



FINAL WORKSHOP REPORT

ACHIEVING PREPAREDNESS THROUGH STANDARDS IMPLEMENTATION: CHALLENGES AND OPPORTUNITIES FOR SMALL BUSINESSES

A PUBLICATION OF THE
ANSI HOMELAND SECURITY STANDARDS PANEL

AUGUST 2011



Workshop Report

Achieving Preparedness through Standards Implementation: Challenges and Opportunities for Small Businesses

Report prepared August 2011

1.0 Background

According to the Red Cross Ready Rating Program, 15 to 40% of businesses fail following a natural or man-made disaster. And yet, one-third of businesses surveyed had no business continuity plan.

As part of a continuing effort to help small businesses prepare for and respond to unexpected circumstances, the American National Standards Institute (ANSI) Homeland Security Standards Panel (HSSP) convened the workshop *Achieving Preparedness through Standards Implementation: Challenges and Opportunities for Small Businesses* on May 25, 2011, in Arlington, VA.



The event highlighted the need for preparedness, particularly for small businesses, in light of recent natural disasters. Existing standards, conformity assessment systems, and business tools that are currently in place and their value to the small business community were discussed, as well as the challenges related to cost and duration of implementation.

The core elements of the Federal Emergency Management Agency (FEMA) Voluntary Private Sector Preparedness Accreditation and Certification Program (PS-Prep)¹ was also presented, as well as an overview of two additional preparedness initiatives: the Red Cross Ready Rating² program and the Insurance Institute for Business and Home Safety³ (IBHS).

Participants also explored the application of standards and conformity assessment in the supply chain and the concepts and requirements of first-party, second-party, and third-party assessments.

This interactive workshop provided an opportunity for all participants – government, standards developers, program developers, and small businesses – to engage in an open dialogue and gain knowledge about all related issues and challenges.

¹ <http://www.fema.gov/privatesector/preparedness>

² <http://readyrating.org/>

³ <http://www.disastersafety.org>

2.0 Workshop Structure

The goal of the workshop was to identify actions needed to better reflect small business considerations with regard to preparedness standards and conformity assessment activities.

The one-day event opened with introductory remarks highlighting the importance of small business preparedness. Speakers suggested that small businesses should take incremental steps through various programs to achieve preparedness, and that throughout the process, information sharing and education are key to successful implementation.

This introduction was followed by a moderated discussion on *Standards and Assessments: Key Concepts*, which addressed standards and their value to small businesses, how these standards could help with preparedness, and the standards and conformity measures already in place.

The next panel, *The Small Business Challenge*, focused on case studies that were shared by the small business community to help inform preparedness measures.

The agenda was modified to include an overview presentation on the Voluntary Private Sector Preparedness Accreditation Program (PS-Prep). The following panel, *Applying Standards and Assessment in the Supply Chain*, outlined the different types of certification and how PS-Prep will be applied in the supply chain.

At the end of the day, attendees discussed the workshop conclusions and next steps. Each of these components of the workshop is addressed briefly in this report, organized in accordance with the agenda, which is provided in Appendix 1. Representatives from a range of interested stakeholder groups participated in the workshop; a complete list of in-person attendees is available in Appendix 2.

Workshop-related presentations and collateral documents posted by participants and contributors as well as other interested parties are available online.⁴

What Are Standards?

Behind the scenes, standards make everyday life work. They establish the size, shape, or capacity of a product or system. They specify performance of products, processes, or personnel.

They also define terms so that there is no misunderstanding among those using the standard. With standards in place, our homes, workplaces, and daily lives are safer and more convenient.

What Is Conformity Assessment?

Conformity assessment can verify whether a particular product meets a given level of quality or safety. And it can provide information about the product's characteristics, the consistency of those characteristics, and the performance of the product.

Conformity assessment activities include accreditation, certification, inspection, registration, supplier's declaration of conformity, and testing.

