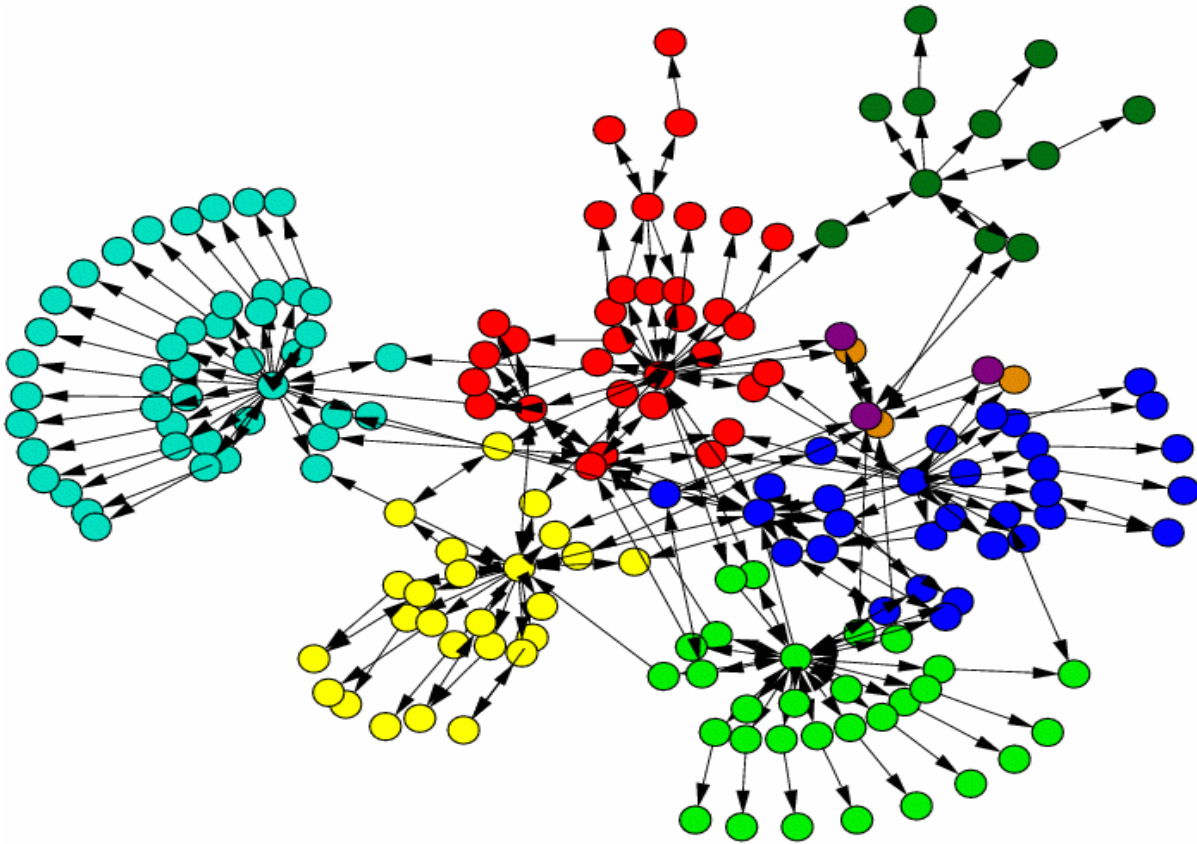


Multi-Jurisdictional, Networked Alliances and Emergency Preparedness



Report on Executive Seminar on Multi-Jurisdictional Networked Alliances

**Sponsored by the Department of Homeland Security/Federal Emergency Management
Administration and the Naval Postgraduate School's Center for Homeland Defense and
Security**

**Oklahoma City, OK
August 20-22, 2008**

INTRODUCTION

At a time when the Federal Emergency Management Administration (FEMA) is expanding its regional preparedness functions, a growing number of non-governmental alliances and networks offer opportunities to strengthen cooperation and collaboration among federal, state, and local government agencies and the private sector. On August 20 and 21, 2008, FEMA leaders, in cooperation with the Naval Postgraduate School's Center for Homeland Defense and Security, convened a diverse mix of alliance leaders, federal officials, and researchers to discuss why and how these multi-jurisdictional alliances form, what value they contribute to emergency preparedness, and which strategies and assets help sustain them.¹ This report summarizes the discussion at the Seminar and highlights several of the participants' conclusions and recommendations.

