YSEDC
YUBA-SUTTER ECONOMIC DEVELOPMENT CORPORATION

Pandemic Economic Recovery and Resiliency 2022 Economic Resilience Resource Guide

Information on Resources to Build Economic Resilience Capacity

Prepared by the International Sustainable ResilienceCenter, Inc.
Under a Grant from the U.S. Department of CommerceEconomic Development Administration

December 22, 2021

Economic Resilience Scorecard Summary
First Implemented by YSEDC

Current Situation

The combination of COVID19 and a record number of natural disasters have wreaked havoc on the global economy, and have changed the way potential investors view communities. No longer is it enough to provide skilled workers, available buildings and/or sites, transportation and communication infrastructure, a business-friendly environment, and investment incentives. Both new and resident companies are now including disasters in their risk profiles, and want to know that communities are actively taking action to reduce that risk. Of course, now pandemics must be added to natural and man-made disasters, and the ability to adapt to potential future disease-related disasters will be a factor.

But how can a community both assess its' readiness for disaster and provide potential resident and new businesses with validation that it has reduced disaster risk? Is there a method to first assess, then if needed, take steps to lower risk to an acceptable level? What entity is qualified to make those assessments, and how can communities prove their level of resilience to site location professionals and owners/managers of resident companies?

A Solution

The International Sustainable Resilience Center and StateBook have partnered to develop a thorough assessment of economic resilience for communities and regions. The assessment comes in the form of a questionnaire that should take no more than an hour to complete. As questions are answered, an automatic score is generated based on the type of question and percentage of answer complete, and once complete the total score is confidentially transferred to the economic development organization taking the assessment. The score would be used to provide businesses, investment/site location executives, and other job-creating investors with an assessment of a community's economic disaster risk—the level of an economy's ability to withstand and recover from adverse incidents

Benefits

Communities who utilize the resilience scorecard can realize seven benefits:

1. Establishment of a baseline for current disaster resilience capacity

2. increased awareness and understanding of resilience challenges

3. Enable dialogue and consensus building by key stakeholders on resilience

4. Lowers short term and long-term investment risk for both new and resident businesses

6. Provides an opportunity for competitive advantage through increasing or maintaining the score

7. Ultimately, enables setting priorities for investment and action to increase resilience

Process

The Scorecard Is developed and updated through a five-step process that takes eight weeks to complete:

1. An comprehensive electronic self-assessment questionnaire that evaluates resilience in 5 areas

2. An of the 5 specific elements of the questionnaire

3. Scoring, based on the questionnaire an review, followed by a one-day session to address challenges and lay the groundwork for a new or revised resilience strategic action agenda

4. Drafting and review of the agenda, agreement on 1, 3, and 5 year actions to increase resilience

5. Digitizing the action agenda to enable ongoing updating of the scorecard as actions are completed

Scorecard Components

The scorecard has three components:

1. A comprehensive, automated questionnaire

2. An automated weighting system to calculate scores based on type of scorecard questions

3. An automated set of recommendations that is generated based on answers to scorecard questions

After the questionnaire is completed, should the organization/community/region desire to receive an analysis with recommendations on how to increase its score, one can be prepared for an additional fee. Once the analysis is delivered, should the organization desire more specific direction and support, a virtual session can be held to review recommendations and decide on a course of action. Should further assistance be required, a customized proposal can be generated.

Score Weighting System

Just as not all communities are alike, not all hazards are alike. The scorecard will be weighted according to the relative importance of the individual questions, based on the estimated overall impact of the plan or initiative in question on ability of the affected area's economy to withstand and recover. They are grouped into five categories, and each score is made depending on the percentage of the act completed:

1. Foundational resilience, universally applicable and necessary for economic risk reduction from any adverse incident Each of these is scored from 1-50.

2. Natural disaster resilience, ability to withstand and recover from incidents caused by nature. Each of these is scored from 1-40.

3. Pandemic resilience, ability to adapt to changes brought about by pandemics, and ability to respond and recover from acts of terrorism. Each of these is scored from 1-30.

4. Cyber resilience, ability to withstand and recover from cyber-attacks and cyber-crime including critical infrastructure. Each of these is scored from 1-20

5. Societal Resilience, ability to adapt to geopolitical, societal, and technological changes. Each of these is scored from 1-10.

As questions are answered, an automatic assessment is generated that provides recommendations for developing and implementing actions to increase the community score. Should an EDO wish to implement the recommendations, a flexible, individualized proposal will be prepared that begins with foundational resilience and allows the EDO to improve all or selected categories. The final score will be kept strictly confidential.