⁴ http://www.ansi.org/meetings_events/events/2011/hssp_workshop0511.aspx?menuid=3

3.0 Welcome and Opening Remarks

Opening remarks were provided by:

- Marcus Pollock, Chief, Standards and Technology, National Integration Center, Federal Emergency Management Agency (FEMA), U.S. Department of Homeland Security (DHS)
- C.E. “Tee” Rowe, President and CEO, Association of Small Business Development Centers
- Bill Raisch, Director, International Center for Enterprise Preparedness (InterCEP), New York University

Marcus Pollock made his remarks in the absence of Tracey Hannah, Deputy Director, U.S. Department of Homeland Security (DHS), who had a conflict and could not attend the workshop. Mr. Pollock began his remarks by acknowledging the support of Dr. Bert Coursey and his team at the Department of Homeland Security’s Science and Technology Directorate (DHS S&T), and the ANSI-HSSP in shaping the workshop program. Mr. Pollock also thanked the Louisiana State University Stephenson Disaster Management Institute⁵ for their sponsorship of this workshop.

Small Businesses Need To Be Prepared

Mr. Pollock noted that recent natural disasters have highlighted the need for preparedness, particularly for small businesses. Mr. Pollock emphasized that standards could play a key role in helping small businesses to survive emergency situations, in part through the various programs to be discussed at the workshop. The “Plan – Do – Check – Act” approach is the cornerstone of any preparedness program.

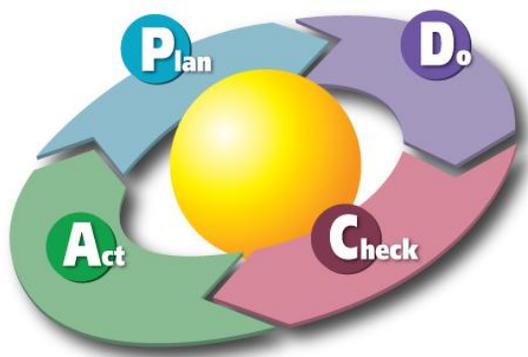


Image credit: Karn G. Bulsuk

In his remarks, Mr. Rowe emphasized the importance of considering small businesses from a holistic point of view. He added that disaster preparedness for small businesses needs to include not only the businesses, but also the families involved in supporting the businesses.

Incentives ⇒ Preparedness

Mr. Rowe noted that the best way to have small businesses become more involved in disaster preparedness is to provide incentives. One way to provide incentives for small business owners and help them consider adopting standards is to highlight the role standards play in the community. Staying prepared and recovering helps not only the business but also the community. Disasters affect small businesses and local families alike.

⁵ <http://sdmi.lsu.edu/>

Certification Is a Doorway, Not a Barrier

Mr. Rowe stressed that small businesses may view standards and certification as a barrier when they should be seen as a doorway. He cited the need to reach out to small businesses to help inform them that certification is a pathway to move forward, as it not only aids in preparedness but also helps the businesses recover in the event of a disaster. Mr. Rowe also highlighted the need to encourage a resilience mindset in the small business community. Disasters may be unavoidable at times, but with planning, their effects don't need to last forever.

Mr. Raisch opened his remarks by encouraging participants to engage in an active dialogue and to consider various points of view on the topics being discussed. He added that a top goal of the workshop is to identify key issues that are relevant regarding standards and small businesses, as well as the adoption of the PS-Prep Program. Attendees were encouraged to discuss the existing standards, conformity assessment systems, and business tools that are currently in place, and to assess their value for the small business community. Mr. Raisch added that one question to consider is how standards can be of value in distilling best practices in an ongoing way.

4.0 Moderated Discussion – Standards and Assessments: Key concepts

Led by moderators Gordon Gillerman of the National Institute of Standards and Technology (NIST) and Lane Hallenbeck of ANSI, this moderated discussion addressed the value of standards and conformance to small businesses.

NIST's Role

Mr. Gillerman noted that under the *National Technology Transfer and Advancement Act*⁶ (NTTAA), NIST is responsible for coordinating federal agency participation in voluntary standards and conformance programs. The goal in standardization activities is consensus and participation by a balance of interests.