The invited participants in the seminar covered a wide array of alliances serving different regions of the country and sectors of the economy. The group included alliance leaders, researchers specializing in collaborative processes, and local, state, and government officials. A list of participants is included at the end of this report.

For the FEMA leaders in attendance, the primary purpose for the seminar was to begin to answer a few key questions. How best can FEMA engage these alliances and networks at a regional level? How do FEMA officials, who have pre-set relationships and lines of communication with state governments, appropriately draw on and support these multi-jurisdictional,

¹ Memorial Institute for the Prevention of Terrorism (MITP), in Oklahoma City, OK, from Wednesday, August 20 to Friday, August 22, 2008.

private sector and non-governmental networks? What specific value do these alliances offer Federal preparedness efforts and, in turn, how can FEMA support these networks?

BACKGROUND

Multi-jurisdictional, networked alliances are a relatively new development in homeland security and emergency preparedness. They come in various organizational forms and have different missions, but overall they appear to serve several crucial functions. After the 9/11 attacks and Hurricane Katrina, few leaders and observers failed to recognize the need for greater collaboration between levels of government, and among public and private agencies. In 2005, even before the hard-learned lessons from Hurricane Katrina, the Department of Homeland Security's (DHS) Secretary Michael Chertoff had acknowledged the central role of collaboration and partnership in the national preparedness effort. "We must draw on the strength of our considerable network of assets," he said, "functioning as seamlessly as possible with state and local leadership, law enforcement, emergency management personnel, firefighters, the private sector, our international partners, and most certainly, the general public. Building effective partnerships must be core to every mission of DHS." (emphasis added)²

This recognition of the value of effective partnerships and alliances is, of course, not unique to emergency preparedness. It grows out of a systemic shift in the way that economies, communities, and governments work. The global reach of corporations and the integration of world markets, for example, have made coordination across

² Secretary Chertoff, July 13, 2005.

international boundaries and collaboration between private and public sectors critical to modern economic success. Cyber networks routinely stretch across jurisdictions and require active partnerships to make them both profitable and secure. Emergency preparedness, whether for manmade or natural disasters, also requires the coordinated action of agencies and communities from all sectors. Connectivity across sectors and jurisdictions demands unprecedented coordination of resources, information, expertise, and action.

In all of these areas, the proliferation of extensive networks that stretch across jurisdictional boundaries and sectors has overturned traditional organizational designs and principles. Separate, distinct stovepipes of authority and responsibility fail in the face of overlapping roles and responsibilities and, increasingly, the need to work with other agencies and companies over which governments have little direct control to achieve mission objectives that no one agency or organization can accomplish alone. Private companies have learned that traditional top-down management approaches and organizational designs are no longer as efficient or effective as broad-based collaborations among decentralized partners bound by flexible networks and energetic involvement of a wide array of participants.

Government agencies working on homeland security and emergency preparedness face similar organizational pressures. Horizontal and localized networks can work more effectively across existing jurisdictional and agency boundaries, respond more flexibly and rapidly to the accelerating pace of problems, and remain more resilient under the threat of multiple hazards than traditional government structures alone. Networked alliances provide one

organizational form that encourages involvement in horizontal and localized relationships that have the potential for substantially improved national preparedness. They respond to the need to align risk and capabilities across jurisdictional boundaries, and they offer ways to pursue overlapping interests among various agencies and groups. As Federal budgets tighten, cooperation and collaboration will likely become even more important to preparedness activities.

