

- In the aftermath of Superstorm Sandy, billions of dollars of recovery contracts became available.
- A central portal for businesses to find those opportunities was needed



# RFP Watch

- Provides information for contracting activity in the New Jersey multi-state area (NY, NJ, CT, PA, DE, and Northern MD).
- Sources opportunities from federal, state, cities, municipalities, counties, special district agencies, and some private businesses.
- Aggregates procurement data from over 30,000 sources.

# RFP Watch - Intelligence

- Subscribers get daily **and customized** access to:
  - State and Local Agency Bids
  - Federal Agency Bids
  - RFPs, RFIs, and RFQs
  - Contract awards and bidders
  - Provides timely and accurate notification of public sector bid/contract opportunities
- Create and save searches by:
  - Keyword
  - GSA categories (535)
  - Type (Bid, Award, RFI, RFP, RFQ etc.)
  - Sector (Federal, State/Municipal, etc.)
- ECONOMY OF SCALE SAVINGS...
  - Same metropolitan area product would cost a business thousands of dollars or more if purchased at market value

# RFP Watch - Demo

- <https://rfpwatch.choosenj.com/>

# Benefits to Members

- Members can receive the following benefits
  - Unlimited saved searches
  - Clients business customers will get access to RFP Watch for a discounted annual fee of \$25
  - Save time doing research on bid opportunities and gather competitive intelligence on contract awards
  - Average contract amounts range from \$5,000 to \$50 Million

# Choose New Jersey, Inc.

For more information or if interested in subscribing visit:  
<http://rfpwatch.choosenj.com/subscribe-rfp-watch> or

## Contact

- Michael Winter, Chief Administrative Officer
  - [MWinter@choosenj.com](mailto:MWinter@choosenj.com)
- Courtney Bergtold, Development Assistant
  - [cbergtold@choosenj.com](mailto:cbergtold@choosenj.com)

# RESILIENCE

Putting the “How-To” in Resilience

## Networking Break





**RESILIENCE**

Putting the “How-To” in Resilience

## Session 3

# Leading with Resilience

**Moderator**

**RADM Steve Smith USN(Ret.)**

Director, Office of Disaster

U. S. Small Business Administration





**RESILIENCE**

Putting the “How-To” in Resilience

# Preparing Your Organization for Resilience

R. David Paulison

Global Emergency Solutions LLC



Leading with Resiliency  
Global Emergency Solutions, LLC

# Agenda

1. How should you and your Organization define “Resilience”?
2. Essential Characteristics of Resilient Leaders
3. Preparing you and your Organization for Resilience



## Introducing David Paulison

- *Former FEMA Administrator ('05-'09)*
- Nationally and internationally recognized leader in emergency and disaster preparedness, response and recovery
- Former Administrator of the United States Fire Administration
- Former Director of Preparedness at FEMA
- Served on Transition Team during formation of Department of Homeland Security
- Mr. Paulison holds a Bachelor of Arts and completed the John F. Kennedy School of Government Program for Senior Executives at Harvard University



## The definition of *Resiliency*

**The ability to respond and recover effectively to disruptive events.**



### The Basics:

- Grounded in self-awareness
- Accurate perception of reality
- Realistic optimism for the future

## Essential Characteristics of a Resilient Leader

- Self-Awareness
- Confidence
- Prioritization
- Focus
- Discipline
- Trust
- Flexibility
- Compassion



# Self-Awareness

- Accurate perception of reality
- Knowledge of your business plan
- Knowledge of capabilities
- Knowledge of limitations
- Access to and knowledge of available resources
- Properly manage emotions



# Confidence

- Often a function of the extent to which you've *planned*
  - Having a Plan is not enough
  - *Knowledge* of plan is the key
  - Confidence is built through exercising your plan
- 
- Assemble a capable team, and thoroughly train