Management System Standards Are Key Tools

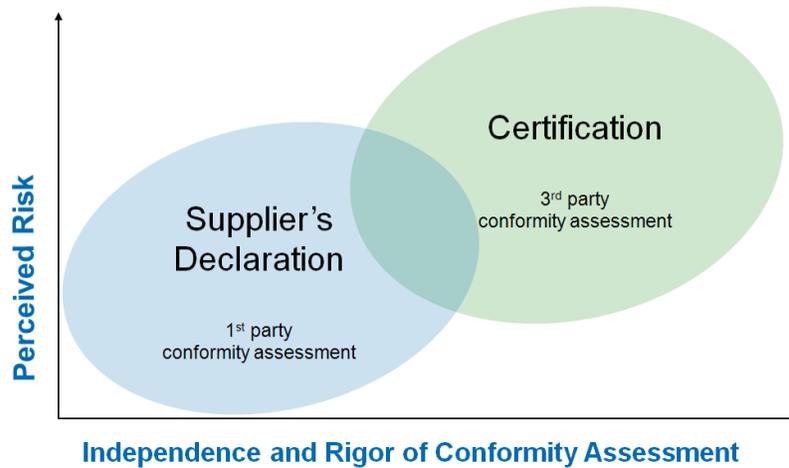
Mr. Gillerman stated that management system standards establish levels of consistency and measure effectiveness against a goal. They are customizable for many different businesses, and can be effective ways to measure the effectiveness of an organization's disaster recovery plan. Management system standards also include a continuous improvement aspect, which allows the user to re-evaluate consistently to refine and augment the business continuity plan. Mr. Gillerman added that this focus on continuous improvement can be the key to new markets for U.S. companies.

National Conformity Assessment Principles (NCAP)

Mr. Hallenbeck stated that the U.S. standards and conformity assessment system is market-driven, flexible and sector-based, industry-led, and government supported. The *National Conformity*

⁶ http://standards.gov/standards_gov/nttaa.cfm

*Assessment Principles*⁷ (NCAP) is a guidance document that articulates principles for conformity assessment activities in the United States. Mr. Hallenbeck noted that depending on the perceived risk, there is a range of conformity assessment options – from supplier’s declaration of conformance (an example of first-party conformity assessment) to certification (an example of third-party conformity assessment).



Meaningful Application of Standards for All Businesses

Standards highlight specific issues that the end users should be aware of, and give each business the opportunity to address those issues. Standards are descriptive, not prescriptive, and should be used as a guideline for businesses in ways that are meaningful and useful to each specific business.

Consensus Rules

Standards are developed using a consensus-based process in order to assure that there is balance among the contributors who are writing the standards. If there are organizations and individuals who are not involved in the standards development process and feel that they have been overlooked, there is a process that allows them to have input prior to the standard’s publication.⁸

The Relationship between Standards and Conformance

Standards and conformity assessment are two sides of the same coin: standards define the requirements and conformance determines how to demonstrate that those requirements have been fulfilled. The benefits of standards and conformity assessment include consumer confidence, competitive advantage, cost control, increased efficiency, market access, customer acceptance, controlled awareness of productivity, and defect reduction, among many more.

⁷ <http://www.ansi.org/ncap>

⁸ Accreditation by ANSI as a standards developer represents a public statement of the value placed on an open and equitable consensus development process. For more information about the hallmarks of this consensus-based process, visit www.ansi.org/ansvalue.

5.0 Panel – The Small Business Challenge

Thomas Anderson, director of corporate and strategic development, Stephenson Disaster Management Institute, Louisiana State University, moderated this panel, which focused on case studies shared by the small business community to help inform preparedness measures. Panelists also presented several small business preparedness programs, including PS-Prep, the Red Cross Ready Rating, and IBHS.

Panelists included:

- Ann Pickren, Executive Vice President, Firestorm Solutions, LLC
- Diana McClure, Business Resiliency Program Manager, Insurance Institute for Business & Home Safety
- Thomas Heneghan, Manager -- Preparedness, Preparedness Health and Safety Services, American Red Cross

Mr. Anderson noted that the Stephenson Disaster Management Institute was founded after Hurricane Katrina in 2005. He explained that the major issue in small business preparedness is effecting a culture shift so that preparedness is second nature. Disaster and emergency preparedness must be more formal and part of routine practice for all small businesses.