OPPORTUNITIES FOR ENGAGEMENT

Alliances that focus on emergency preparedness are driven to solve specific problems. According to the alliances leaders participating in the Seminar, these groups form and develop primarily to overcome perceived limitations on the capabilities of localities, states and businesses to work together during a crisis. The alliances emerge organically. They engage in activities and organize specifically to reflect and respond to the unique combinations of local problems and participants.

By necessity, these alliances are also change-oriented. When polled directly about their reasons for engaging in these alliances, the seminar participants described their motivations in terms of “discovery,” which they described in terms of responding to something left out or different than the status quo. They sensed a need to forge networks with other agencies and partners because they realized that authorities needed each other even to begin to understand the various dimensions of complex preparedness issues. They also perceived opportunities for participation in an area that was new and not very well organized. Innovation was crucial to their understanding of the

contribution these alliances could make to emergency preparedness.

A central motivation for these alliances is the complexity and difficulty of collaborating between public and private sector organizations. Emergency preparedness is simply too complex, they agreed, to be solved by a single agency, sector, group, or discipline. Collaboration through networked alliances provides a way for discrete entities, with their sovereign authorities, to work together as partners rather than being treated as hierarchical subordinates. Collaboration across networks also matches the extensive interdependencies that exist among critical infrastructures, response demands, and preparedness planning.

Critical infrastructure protection is an area in which collaboration is especially difficult. Government agencies seem to have difficulty managing and even influencing areas in which they do not have control. Governments have different imperatives than the private sector, the seminar participants noted. Formal systems of checks and balances, oversight, and divided authorities are just a few ways in which government programs are designed to be slower and less efficient than the private sector and private sector partners of a networked alliance often grow frustrated by these inefficiencies and simply want to bypass the rules that inhibit performance.

In these circumstances, networked alliances offer several functions that make collaboration work. Some alliances form out of the interests of specific government agencies, such as states, to find a way to avoid jurisdictional tensions and conflicts. Alliances may serve as a neutral forum to convene educational and information-sharing sessions, and even broker difficult conversations that might not otherwise take

place. Alliances can work easily across sectors and even jurisdictions precisely because they have little formal authority of their own and do not serve a particular constituency or set of formal authorities.

The motivations to solve problems and generate change may often create tensions with government expectations and rules. The reason an alliance forms may from the outset represent a need and an effort to better adapt federal rules and requirements to local clusters of interests and capabilities. Given their focus on specific problems and unique clusters of stakeholders and activities, these alliances take many forms and adopt considerable variation in their approaches. Alliances craft their form and functions to support the relationships among stakeholders that they serve. One result of this flexible form is that one size, shape, and set of requirements do not fit the needs of all alliances to reach and organize their stakeholders.

Government programs that set out requirements for cross-sector and even regional activities, therefore, while well intentioned, may obstruct rather than support the value these alliances offer. These alliances, as a result, serve as a clear reminder that when working collaboratively across multi-jurisdictional regions, “one size fits all” government programs often create more problems than they solve. Alliance members come together to resolve the difficulties that this misalignment produces. Their membership, purpose, norms and objectives will vary among different types of alliances as they come together to resolve the special problems that arise in local areas.

STRATEGIC EDGE

If these alliances are to contribute to emergency preparedness, what specifically do they offer to help solve problems? What

is their core strategic advantage that attracts diverse participants from various private sector organizations and offers value to public sector agencies? Too often, some of the seminar participants noted, alliances seek general relevance rather than specific value. In contributing to helping others solve problems during emergencies they may be acting on behalf of the common good, but their ability to prosper and grow depends on a specific strategic thrust that provides clear outcomes to those who join in the alliance's activities.

The seminar discussion focused on three broad areas of capabilities that gave them a strategic edge in promoting and sustaining successful collaboration.

Value Orientation

An alliance's strategic edge is defined by its value proposition – what does it provide of clear merit to the stakeholders who join in to the collaborative activities. Stakeholders should be able to easily and sharply distinguish the value one alliance offers from that provided in another venue or forum.

