



MASTERING ECONOMIC RESILIENCE

Assess vulnerabilities, map networks, align plans, and build a 90-day action agenda

PARTICIPANT WORKBOOK

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Designed for Economic Development Districts, counties, and regional partners

Three hours | Two applied exercises |

Workshop Map and Outcomes

Elapsed	Segment	What you will produce
0:00-0:10	Welcome	Your priority outcome
0:10-0:30	Foundations	Shared vocabulary and a regional lens
0:30-0:50	Assessment	Vulnerability and cascade notes
0:50-1:20	Activity 1 + debrief + Q&A	Riverbend regional stress test
1:20-1:30	Break	
1:30-2:15	Networks + recovery	Network, dashboard, continuity, and plan-alignment ideas
2:15-2:40	FEMA/funding + Q&A	Grant-readiness decisions
2:40-3:00	Action sprint + close	A red-teamed 90-day action and seven-day commitment

My priority outcome: Slide 3

- ☐ A shared definition and vocabulary
- ☐ A stronger regional assessment process
- ☐ A functioning information network
- ☐ Better CEDS and hazard-plan alignment
- ☐ A more ready project pipeline
- ☐ A specific 90-day action

What would make this workshop worth three hours for me?

Opening pulse check - notes

Economic Resilience Snapshot: Slide 4

Score current regional practice from 1 (ad hoc or absent) to 5 (tested, resourced, and routinely updated).

Domain / evidence	1	2	3	4	5	Priority note
Business base and supply chains Concentration, supplier alternatives, continuity, anchor-employer risk	☐	☐	☐	☐	☐	
Workforce and households Skills, transportation, child care, housing, health, income stability	☐	☐	☐	☐	☐	
Infrastructure and critical services Power, water, broadband, transport, health care, critical facilities	☐	☐	☐	☐	☐	
Capital and fiscal capacity Liquidity, credit, reserves, insurance, emergency financing, revenue stability	☐	☐	☐	☐	☐	
Institutions and governance Roles, authority, mutual aid, procurement, grant administration, trusted leadership	☐	☐	☐	☐	☐	
Data and communications Verified contacts, indicators, reporting channels, data-sharing agreements, triggers	☐	☐	☐	☐	☐	
CEDS and hazard-plan alignment Shared vulnerabilities, priorities, projects, measures, and responsible owners	☐	☐	☐	☐	☐	
Project pipeline and delivery Concepts, sponsors, design, site control, BCA/EHP data, match, procurement	☐	☐	☐	☐	☐	

The one domain that most limits the region today is:

Evidence or an example:

Dependency and Cascade Map: Slide 14 - 16

Direct damage is only the beginning. Trace how one failure moves through the economy.

Economic function	Critical dependencies to test
Power and fuel	Substations, distribution, generators, fuel supply, payment systems
Water/wastewater	Treatment, pumps, operators, chemicals, backup power
Transport/logistics	Bridges, roads, rail, ports, airports, freight carriers, worker access
Broadband/telecom	Towers, fiber routes, data centers, backup power, customer equipment
Workforce/households	Housing, child care, transportation, health care, wages, schools
Business operations	People, facilities, suppliers, inventory, IT/data, finance, customers
Public-sector capacity	Authority, staffing, procurement, permitting, grants, communications

My region's cascade

Incident / stress	First function lost	What fails next	Economic effect	Where to interrupt the cascade

Early-Warning and Recovery Dashboard: Slide 17

A useful indicator has an owner, source, update frequency, threshold, and decision rule.

Indicator type	Examples
Business activity	Open/closed status, sales, payroll, claims, financing requests
Workforce/households	Absenteeism, unemployment claims, child-care and housing disruptions
Infrastructure	Power restoration, route status, broadband availability, water service
Supply chain	Critical input shortages, freight delays, inventory days
Recovery delivery	Inspections, permits, contracts, awards, reimbursement, project milestones

Indicator	Source	Owner	Frequency	Trigger / threshold	Decision or action

A trigger we can define within 30 days:

Activity 1 - Riverbend Regional Stress Test: Slides 18 - 22

Work in a table group. Assign a reporter and a timekeeper.

Riverbend Region scenario

A four-county rural region of 146,000 people receives 14 inches of rain in 24 hours. The river floods the industrial park; a substation fails; the interstate bridge and rail spur close; cellular service is intermittent. Fifty-six percent of jobs are in the top three sectors. Nineteen percent of households lack reliable broadband. Thirty-five percent of small firms lack continuity plans. Typical small firms hold only two days of cash. The regional hospital has one primary access route.