What Do Small Businesses Want in a Recovery Plan?

Small businesses are searching for a simple business recovery structure and plan that includes strategies for work interruptions and emergency response. There are several drivers for small businesses to invest in disaster recovery plans, including:

1. Their competitors have plans in place and are able to continue operations uninterrupted.
2. Their suppliers have requested that they demonstrate business continuity plans.
3. They want to avoid failures in single points within the supply chain.

Wanted: Greater Understanding

Panelists felt that, in many instances, standards are too complex for the small business environment and need to be simplified in order to be useable. Mandatory compliance with standards, along with a greater understanding of the concepts and values contained in the standards, will help small businesses to become better prepared. Small businesses could be compelled to adopt the standards if they are made aware that these standards can also be used in situations that have a higher probability of occurrence than a large-scale disaster.

Trade Associations and Membership Organizations Can Help

A key element in educating small businesses is reaching out to larger organizations like trade associations who have small businesses as part of their constituency, and who are viewed by small

businesses as a reliable source. Relationships are key to this message, specifically one-on-one, face-to-face contact, rather than via email or telephone.

What Needs To Be Considered?

Many small businesses simply do not have the resources on hand to develop effective disaster plans. It is also important to consider cultural and regulatory components of community preparedness, as well as the cost of non-compliance.

Log On for More Information

There are several online tools available to help small businesses become better prepared including www.disastersafety.org and Open for Business Online⁹, a free online program that can help small business owners keep their doors open following a natural, man-made or technological disaster, reduce the potential for loss, and recover more quickly.

The Red Cross Ready Rating Program

The Red Cross Ready Rating Program helps organizations understand the need for being prepared and ready for disasters in a simplified way. Aligned with PS-Prep, this program includes a simple self-assessment process to meet the Ready Rating requirements. The program is a propriety tool that makes readiness measureable, provides customized and confidential feedback, and requires annual improvement in order to remain in the program.

6.0 Overview of PS-Prep, the Voluntary Private Sector Preparedness Accreditation Program

The agenda was modified to include a brief overview of the Voluntary Private Sector Preparedness Accreditation and Certification Program (PS-Prep), presented by Alex McClellan, Principal Analyst of the Homeland Security Institute (HSI).

What is PS-Prep?

PS-Prep was mandated by Title IX of the *Implementing Recommendations of the 9/11 Commission Act of 2007*.¹⁰ Congress directed DHS to develop and implement a voluntary program of accredited third-party certification of private entities using standards adopted by DHS that promote private-sector preparedness, including disaster management, emergency management, and business continuity programs.

The purpose of the PS-Prep Program is to enhance nationwide resilience in an all-hazards environment by encouraging private-sector preparedness. The program is intended to provide a mechanism by which a private-sector entity – a company, facility, not-for-profit corporation, hospital, stadium,

⁹ http://www.disastersafety.org/ofbInfo?execution=e1s1&type=ofb_online

¹⁰ <http://intelligence.senate.gov/laws/pl11053.pdf>

university, etc. – may be certified by an accredited third party, establishing that the private-sector entity conforms to one or more preparedness standards adopted by DHS.

Standards Approved for PS-Prep

Participation in the PS-Prep program is completely voluntary. Three standards were approved for the PS-Prep Program in June 2010, based on scalability and balance of interest:

- [ASIS International SPC.1-2009](#), *Organizational Resilience: Security Preparedness, and Continuity Management System – Requirements with Guidance for use* – 2009 Edition.
Available at no cost.

- [British Standards Institution 25999, 2007 Edition](#): *Business Continuity Management* (This includes BS 25999:2006-1, *Code of practice for business continuity management* and BS 25999: 2007-2, *Specification for business continuity management*.)
BSI is making both parts available for a reduced fee of \$19.99 each.

- [NFPA 1600](#), *Standard on Disaster / Emergency Management and Business Continuity Programs* – 2007 and 2010 editions.
Available at no cost.

Each of these standards deals comprehensively with preparedness and can be applied to the majority of private sector entities.