# Prioritization

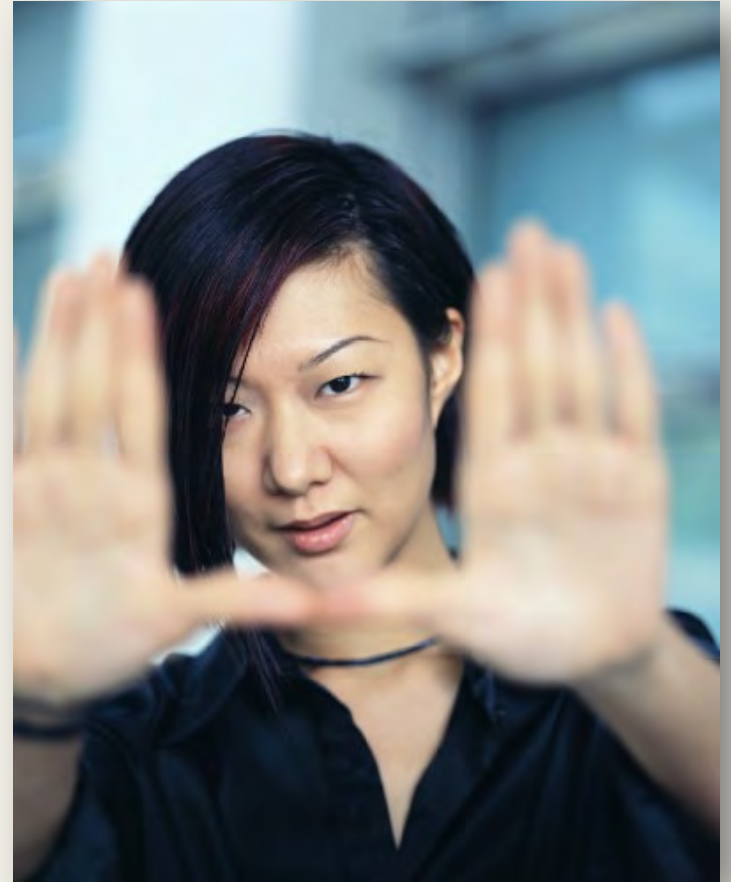
- Understand your Critical Business Functions, Systems & Processes
- Understand the implications of your decisions to Stakeholders
  - Clients/residents
  - Employees
  - Owners/Investors/political leaders
  - Supply Chain
  - Community at Large
- Factor in Legal, Moral, Financial, Regulatory, Health & Safety concerns
- Be aware of potential complications and cascading effects
  - Crises frequently beget other crises



## Focus

**KEY:** Ability to maintain Self-Awareness despite inevitable turmoil

- Concentrate on that which you can control
- Refer back to the Plan
- Refocus the effort and attention of your staff
- Reinforce the positives
- Temper your own emotions
- Manage your own expectations



# Discipline

***Coupled with a well established & rehearsed business plan, Discipline can reduce stress and enhance decision-making ability.***

- Adhere to the standards set forth in your plan, no matter what
  - Contingencies are there for a reason
  - Cannot rely on information sources during disaster
- Rely on the structure and processes in place
- Allows for cohesive, synchronized approach by all involved
- Allows for coordinated adaptation to new information and changing circumstances

# Trust

*During the height of a crisis, it is nearly impossible, and certainly inefficient, for ONE individual to bear the brunt of responsibility.*

- Trust in your Plan
- Trust in your staff
  - Avoid burnout
- Trust in your resources & assets
- Trust in your partners
- *Trust in yourself*
  - Avoid burnout



# Flexibility

- While the Plan is paramount to a successful recovery, flexibility in application is critical during tumultuous situations
- Embrace adaptation, innovation and creative problem solving
- Exhibit a willingness and the confidence to grow, change & adapt given the most appropriate and accurate information available

# Compassion

- Be aware of and have compassion for the experiences & emotions of those affected by the crisis
- Publicly express compassion for those involved
- Respect the greater good

# Preparing You and Your Organization for Resilience

1. Assess Risks
2. Plan
3. Test/Exercise Plan
4. Appropriately Manage Expectations

# 1. Assess Your Risks

- What types of emergencies have occurred in the past?
- What could happen as a result of your office/city location(s)?
- What types of emergencies could result from the design or construction of your facility?
- What could result from a process or system failure?
- Will you be affected if your neighbor is hit by a disaster?



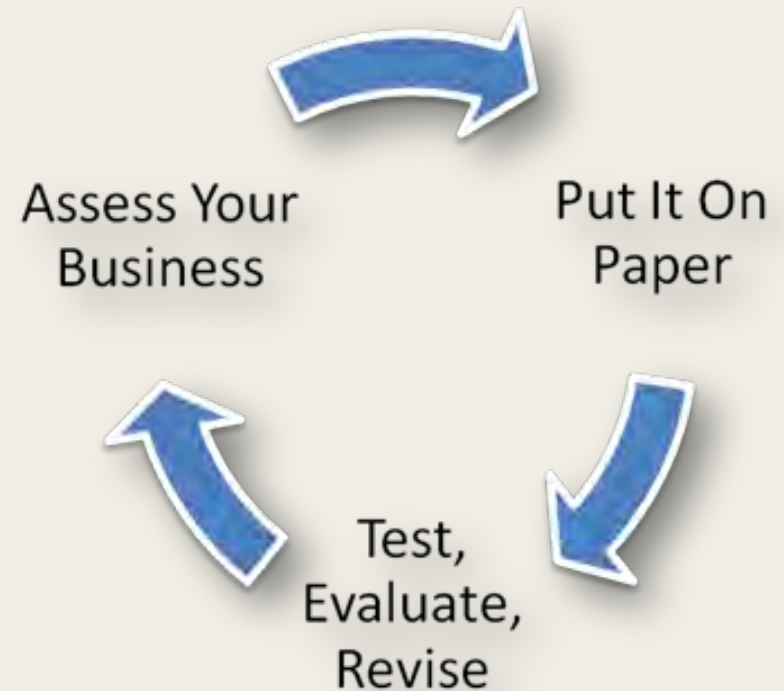


## 2. Plan for the Unexpected

- Minimizes the impact, protects and re-assures stakeholders, and prepares for recovery.
- Know the limitations of your plan, your staff, your partners and the governmental response efforts, and incorporate those limitations into plan
- Facilitates transition between normal business operations and a catastrophe response.
- Includes the notification and management of employees, clients, vendors, partners and the media.