Seminar participants described several value propositions for the alliances they represented. For example, several alliance leaders believed that their regional network provided direct communication among trusted stakeholders far more quickly and reliably than other forms of information-sharing, especially those that emanated from and were organized by government agencies. Information moves much more quickly and extensively through organized decentralized networks, and is far more resilient than traditional systems. Private companies participate in and support alliances often because they come to rely on

the value of this information production and exchange.

Other alliance leaders believed that their networks offered a unique opportunity for states to meet with non-governmental local and regional partners. They served as neutral, honest brokers and could manage the logistical needs of crucial meetings with relative ease and flexibility. Still others thought that networked alliances provide non-governmental groups with access to the public sector leaders in ways that simply could not be achieved through formal government-sponsored meetings.

All of the seminar participants believed that networked alliances' core value proposition rested in the flexibility to bring together stakeholders who would not otherwise be able, with anywhere close to the same speed and trust, to collaborate. Participants noted that successful alliances have the ability to flexibly mix and change the combination of stakeholders to work on a particular problem, and that they excel at working across jurisdictions and sectors.

Networking

Multi-jurisdictional alliances often begin as loosely-organized partnerships that struggle to form and develop. The seminar participants identified four areas of collective experience which they believed accounted for their ability to provide their members with a sustainable service. Given the diversity of these alliances, none of their individual reasons for success provide a generally applicable template for organization, governing structures, or management rules. Rather, the following four areas of experience identify key ingredients of network leadership, including a clear commitment to principles and purpose.

1. Focus – Successful alliances have a narrow, even compelling focus on essential activities that allow their members and stakeholders to be successful. Alliances that focus on activities that must be done, rather than that that would be “good to do,” are much more likely to sustain the interests of contributing members and realize the value they offer to their stakeholders.
 2. Leadership – Alliances depend on full-time executives that can build trust, sustain relationships throughout the network, and serve as catalysts to connect members and stakeholders as the need and opportunity arises. Leadership styles are oriented more toward facilitation than toward direction or control. Alliances succeed by influencing government agencies and the private sector to collaborate around specific problems, rather than enticing them or obligating them to meet certain requirements.
 3. Reciprocal Benefits – The networked character of collaboration is rooted in relationships that over time result in an observable exchange of benefits. Alliance members put their own resources into the organization and expect to recover a return on their investment. Alliance members also join together in anticipation of discovering win/win solutions to various problems. Government “outreach” efforts designed to get “buy in” from private sector stakeholders for government programs systematically undervalue these expectations of reciprocity. If alliances can not provide these reciprocal benefits, they are unlikely to sustain the support of the private sector members.
 4. Building, Repairing, and Sustaining Trust – Alliances will necessarily manage dynamic tensions that arise from their diverse members and problem-solving efforts. The agility to find where interests overlap and use the strengths of independent organizations to pursue shared goals requires enormous talent and effort. A key ingredient in managing these tensions is the ability to establish and sustain trust throughout the various relationships. The trust that supports networked relationships is easy to lose, but extremely difficult to recover. Alliances must have an ability to re-establish trust through an openness and neutrality that allows private organizations and government agencies to work together.
- The alliance leaders and researchers participating in the seminar, however, were also quick to highlight strategies that proved less productive and sometimes even misleading. These were lessons, they claimed, that needed to be “unlearned.”
1. Starting at the Right Place – The initial steps in organizing effective partnerships often pay too much attention to elite groups to the neglect of popular support.

- More mobilization of local, grassroots organizations and members is needed that values private citizens and volunteers.
2. Starting too Formally – Potential alliance members, and stakeholders in general, are often reluctant to join an organization that places too much early emphasis on “governance” issues and structures. They prefer flexible and loosely organized taskforces or steering groups.
 3. Institutionalizing too Quickly – Early organizing energies need to focus on aligning the alliance’s vision and purpose with results-oriented actions. Alliance leaders believed that an early focus on growth and institutionalization, rather than on delivering results, was a primary reason for failure of many alliances.
 4. Duplicating Effort – Alliances that try to replicate existing government-led public/private initiatives are unsuccessful, these Seminar participants believed. No private sector network or partnership, they argued, can fix the government’s own organizational problems, and busy executives and managers do not have time to participate in multiple initiatives attempting to accomplish the same thing.