ANAB Accreditation Program: Certified for Preparedness

The ANSI-ASQ National Accreditation Board¹¹ (ANAB) – a joint partnership of ANSI and the American Society for Quality (ASQ) – has been specified by DHS to accredit third-party certifiers of private sector entities for compliance with the PS-Prep standards.¹²

The ANAB accreditation program will provide confidence in the competence certifications of private sector organizations' compliance with voluntary preparedness and business continuity standards requirements. There may also be alternative declarations of conformity allowed for small businesses.

Business Owners Want Continuity

Mr. McClellan began by stating that all business owners are business continuity managers at heart with a focus on keeping the business running. HSI reviewed twenty-five standards in a side-by-side comparison and chose the ASIS, BSI, and NFPA standards as best suiting the criteria of what small businesses needed to develop disaster recovery plans.

¹¹ <http://www.anab.org>

¹² http://www.ansi.org/news_publications/news_story.aspx?menuid=7&articleid=2660

Deming Cycle: Deemed Useful for Preparedness!

Mr. McClellan explained the Deming Cycle, which recommends that business processes be placed in a continuous feedback loop so that managers can identify and change the parts of the process that need improvement. This continuous process, known as the PDCA, consists of the following:

- Plan** Design or revise business processes to improve results
- Do** Implement the plan and measure its performance
- Check** Assess the measurements and report results
- Act** Decide on changes needed to improve the process

Risky Business

Mr. McClellan mentioned that risk management is also an important factor for small businesses. Mitigating risk and correcting gaps in continuity planning will be integral to the success of any disaster management plan.

7.0 Panel – Applying Standards and Assessment in the Supply Chain

Moderated by Bill Raisch, this panel outlined the different types of certification and how PS-Prep will be applied in the supply chain.

Panelists included:

- Reg Blake, Vice President, Corporate Development and Regulatory Affairs, BSI Group America Inc.
- Donald Byrne, President and CEO, METRIX 411, LLC

Small Business Hesitation

Mr. Raisch stated that the PS-Prep Program is critical to the economic well-being of individual businesses, communities, and the nation as a whole, but there is hesitation in the small business community due to time and money constraints. Mr. Raisch added that there need to be incentives for the PS-Prep Program, and the government and the insurance industry can make a difference by encouraging compliance. All of the PS-Prep standards take into account scalability so they can be utilized by organizations of any size.

Reduced Risk, Increased Resilience

The PS-Prep program provides businesses with the opportunity to reduce their risk and increase resilience. Small businesses need to be educated on how to best use the PS-Prep program to fit their needs. The program will become more widely accessible and streamlined once more businesses participate.

Revision and Compliance Timeline

All three standards in the PS-Prep program are maintained on a three-year cycle and are under continuous revision. Most certification bodies will give an organization two years to conform to the latest version of the standards.

Open for Business: Continuity Management Systems

Formal standards for business continuity management provide a common framework based on best practices and bring a common understanding to the marketplace. Implementing a business continuity management system includes planning, implementing, managing, and monitoring the system.

Consider the Entire Supply Chain

It is important to review the entire supply chain and not look at a business in isolation. Supply chain management is a collaborative effort that can be at risk if an organization is not prepared.



A business continuity plan must consider the entire supply chain.

One weak link puts the integrity of the whole at risk.

Levels of Rigor: First, Second, and Third Party Certification

First-party certification, or self-declaration, is an organization's declaration of conformity to a standard.

Second-party certification involves an assessment by a non-independent party, such as internal audit department or financial or supply chain partner.

Third-party certification is assessment by an outside party – an independent organization that is qualified and licensed to issue a certification when the assessment is successfully completed. Some small businesses are hesitant to rely upon third-party certification, as it is complex and there are several steps involved.

Checklists Aren't Enough

In order to self-declare to a standard the business must have extensive knowledge of the applicable guidelines and processes. Checklists are not sufficient and should not be used in self-declarations, as they are a quantitative approach to auditing.

Step by Step: Moving towards Preparedness

A "stair step" approach to preparedness focuses on education first, and then incremental development. One example would be using the Red Cross Ready Rating program, followed by "Open for Business," and moving on to first-, second-, or third-party certification.