The questionnaire:

#	Action	Complete?	Underway? % Complete?	Weight (1-5)_
1	Established an economic resilience committee/task force			
2	Drafted a resilience action plan specifically for Economic Development, including resilience of the ED Organization			
3	Established a business emergency operations center and a business recovery center (either stand-alone or integrated)			
4	Built an economic risk profile including identification and frequency of specific types of disasters and past impacts			
5	Developed and share resilience best practices of key resident industries and/or targeted industries			
6	Integrated economic resilience into other types of planning efforts (land use, economic development, redevelopment)			
7	Integrated federal, state, and regional/local public sector emergency management and disaster recovery into planning			
8	Ensured engagement of stakeholders including community organizations/nonprofits, workforce organizations, private infrastructure providers (85% is private), and regional EDOs			
9	Developed a system for implementation and monitoring of the economic resilience strategy (#2 above)			
10	Provided for Public Private Partnerships to increase the effectiveness of physical and systematic resilience			

#	Action	Complete	Underway? % Complete?	Weight (1-5)
10	Provided for Public Private Partnerships to increase the effectiveness of physical and systematic resilience			
11	Developed funding mechanism for incentives to businesses to encourage their development of continuity plans			
12	Provided methods to justify public and private investment in resilience such as FEMA's Benefit Cost Analysis tool			
13	Organized resources to protect and restore essential services such as power, water, and telecom infrastructure			
14	Developed emergency funding sources for small businesses to survive and reopen until federally-backed funding (SBA Disaster Loans, CDBG-Disaster Recovery) arrives			
15	Provided information to small businesses on types and importance of insurance protection by type of hazard			
16	Used valuation of built and natural assets to finance both resilience and recovery through securities and insurance			
17	Developed close working relationships between the EDO and public and private critical infrastructure organizations			
18	Has a strategy to increase transportation and supply chain resilience through Public Private Partnerships			
19	Implemented education and awareness initiatives for businesses on response and recovery operations/resources			
20	Have developed close working relationships with local, state, and federal response and recovery agencies			
21	Developed assistance for local businesses in securing response and recovery contracting/selling opportunities			

#	Action	Complete	Underway? % Complete?	Weight (1-5)
22	Have ready-to-implement buy local awareness campaigns to help businesses in recovery-including digital marketing			
23	Ensure local businesses maintain access to supply chains through pre-incident contingency planning			
24	Developed a program to assist businesses in proper record-keeping to meet public recovery assistance requirements			
25	Created resilience hubs for business training before disasters, and as a shelter and source of information after			
26	Developed resilience networks for businesses to collaborate and cooperate (space, marketing, production)			
27	Worked with local and state agencies to streamline zoning/ permitting after disasters to hasten business recovery			
28	Identified and positioned workforce training programs to quickly train workers in filling critical skill positions			
29	Include training/information in individual resilience and strategies (transportation, childcare) so employees can better withstand incidents and return to work more quickly			
30	In overall EDO strategy, include diversification via key industry clusters to enhance overall economic resilience			
31	Identified specific vulnerabilities in key resident and targeted prospective industries, took action to mitigate			
32	Provided information on most likely hazards, and specific efforts to mitigate them, to both residents and prospects			
33	Charted industry interdependencies and opportunities to enhance resilience via industry/government partnerships			

#	Action	Complete	Underway? % Complete?	Weight (1-5)
34	Actively promote ongoing research, innovation and actions to strengthen resilience, and recruit and/or grow a base of companies in the disaster recovery and resilience industries			
35	Have a mechanism to provide a live, updatable resource guide for businesses both prior to and after incidents			
36	Work with local/state government developed a detailed response effort to help adapt businesses and citizens to changes brought about by pandemics, including social distancing, digital business models, and similar measures			
37	Created a contingency plan for infrastructure adaptation such as expanding healthcare and education facilities, caused by pandemics using public private partnerships			
38	Have pre-registration programs for businesses, individuals and community organizations in advance of major disasters and pandemics so that they may return immediately after areas are declared safe			
39	Mapped and developed contingency plan for critical infrastructure interdependencies such as redundant power for telecommunications, ensuring fuel can be provided to generators, emergency medical facility resilience, etc.			
40	Have established a real-time, ongoing monitoring system to ensure all disaster resilience efforts are current and change them to effectively address ongoing changes in disaster risk			
41	Created and implemented a comprehensive cyber-security strategy including critical infrastructure and public services			
42	Created training and assistance for business and industry to create their own cyber-security plans and attack responses			
43	Have developed alternative sources of power, such as microgrids, in the event of an cyber-attack on the grid			

#	Action	Complete	Underway? % Complete?	Weight (1-5)
44	Worked with emergency management agencies to create a contingency plan for businesses in case of terrorist attacks			
45	Have a plan to provide supplies of water in case of severe drought or terrorist-related water contamination			
46	Has a program to incentivize/assist businesses to create a continuity plan specifically for cyber or terrorist attack			
47	Developed an economic response and recovery strategy for industrial incidents such as oil spills, explosions, etc.			
48	Created an initiative to help businesses respond to global geopolitical incidents such as trade, war, and civil unrest			
49	Created strategies for business adaptation to disruptive technology (energy sources, digitization, AI, robotics, etc.)			
50	Developed a public relations response plan for incidents of any type to inform and reassure businesses and citizens, and conversely created a public relations/marketing strategy that features economic resilience as a competitive advantage			

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