Leading Across Boundaries

Seminar participants recognized the value of finding ways for the government to work closely with these networked alliances, but

they also acknowledged inherent tensions that make working across jurisdictional boundaries difficult. Multi-jurisdictional alliances, on the one hand, are comprised of diverse organizations that choose to participate because of their interests in solving specific problems. Their membership may be temporary and their participation self-selective. Government, on the other hand, has a broader and more permanent mission. Rarely can a government agency “walk away” from an issue or quickly change directions to respond to new demands. Public sector systems of checks and balances are designed to slow adaptation and often to limit flexibility and adaptability. The public sector requires a decision-making paradigm that involves extensive discussion and consideration, and has to generate financial support for a specific program as part of much larger agency and even department priorities.

These structural differences may be one of the primary reasons that networked alliances are increasing and becoming more useful to both public and private sectors. Yet, they also generate tensions and barriers that alliances must overcome to be successful. From a private sector view, for instance, the complexities of the public sector may simply be far too much trouble, take way too much time, and require financial resources that are beyond any one company’s interests. Ironically, in their view, sometimes government agencies want to partner too much with the private sector. In these alliances’ experiences, the private sector just wants to solve the problem, not necessarily negotiate through complex requirements to do it the way the Federal Government requires. The result may be a mutual misunderstanding of what each other do. The private sector just wants to know what the desired end-state is, and how to keep the

government out of the way so they can accomplish it.

Government agencies are, of course, not without experience in working with multi-jurisdictional alliances in support of homeland security missions. State and local government agencies are in many cases active members in the alliances represented at the seminar. Federal officials at the seminar from FEMA and DHS' Office of Infrastructure Protection (OIP) have also engaged private sector leaders on many occasions. The seminar participants discussed, however, how these current initiatives did not always fully meet the interests of the networked alliances.

For example, the alliances that are engaged in critical infrastructure protection realize that the government is attempting to leverage federal resources through building a partnership with private industry. The motivation for this outreach, they agree, is worthwhile. Still, the initiative may be too limited and still retains the character of a "top-down" government program. Similarly, Federal Government officials believe that they have a mandate through the National Response Framework to organize emergency preparedness functions in state and regional areas. They are only starting to realize, however, as several of the alliance leaders discussed, that the private sector is under no obligation to adopt this framework. They are also only beginning to accept the feedback that overly complicated plans and program requirements obstruct collaboration and make achieving the public sector's own objectives much more difficult.

Alliances may offer an approach to overcome these barriers and they may provide a strategic edge in situations where collaborating across jurisdictional boundaries is formally obstructed. One such

example that arose during the seminar involved efforts to work with tribal governments on emergency preparedness. Tribal governments have sovereign jurisdiction over significant areas that have high risks of both natural and man-made hazards, including areas of firestorms, border vulnerabilities, and critical infrastructure and assets. Relationships between tribal governments and federal, state, and local governments are also tainted by decades of mistrust, sharply different interests, and controversy over how efforts at collaboration should be organized.

Current Federal emergency preparedness policy encourages tribal governments to forge relationships with local and state governments, including participation in annual grant programs. Federal law, however, provides tribal governments, as sovereign nations, with direct access to the Federal government. These multiple program tracks confuse the network relationships upon which organic alliances depend. Whether the specific regional problem involves response to large-scale fires or to preventing crossborder smuggling, the principles and strategic advantages of network alliances may offer a better approach to collaboration than the formal rules and regulations that currently prevail.

GUIDING FEMA'S EXPECTATIONS AND ACTIONS

FEMA officials participating in the seminar acknowledged that, from their perspective, some issues in emergency preparedness were so daunting and contentious that it was difficult to have one approach for every region. They valued these networked alliances' flexibility and adaptability and thought they could provide a key resource to help FEMA shape its own activities.