8.0 Summary and Conclusions

Marcus Pollock, chief of standards and technology for the National Integration Center, FEMA, DHS, led a discussion summarizing the workshop's conclusions.

Jacqueline Snelling, program specialist for the Individual and Community Preparedness Division/Citizen Corps, FEMA, DHS, provided additional remarks during this session at the request of Mr. Pollock.

Not Just Standards – A Holistic Approach

Preparedness does not focus solely on standards but on the ability of interested parties to approach preparedness from various points of view. A holistic approach is needed in order to assess the management systems of small businesses.

Mentoring in the Supply Chain

Small businesses that are new to standards and conformance may be overwhelmed or confused by the steps needed to produce an effective preparedness plan. Once a small business progresses to the point where they begin to rely upon second-party certification instead of first-party self-declaration, that more experienced second party can and should mentor the small business. Participants shared examples of successful mentoring relationships, and advised second-party certifiers to take on a mentor role wherever possible to boost overall supply chain integrity.

All Together Now!

One focus of the PS-Prep program is communication and collaboration with small businesses. Program participants can also collaborate and share information, which will provide best practices and other benefits to business owners. In addition to the PS-Prep program, the Red Cross Ready Rating Program and “Open for Business” Online are excellent resources for small business preparedness.



Second-party certifiers should mentor small businesses wherever possible.

9.0 Next Steps

Develop simple messages and credible metrics

Simplified, consistent language is needed in standards in order to help the small business community understand them. Small businesses ask questions such as:

- What do you want me to do?
- What is the action?
- Can you tell me why I should do that?
- How is it effective?

Standards developers need to keep the small business audience and these questions in mind when developing standards for preparedness and disaster recovery. In addition, small businesses are motivated by credible metrics and assessments that tell them what preparedness plans would apply to them on various levels, so these should also be taken into account in developing standards and conformity assessment programs.

Promote education

Small businesses require education and clear, consistent messaging in terms of preparedness planning and assessment. A coordinated education and communications effort highlighting answers to the above questions would be very helpful.

Gather input

The PS-Prep program should actively seek input from small businesses in order to address their concerns and issues regarding the standards. How can the voice of small businesses be brought into standards development and focus on the kind of scalability they are looking for?

Small businesses are an integral part of our national economy and it is crucial that these organizations grasp the value of standards and conformity assessment in overcoming obstacles presented by disasters. Through simple messages and credible metrics on the importance of standards in preparedness, further education for small business owners, and more input from these businesses on their concerns, businesses can be more secure, even in an insecure environment.

10.0 Acknowledgments

Recognition and sincere appreciation are due to the following:

- The Stephenson Disaster Management Institute, for their sponsorship of this workshop
- Marcus Pollock, Chief, Standards and Technology, National Integration Center, Federal Emergency Management Agency, U.S. Department of Homeland Security; C.E. “Tee” Rowe, President and CEO, Association of Small Business Development Centers; and Bill Raisch, Director, International Center for Enterprise Preparedness (InterCEP), New York University, for providing introductory remarks
- Thomas Anderson, Director, Corporate and Strategic Development, Stephenson Disaster Management Institute, Louisiana State University, for serving as Moderator for *The Small Business Challenge*
- Alex McClellan, Principle Analyst, Homeland Security Institute, for his presentation on PS-Prep
- Bill Raisch for serving as Moderator for *Applying Standards & Assessment in the Supply Chain*
- Marcus Pollock for leading the summary and conclusions discussion
- Gordon Gillerman, Director, Standards Services Group, National Institute of Standards and Technology (NIST), for providing an overview of standards and assessment as well as closing remarks
- Tracy Hannah, Deputy Director, U.S. Department of Homeland Security (DHS) for her participation in workshop planning
- All of the speakers listed on the agenda for sharing their expertise and introducing key ideas and concepts utilized during the open dialogue sessions.