Task	Table instructions
1. First failures	Identify the first three economic functions likely to fail.
2. Cascade	Map at least one second- or third-order effect.
3. Indicators	Select five signals to monitor before and after the event.
4. No-regrets actions	Choose two actions that strengthen the region now and during recovery.

Stress-test worksheet

Perspective	What fails first?	What cascades next?	Indicator to monitor	No-regrets action
Business				
Workforce / households				
Infrastructure				
Public sector				
Cross-sector pattern				

Our one key finding:

Our one priority action:

Debrief and Q&A 1 Notes

Listen for patterns across tables, not only isolated failures.

First failure	Cascade	Indicator	No-regrets action

Questions, answers, and ideas to take home:

Build the Minimum Viable Information Network: Slide 26

Start with operating protocol and verified relationships. Technology comes second.

Network design checklist

- ☐ One named coordinator and backup
- ☐ One primary and one backup communication channel
- ☐ Activation triggers and escalation rules
- ☐ Confidentiality and data-sharing expectations
- ☐ Verified business and partner contacts
- ☐ Agreed data fields and definitions
- ☐ A regular contact-verification and exercise schedule
- ☐ A process to publish verified business status and resource needs

Discussion—Using the FEMA Business Emergency Operation Center Guidelines to Propose a Regional BEOC

Partner map

Partner / organization	Named contact	Information they provide	Resource or decision they control	Contact verified

The first relationship or protocol we need to strengthen is:

Business Continuity - Protect Critical Functions: Slide 27

Prioritize the few functions that must continue or resume first.

Continuity element	Questions to ask
People	Who is essential? What alternates, cross-training, transportation, child care, or remote-work arrangements exist?
Facilities	Can work shift to another site? What access, safety, and inspection issues apply?
Technology and data	What systems, backups, credentials, devices, and cyber controls are essential?
Suppliers and logistics	What inputs are critical? Are alternates qualified and routes available?
Finance	How will payroll, payments, insurance, credit, and emergency cash work?
Communications	How will employees, customers, suppliers, and government partners receive verified information?
Collaboration	Have businesses planned to collaborate in sharing space, or providing mutual aid?

Critical function	Maximum tolerable downtime	People / facility / system dependencies	Backup or workaround	Next action and owner

CEDS - Hazard Mitigation Plan Crosswalk: Slide 34

Use the crosswalk to align vulnerabilities, strategies, projects, and measures - not merely to cite one plan in the other.

CEDS element	Hazard mitigation element	Crosswalk question
Summary background / SWOT	Risk and vulnerability assessment	Are the same critical assets, populations, industries, and dependencies visible?
Strategic direction	Mitigation goals	Do economic and risk-reduction goals reinforce each other?
Action plan	Mitigation actions	Which projects or programs advance both sets of priorities?
Evaluation framework	Plan maintenance and monitoring	Can common indicators and review cycles be used?
Project pipeline	Mitigation project list	Which concepts need sponsors, design, data, match, or state coordination?

Shared vulnerability / opportunity	CEDS strategy or project	Hazard-plan action	Gap or conflict	Next alignment step / owner

Resilient Project Pipeline: Slide 35

Score concepts before a funding deadline forces an unready application.

Stage	Definition
Idea	Problem and location are known; sponsor or solution may not be defined.
Scoped	Purpose, beneficiaries, alternatives, rough cost, and sponsor are identified.
Designed	Conceptual or advanced design, site path, permits/EHP issues, and delivery schedule are defined.
Ready	Funding strategy, match, BCA data, approvals, procurement path, and owner are substantially in place.
Funded / delivering	Award accepted; milestones, reporting, cash flow, procurement, and closeout are managed.

Project / sponsor	Risk or economic function protected	Stage	CEDS + HMP alignment	BCA / EHP / site data	Match / funding stack	Next milestone / date

Funding Readiness Quick Check: Slide 42

The current program context rewards mature, infrastructure-tied projects and strong delivery capacity. Confirm current requirements with the state and official guidance.

No-go / not-yet questions

- ☐ Is there an eligible applicant and willing project sponsor?
- ☐ Does the concept clearly reduce natural-hazard risk or protect a critical function?
- ☐ Is it aligned with the current hazard mitigation plan and CEDS priorities?
- ☐ Is the project sufficiently scoped to establish feasibility, beneficiaries, cost, and schedule?
- ☐ Is a benefit-cost analysis path and needed data available?
- ☐ Are environmental/historic preservation issues and site control understood?
- ☐ Is match available, and is the cash-flow/reimbursement burden manageable?
- ☐ Can procurement, reporting, grant administration, and closeout be performed?
- ☐ Has the State Hazard Mitigation Officer or relevant state applicant been engaged early?
- ☐ Would regional bundling or shared services improve competitiveness and delivery?