FEMA, however, was not necessarily looking to develop new formal organizations in the existing regions. Rather, their goal was to draw upon the value and strategic capabilities of networked alliances. What specifically could FEMA do to help expand and sustain the effectiveness of multi-jurisdictional networked alliances? In particular, what could FEMA regional officials do to work successfully with these alliances and to support the value of their work?

The non-governmental seminar participants had several suggestions. They began with an encompassing recommendation that FEMA as a whole needed as an initial priority and first step to reach beyond what they considered a traditional emergency management approach. The seminar participants explicitly highlighted the need for FEMA to become a catalytic leader in this modern world of networks, collaboration, and partnership. This catalyst role offers several areas of opportunities for FEMA officials to work productively with regional alliance members.

Be a Strategic Partner, Not a Principal

For FEMA to be successful in collaborative networks calls for a very different approach than that familiar to most government agencies. A catalyst seeks to support, share, and learn from independent participants who themselves have equal standing, rather than direct, control, or harness others' activities. FEMA officials, the seminar members concluded, need to offer more facilitation than direction and devote executive and staff time and resources to these activities as mission priorities.

In this new catalytic role, FEMA officials need to look for opportunities to build connections among various potential

partners in a region. For instance, the seminar participants believed that the private sector could be used to convene and facilitate essential regional discussions more effectively than FEMA or other government officials. As a neutral broker, alliances could facilitate exchanges and even coordinate actions while Federal officials could participate as peers.

An immediate advantage of this strategic partnership role could be an end to the "over-engineered" planning requirements and grants application processes. The scope of regional efforts in planning certainly need to be well defined, but the strategic edge that alliances offer could be more effectively used if there was a conscious effort to encourage flexible and diverse ways for private organizations to participate. Current FEMA efforts, these participants suggested, complicate both the reasons and the methods by which the private sector could join in networked alliances to improve emergency preparedness.

Discover – Understand – Engage – Participate

The complexity of emergency preparedness, especially in seeking multi-jurisdictional collaboration, requires FEMA officials to adopt leadership skills which may run counter to their initial training and even to the experiences that made many of the officials successful in a Federal bureaucracy. Catalytic leaders follow a process that involves discovery, listening and understanding, engaging as peers, and participating in ways that support the network's goals even when they may run counter to initial government requirements. Catalytic leaders are risk-takers and champions of the regional partners' efforts even when they must "swim against the

current” to encourage and allow collaboration to take root.

The seminar participants recommended that FEMA regional officials should reach out more aggressively to discover the groups and alliances that exist, the issues and assets they cover, where connections are needed and how support of new connections could better achieve established goals. They believed this networking role would improve performance over existing Federal requirements or program directives.

In addition to these broad leadership changes, FEMA regional officials could take the following practical steps:

1. Integrate regional collaborations into routine state and federal government activities. Private sector organizations and alliance members could be directly involved in planning, exercises and in the design of program requirements and objectives. Several alliance leaders thought it would be beneficial for Federal officials to spend routine time working as members of partnering private sector organizations.
2. Assist alliances to navigate regional activities by identifying opportune areas in which alliances could be effective. FEMA leaders could serve as network catalysts themselves, helping to make connections among private sector stakeholders around specific problems and tasks. For such efforts to help, however, FEMA needs to establish greater continuity among the personnel it

provides to work as peers with the alliances and their members. Periodic absences and changes in personnel disrupt the relationships that underlie successful networked alliances.

Educational and Financial Support

The seminar participants that thought FEMA regional personnel had a rare opportunity to use financial and other support resources to stimulate and enable collaborative innovations. Funding for the alliances themselves was, of course, a topic of discussion throughout the Seminar, but it took several unexpected twists. For many of the alliance leaders in attendance, for instance, financial sustainability was inseparable from the group’s value proposition. For an alliance to form and sustain its activities, they argued, an organic link was essential between the problems that the members came together to solve and a clear return on investment that would justify their financial support. Quite simply, they argued, successful networked alliances have to provide something of value that private sector, grassroots members are willing to fund.