Appendix 1 Agenda



ANSI Homeland Security Standards Panel (ANSI-HSSP)

May 25, 2011 Arlington, VA

Workshop Co-Chairs:

Tracy Hannah, Deputy Director, U.S. Department of Homeland Security (DHS)
Bill Raisch, Director, International Center for Enterprise Preparedness (InterCEP), New York University

A Workshop on:

“Achieving Preparedness through Standards Implementation: Challenges and Opportunities for Small Businesses”

Final Agenda

[Executive Conference Center \(at Liberty Center\)](#)

Liberty Conference Rooms A&B
 4075 Wilson Blvd, Suite 350
 Arlington, VA 22203

Wednesday – May 25, 2011

8:30am – 9:00am	Registration Desk Opens
9:00am – 9:30am	<p>Welcome & Opening Remarks</p> <ul style="list-style-type: none"> • Tracy Hannah, Deputy Director, U.S. Department of Homeland Security (DHS) • C.E. “Tee” Rowe, President & CEO, Association of Small Business Development Centers • Bill Raisch, Director, International Center for Enterprise Preparedness (InterCEP), New York University
9:30am-10:15am	<p>Standards and Assessments: Key concepts</p> <ul style="list-style-type: none"> • What are standards? • What is their value to businesses and small businesses in particular? • How can the application of standards be measured and why? What is conformity assessment? • How can standards help with preparedness? What standards and conformance measures are already in place? <p>Moderators:</p> <ul style="list-style-type: none"> • Gordon Gillerman, Director, Standards Services Group, National Institute of Standards and Technology (NIST) • Lane Hallenbeck, Vice President, Accreditation Services, American National Standards Institute (ANSI)
10:15am-10:30am	Morning Break
10:30am-12:00pm	<p>The Small Business Challenge</p> <ul style="list-style-type: none"> • What are special considerations in applying standards and conformity assessment in small businesses? • What lessons learned or case studies can the small business community share to help inform preparedness measures?

	<ul style="list-style-type: none"> • What considerations does PS-Prep make for small businesses? <p>Moderator:</p> <ul style="list-style-type: none"> • Thomas Anderson, Director, Corporate and Strategic Development, Stephenson Disaster Management Institute, Louisiana State University <p>Panelists:</p> <ul style="list-style-type: none"> • Ann Pickren, Executive Vice President, Firestorm Solutions, LLC • Diana McClure, Business Resiliency Program Manager, Insurance Institute for Business & Home Safety • Thomas Heneghan, Manager-Preparedness, Preparedness and Health and Safety Services, American Red Cross
12:00pm-1:00pm	Lunch
1:00pm-2:30pm	<p>Applying Standards & Assessment in the Supply Chain</p> <ul style="list-style-type: none"> • How have standards and conformity assessment been applied in the past to supply chains? • How will PS-Prep likely be applied in the supply chain and why? <p>Moderator:</p> <ul style="list-style-type: none"> • Bill Raisch, Director, InterCEP, New York University <p>Panelists:</p> <ul style="list-style-type: none"> • Reg Blake, Vice President, Corporate Development and Regulatory Affairs, BSI Group America Inc. • Donald Byrne, President & CEO, METRIX 411, LLC
2:30pm-2:45pm	Afternoon Break
2:45pm-3:45pm	<p>Summary & Conclusions</p> <ul style="list-style-type: none"> • What insights have been identified as well as further actions necessary to reflect small business considerations in application of preparedness standards and conformity assessment? • What insights and further actions have been identified with regard to PS-Prep as well as other programs such as the IBHS Open for Business and American Red Cross Ready Rating, including their application to small businesses and supply chains? <p>Moderator:</p> <ul style="list-style-type: none"> • Marcus Pollock, Chief, Standards and Technology, National Integration Center, Federal Emergency Management Agency, DHS • Tracy Hannah, Deputy Director, DHS
3:45pm-4:00pm	<p>Closing Remarks/Adjournment</p> <ul style="list-style-type: none"> • Gordon Gillerman, Director, Standards Services Group, NIST

