



Connecting **INDUSTRY** and **PLANNERS**  
with **FREIGHT TRANSPORTATION**

THE DELAWARE VALLEY  
**GOODS MOVEMENT  
TASK FORCE** | 

## Building a Resilient Supply Chain

9:30 am to 12:00 pm | **Friday, April 12, 2019**

\* This was a co-sponsored meeting with the **Regional Community & Economic Development Forum (RCEDF)**

### Highlights

#### Welcome and Introductions

Barry Seymour, Executive Director, DVRPC, welcomed attendees and provided opening remarks. Introductions were led by Mike Ruane, Manager, Freight & Aviation Programs, DVRPC, who also gave the working definition of resiliency for the workshop as the ability to avoid, withstand, and recover from economic shifts.

#### Panel Presentations

##### Pre-Disaster and Response: The Role of Preparedness

Sarah Powell, Director of Emergency Management for Temple University, began with an overview of the five phases of emergency management and emphasized the importance of setting priorities when assessing risk. It is smarter to take an all-hazards approach to planning rather than having a separate plan for every possible event, the structure the plan provides the organization is key. Although unlikely, planning for black swan events can make an organization more flexible and provide an opportunity to test how well the structure holds up. Workshops and games are often overlooked as exercises, but are beneficial ways to engage people in preparation. Mass notification of events has become the standard. She also spoke to the importance of hazard mitigation, identifying what small, equipment, and/or infrastructure changes can be made to avoid losses during an event. External electrical hookups on buildings were cited as a way to avoid the loss of valuable research in cold storage during an extended power outage. The flaws with traditional continuity planning were discussed, including lack of buy in, planning fatigue, and a limited leadership team. Temple is experimenting with an adaptive continuity framework with takes lessons from agile and lean project management in the business community.

##### Business Continuity and Survival: The Role of the Local Economy

Maura Shenker, Director, Small Business Development Center (SBDC) at Temple University, discussed how organizations are the people who work for them and how this will influence its ability to survive events. Looking at how an organization handles change and communicates in the day to day will give a good indication of how it will perform under the stress of an emergency. She also emphasized the importance of cross training staff for critical functions to continuity and that cognitive diversity will give your organization more flexibility. Supply chain diversity, especially beyond the first step is critical and a diamond-shaped supply chain is ideal. Staying open is key, if a business is closed for five days following an emergency, 90% will fail within a year. It takes just as much for a business to recover as it does to start over.

### Port Recovery and Resiliency: The Role of the United States Coast Guard

Captain Scott Anderson, Commander, Coast Guard Sector Delaware Bay began with an overview of the Tri-State Port Complex (Philadelphia, Camden, Wilmington) which is the largest fresh water port in the world and the 5<sup>th</sup> largest in the country. The port has an overall annual economic impact of \$77.6 billion and can see losses of \$200,000/day if closed. Although the Coast Guard has multiple missions at the port, including regulation/marine inspections, search and rescue, security/intelligence, hazmat response, the role as military commander was detailed as part of the Marine Transportation System Recovery Plan. Captain Anderson also emphasized the importance of being able to communicate across organizations through the Incident Command System and by being bureaucratically multilingual.

### Discussion

Following the presentations, Karen Cilurso, Manager, Office of Community & Economic Development, DVRPC, led a Q& A session with the panelists.

*Q: How can the importance of redundancy and supply chain diversity be communicated?*

A: This is a time of an abundance of information, but unfortunately there is still a lack of quality information. There needs to be more academic research, people should share stories and educate the small business community, and more people should be involved in the planning process (i.e. Business schools, corporate responsibility programs, etc.)

*Q: Any recommendations for small businesses without a lot of resources to prepare?*

A: SBDCs have dedicated programs for this express purpose.

*Q: How can the risk of businesses/operators working in unsafe conditions during an emergency?*

A: Planning, coordination, and information sharing. There is also a need to separate life/safety from continuity, continuity is the “and then what”.

*Q: How can we avoid constantly planning for the last disaster?*

A: This is a challenge because the process can be emotionally driven and reactive. There is value in looking backwards and learning from prior incidents,