### 3. Exercise Your Plan Regularly

- Do an annual exercise and update the plan as necessary
- There is no pass or fail
- The PURPOSE is to find flaws in the system
- Make sure to re-educate employees when any changes to the plan are made
- Testing is a process not a project
- Don't be afraid to go to EXTREMES during exercises



## 4. Appropriately Manage Expectations

- Establish early and often the goals for recovery
- Plan for the worst throughout
- Establish a communications plan, both for internal & external audiences

## IN SUMMARY...

### *The MacArthur Maxim:*

When asked why he remained in dangerous circumstances instead of seeking cover:

"If I do it, the colonels will do it. If the colonels do it, the captains will do it, and so on."

- What you do sets the example for the people who work for you
- Make sure that your actions and your words deliver the same message



**RESILIENCE**

Putting the “How-To” in Resilience

# Partnering for Resilience

Carroll A. Thomas

Associate Administrator

U. S. Small Business Administration

# THINKING BIG ABOUT SMALL BUSINESS

- Small Business drives the U.S. Economy (GDP & Employment!)
- Disaster disproportionately affects Small Business
  - “Risk” vs. “Resources” - - - - (Small Biz: Enable not just Incentivize)
- Disaster Recovery IS Economic Recovery
  - Restoration of Small Business / Restoral of Commerce / Cash Flow!
- National Disaster Recovery Framework (NDRF) – “PPD-8”
  - Prevention
  - Protection
  - Mitigation
  - Response
  - Recovery

“The continuum of disaster”
- Whole of Community = Recovery & Resilience
  - Federal / State / Local Government / Private Sector: Big & Small Business / Non-Profits / Volunteers / Entrepreneurs / Donors / “Clusters” – *Community Effort!*

SBA Office of Entrepreneurial Development  
&  
National Disaster Recovery Framework (NDRF)

“Long Term Disaster Recovery IS Economic Development”

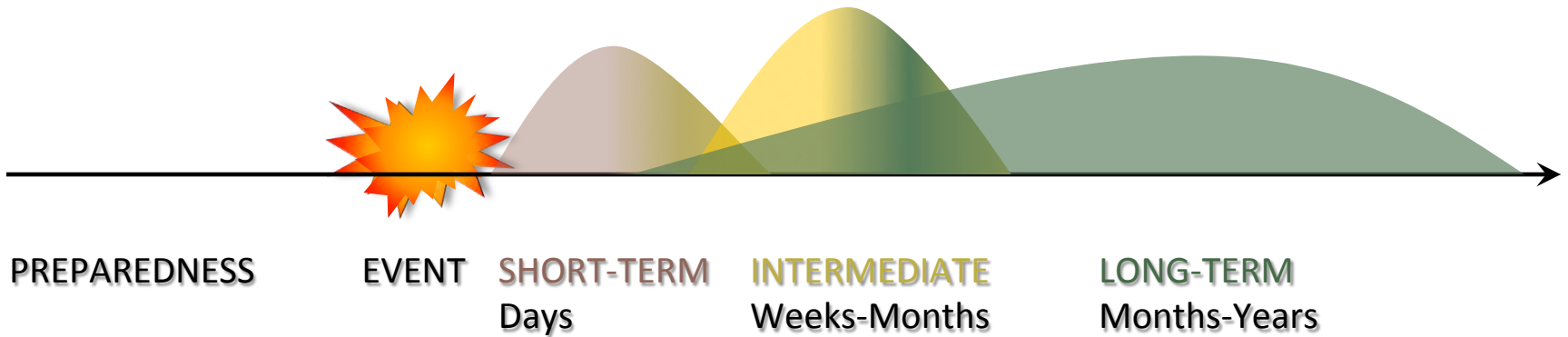
- Loans
  - Capital
  - Credit
  - Counseling
  - Contracting
  - Collaboration / Coordination
  - ODA / OED / OFO/ GCBD / OCA**
- INVESTMENTS**

Office of Entrepreneurial  
Development

- SBDC
- SCORE
- WBC
- CLUSTERS

**CONFIDENCE = ECONOMIC DEVELOPMENT & RECOVERY**

# Disaster Continuum



National Response Framework

National Disaster Recovery Framework





**RESILIENCE**

Putting the “How-To” in Resilience

## **Breakout Sessions**

**Defining a Roadmap for  
Business Resilience**

**Working Lunch**

# RESILIENCE

Putting the “How-To” in Resilience

## Breakout sessions





**RESILIENCE**

Putting the “How-To” in Resilience

# Where We Agree

## Key Findings/Next Steps

Michael Chumer

Board of Directors

Business Emergency Operations Center  
Alliance