These sentiments fit well with FEMA’s goal in seeking ways to support these networking activities. According to the FEMA officials at the seminar, the Federal government wanted to help these collaborative networks because they filled essential roles in regional preparedness. Yet, the goal was not to create, directly fund or otherwise manage the regional efforts. Federal funding, both government and private sector participants agreed, brings with it mandates and requirements that are necessarily set by broad Congressional and national interests. Their objectives often restrict the flexibility and responsiveness of membership-based

alliances seeking to solve local and regional problems. As one participant reminded the group, “be careful what you ask for.” One example discussed by the group involved Federal agencies that may seek to enlist the assistance of regional and local groups, especially from the private sector, in “pay as you play” terms. The intended value is for the Federal agency to be able to determine the extent of support for a Federal initiative by which groups are willing to put their own resources into the pot. Alliance leaders thought this practice could be counterproductive. It leads to an unsteady stream of support for local and regional activities and, paradoxically, rewards those who can pay rather than those who may be most committed or best suited to effective collaboration. It clearly does not, in their view, provide the desired measure of commitment to federal policies.

The seminar participants supported a financial role for FEMA in the regions that would match their desire for the Federal government to take a more catalytic role as a strategic partner. Participants noted that Federal, state and alliance members could work more effectively together on specific, problem-solving initiatives, including pilot programs and exercises. They also noted the difficulties involved in creating and sustaining their alliances, praised the value of the Seminar as an opportunity to exchange ideas and best practices with one another, and emphasized the value of continuing opportunities for such exchanges and mutual assistance. Over the course of the discussion participants offered several examples of how FEMA could use its financial resources in a way that, without directly providing funding to the alliances themselves, could still provide real value to them. The following two examples recurred throughout the Seminar:

1. Establish an educational forum for government and private sector participants. A forum is needed to jointly and reciprocally exchange best practices and develop skills training in innovative, networking problem-solving techniques, supported by research and online community-building efforts. These activities could also include long-term investments in the next generation of regional, emergency preparedness leaders. Such a forum would serve as a resource center to emergency and existing alliances, supporting their efforts to build and sustain regional collaborative networks for infrastructure protection, response planning and operations and acting as a clearinghouse for promising and best practices while conducting research to better understand the characteristics of successful partnerships.
2. Provide seed money to add incentives to creative collaborations. Private companies and non-governmental organizations could also invest in these efforts as partners with a clear expectation of a return on their specific efforts. FEMA regional officials could then use these catalytic resources, working as peers in the alliances, to convene meetings, help provide access to the appropriate federal, state, and local political leaders, and in general provide the resources to fuel and drive preparedness collaboration.

CONCLUSION

The results of the two-day discussion was a strong endorsement of a collaborative

approach to regional emergency preparedness, highlighting the myriad ways in which networked alliances could offer FEMA officials a new, more effective strategy to build effective partnerships. The core question -- how best to realize the value of this new approach -- demands more attention and broader discussion. The group's sentiment, however, was clear. As several of the seminar participants put it, how does a networked alliance "connect the dots" without becoming a dot? That is, how can multi-jurisdictional, networked alliances produce value through collaboration with FEMA regional officials while maintaining the flexibility, interconnectedness, and the capacity to expand or even dissolve depending on their members' interests and needs?

Whatever particular view of how best to proceed was discussed, the seminar participants all believed that collaboration through networks that spread across established jurisdictions was a necessary strategic step to dramatically improve the way the Nation's preparedness. In the end, when asked specifically to answer the follow question, "What is the one dimension or activity of a network alliance that breeds success," their answers, not surprisingly, pointed to a few essential pathways.

- New concepts of strategic leadership are needed to create and catalyze a vision of preparedness that demands collaboration. FEMA and the non-governmental sectors need to establish new approaches to share responsibility for this leadership.
- New organizational designs need to support the self-sustaining business models that private sector alliances create, while opening opportunities for non-governmental groups to

work more closely with their federal partners.