Funding stack worksheet

Need / phase	Likely funding source	Eligible use or constraint	Match / timing	Owner / next contact

The readiness gap we should solve before chasing a program is:

Activity 2 - 90-Day Resilience Action Canvas: Slide 44 - 45

Build one action that is observable, owned, time-bound, and connected to a diagnosed vulnerability.

Canvas field	Your action
Result / deliverable	
Accountable owner	
Partners and roles	
Vulnerability or capacity constraint addressed	
First three steps	1. 2. 3.
Deadline within 90 days	
Progress measure	
Likely barrier or dependency	
First action within seven days	

Report-out formula

By [date], [owner] will [deliverable] with [partners], measured by [indicator].

Peer Review and Commitment: Slide 46

Exchange canvases and make one revision before the report-out.

Peer-review checklist

- | | |
|---|---|
| ☐ The result is observable, not a vague intention. | ☐ One person is accountable for moving the action. |
| ☐ The action addresses a diagnosed vulnerability or capacity constraint. | ☐ The first step can occur within seven days. |
| ☐ The measure shows progress within 90 days. | ☐ A likely barrier or dependency is named. |
| ☐ The partner roles are realistic. | ☐ The deadline is specific. |

One strength identified by my reviewer:

One revision I will make:

My one-sentence report-out

Within seven days, I will...

Ten No-Regrets Moves for EDDs

Check the moves that reinforce your 90-day action.

- ☐ Convene a resilience task force or CEDS subcommittee.
- ☐ Name a business-network coordinator and verify contacts.
- ☐ Crosswalk CEDS and hazard mitigation priorities.
- ☐ Create a regional vulnerability baseline and dashboard.
- ☐ Inventory continuity plans for major employers and critical services.
- ☐ Build a shared project pipeline and readiness score.
- ☐ Develop regional BCA, EHP, procurement, and grant-management capacity.
- ☐ Pre-position contracts and mutual-aid arrangements.
- ☐ Prepare local contractors and suppliers for recovery procurement.
- ☐ Exercise the system and update it after every event.

Additional notes and contacts:

Resources

Program rules and deadlines change. Verify official guidance and state procedures before making funding decisions.

- [NADO - CEDS Central](https://www.cedscentral.com)

<https://www.cedscentral.com>

- [NADO - EDD Community of Practice](https://www.nado.org/eddcop/)

<https://www.nado.org/eddcop/>

- [RestoreYourEconomy.org](https://restoreyoureconomy.org/)

<https://restoreyoureconomy.org/>

- [FEMA Business Emergency Operations Center Guide](https://www.fema.gov/sites/default/files/documents/fema_business-emergency-operations-center-guide.pdf)

https://www.fema.gov/sites/default/files/documents/fema_business-emergency-operations-center-guide.pdf

- [FEMA National Disaster Recovery Framework](https://www.fema.gov/emergency-managers/national-preparedness/frameworks/recovery)

<https://www.fema.gov/emergency-managers/national-preparedness/frameworks/recovery>

- [FEMA Hazard Mitigation Assistance Guidance](https://www.fema.gov/grants/mitigation/learn/hazard-mitigation-assistance-guidance)

<https://www.fema.gov/grants/mitigation/learn/hazard-mitigation-assistance-guidance>

- [FEMA FY 2024-25 BRIC opportunity](https://simpler.grants.gov/opportunity/bccd8cb3-af60-4773-a5e5-f5a228991289)

<https://simpler.grants.gov/opportunity/bccd8cb3-af60-4773-a5e5-f5a228991289>

- [FEMA Benefit-Cost Analysis Toolkit](https://www.fema.gov/grants/tools/benefit-cost-analysis)

<https://www.fema.gov/grants/tools/benefit-cost-analysis>

- [EDA FY25 Disaster Supplemental](https://simpler.grants.gov/opportunity/359225)

<https://simpler.grants.gov/opportunity/359225>

- [Louisiana Business Emergency Operations Center](https://labeoc.org/)

<https://labeoc.org/>

- [Louisiana Coastal Technical Assistance Center](https://www.louisianactac.org/)

<https://www.louisianactac.org/>

- [Yuba-Sutter Economic Development Strategy](https://www.chooseyubasutter.com/strategy)

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