Appendix 2 Roster of In-Person Attendees

First Name	Last Name	Organization
Michael	Aisenberg	The MITRE Corporation
Eric	Ambinder	Homeland Security Studies and Analysis Institute
Thomas	Anderson	Stephenson Disaster Management Institute, Louisiana State University
Rod	Andrews	Prince William County Service Authority (PWCSA)
Dan	Bart	Valley View Corporation
Reg	Blake	BSI Group America Inc.
Cheryl	Blum	Telecommunications Industry Association (TIA)
Joseph	Booth	Stephenson Disaster Management Institute, Louisiana State University
K. David	Boyer	GlobalWatch Technologies
Joseph	Broz	Defense Capital Advisors, LLC
Audrey	Burke	Isom
Donald	Byrne	Metrix 411, LLC
Susan	Carioti	ASIS International
William	Cook	U.S. Department of Homeland Security (DHS)
Bert	Coursey	U.S. Department of Homeland Security (DHS)
Patrick	Cumba	Strategic Services Bureau
Oliver	Davidson	Business Civic Leadership Center
Ryan	Denmark	RSDC Group
Susan	Dixon	U.S. Department of Homeland Security (DHS)
Mike	Dubose	Willis Group
Lisa	DuBrock	The Radian Group, LLC
Robert	DuPuy	LRQA
Momodu	Fofana	University of Maryland
Justin	George	Homeland Security Studies and Analysis Institute (HSI)
Gordon	Gillerman	National Institute of Standards and Technology
Richard	Gillis	QMS Solutions, LLC
Sandra	Gogol	U.S. Department of Homeland Security (DHS)

Lane	Hallenbeck	American National Standards Institute (ANSI)
Tracy	Hannah	U.S. Department of Homeland Security (DHS)
John	Harvey	Elevance Renewable Sciences
Thomas	Heneghan	American Red Cross
Kathleen	Higgins	U.S. Department of Homeland Security (DHS)
Bruce	Hilderbrand	U.S. Department of Homeland Security (DHS)
Susan	Hopkins	Dynamic Security Concepts Inc. (DSCI)
George	Huff	Administrative Office of the U.S. Courts
Alex	Johnson	U.S. Senate Committee on Small Business
Fran	Kernodle	FKA, Inc.
Siraj	Khan	U.S. Department of Homeland Security (DHS)
Daryao	Khatri	Sigma Information Management Corporation
Richard	Kissel	National Institute of Standards and Technology
Diana	McClure	Insurance Institute for Business & Home Safety
Charlie	Meng	Arlington Food Assistance Center
John	Milam	Dynamis
Michaela	Miller	American National Standards Institute (ANSI)
Erin	Mitchell	Agility Recovery Solutions
Benjamin	Muncy	Virginia Department of Emergency Management
Patricia	Newman	American Realty Group
An	Nguyen	U.S. Department of Homeland Security (DHS)
Sonny	Odom	Sonny Odom, Photography
Marisa	Peacock	American National Standards Institute (ANSI)
Michael	Penders	Environmental Security International
Ann	Pickren	Firestorm Solutions, LLC
Marcus	Pollock	U.S. Department of Homeland Security (DHS)
Stuart	Radcliffe	British Standards Institution (BSI)
Bill	Raisch	New York University International Center for Enterprise Preparedness (InterCEP)
Jo	Robertson	NFPA 1600 Task Group
Tee	Rowe	Association of Small Business Development Centers (ASBDC)
Brian	Scarpelli	Telecommunications Industry Association (TIA)

Fran	Schrotter	American National Standards Institute (ANSI)
Peter	Shebell	U.S. Department of Homeland Security (DHS)
Marc	Siegel	ASIS International
Charles	Sleeper	U.S. Department of Homeland Security (DHS)
Hollis	Stambaugh	System Planning Corporation
Robert	Stenner	Pacific Northwest National Laboratory (PNNL)
Boyd	Stephenson	American Trucking Associations
Debra	Stoe	U.S. Department of Justice (DOJ)
Richard	Vandame	Federal Emergency Management Agency(FEMA)
Robert	Vondrasek	National Fire Protection Association (NFPA)
Renee	Wentworth	Association of Contingency Planners (ACP)
Pete	White	Prince William Chamber of Commerce
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