- New resources are needed from all sectors to spark creative, collaborative problem-solving, accelerate the connectivity from which networked alliances spring, and sustain engagement as problems and partners change.

At the end of the seminar, the participants agreed that emergency preparedness requires all organizations, officials, and partners to be willing to realize they alone do not have all the answers. FEMA leadership and the most effective alliances will thrive if they can build networks based on openness, respect, and trust. In an emergency, these collaborative preparations are often the most needed assets, more so, the group agreed, than even an extensive, detailed plan or framework.

List of Participants

Robert Bach, Ph.D.

Center for Homeland Defense and Security
Naval Postgraduate School
Rbach20010@aol.com

Ann Beauchesne

Executive Director, Homeland Security
Department
US Chamber of Commerce
abeauchesne@uschamber.com

R. James Caverly

Director
Partnership and Outreach Division, DHS
jim.caverly@dhs.gov

Jane Clough Riquelme, Ph.D.

Tribal Liaison
San Diego Association of Governments
(SANDAG)
jcl@sandag.org

John Contestabile

Advisory Committee, Chair
All Hazards Consortium
jcontestabile@mdot.state.md.us

Sandy Cowie, CPP

Director
Corporate Security, Business Continuity
Planning
Principal Financial Group
Cowie.sandy@principal.com

Darrell Darnell

Director
Homeland Security & Emergency
Management Agency Washington DC
darrell.darnell@dc.gov

Jim Duncan

Federal Preparedness Coordinator
Director, National Preparedness Division
FEMA Region V
james.duncan@dhs.gov

Brigid Elchos, RN, DVM, DACVPM

Deputy State Veterinarian
State Public Health Veterinarian
Mississippi Board of Animal Health
Brigid@mdac.state.ms.us

Chris Geldart

Director
National Capital Region Coordination
Chris.geldart@dhs.gov

Jamie Haberl, MPH, MHA

Executive Director
Safeguard Iowa Partnership
jhaberl@safeguardiowa.org

Kathryn Hampton

Policy Analyst
Private Sector Office, DHS
Kathryn.Hampton@dhs.gov

Ian Hay

President

SouthEast Emergency Response Network
(SEERN)

ian.hay@seern.org

Douglas Himberger, Ph.D.

Vice President

Booz Allen Hamilton Inc.

himberger.douglas@bah.com

David Kaufman

Director, Safety and Security

CNA

kaufmand@cna.org

Gerald P. Kiernan, Ph.D.

Chief Scientist

Pacific Northwest Economic Region

gпкиernan@comcast.net

Jimmy Martin, Ph.D.

Director

World Institute for Disaster Risk
Management Virginia Tech

jrm@vt.edu

Stan McKinneyDirector, Executive Education Programs
Center for Homeland Defense and Security

Naval Postgraduate School

stanmckinney@earthlink.net

Andy Mitchell

Director

Preparedness Coordination Division

National Preparedness Directorate, FEMA

andy.mitchell@dhs.gov

David Miller

Administrator

Iowa Homeland Security and Emergency
Management Division

david.miller@iowa.gov

Tom Moran

Executive Director

All Hazards Consortium

gettom@comcast.net

Tom Muir

City Manager

Haltom City, TX

tmuir@holtomcitytx.com

Sean MurphySenior Advisor to the Deputy
Administrator

National Preparedness Directorate, FEMA

sean.patrick.murphy@dhs.gov

Bob Nations

Director

Memphis Office of Preparedness

Emergency Management Agency

bob.nations@shelbycountyttn.gov

Dennis Schrader

Deputy Administrator

National Preparedness Directorate, FEMA

dennis.schrader@dhs.gov

Paula Scalingi, Ph.D.

Director

PNW Center for Regional Disaster
Resilience

scalingigroup@comcast.net

Brian Tishuk

Executive Director

ChicagoFIRST

brian.tishuk@chicagofirst.org

Stanley D. Weinrich, Ph.D.

Chairman, Executive Committee

MemphisFirst

Stanley.Weinrich@ipaper.com