

# OUR WORK

Within the broad issue areas of safety, security, and society, the Adrienne Arsht Center for Resilience conducts a range of programming focused on improving the ability of individuals, organizations, cities, states, and countries to prepare for, absorb, and recover from major shocks.

**Public Events.** The Adrienne Arsht Center for Resilience provides a platform for policymakers and thought leaders to engage directly with the public. Center events during the past year included discussions with chef and philanthropist José Andrés on his efforts in Puerto Rico in the aftermath of Hurricane Maria and with FEMA Deputy Administrator for Resilience Dr. Daniel Kaniewski on the Agency's strategic priorities. Upcoming public events will focus on implementing low-cost, high-reward approaches to preparedness, resilience against violent extremism, and more.

**Simulations/Tabletop Discussions.** The Adrienne Arsht Center for Resilience designs and executes senior-level, scenario-enabled tabletop discussions exploring the resilience of individuals and systems to potential shocks. In May 2018, the Center held a discussion on policy and operational resilience with 30 current and former local and federal government officials. The Center will hold its next tabletop discussion in the fall of 2018 with state and local officials in Newport, RI. These sessions focus on issues related to emergency response, consequence management, information sharing, and government/private sector coordination.

**Podcast.** The Adrienne Arsht Center for Resilience podcast, *Resilient World*, features insight, analysis, and innovative ideas on building resilience to challenges including climate change, cyber-attacks, terrorism, and pandemics. The podcast's first season, released in the spring of 2018, took listeners behind the scenes as guests including Peter Neffenger, Lisa Monaco, Amy Pope, and Max Brooks described how they approach complex and challenging situations.



(Left) Adrienne Arsht Center for Resilience Acting Director Eric Ridge and FEMA Deputy Administrator for Resilience Dr. Daniel J. Kaniewski speak at the Atlantic Council in July 2018. (Right) Award-winning filmmaker and director Christopher Nolan and Resilience Center founder Adrienne Arsht in conversation before a screening of Nolan's 2017 film *Dunkirk* at the Smithsonian Air and Space Museum in Washington DC, co-hosted by the Adrienne Arsht Center for Resilience.

**Publications and Digital Content.** The Adrienne Arsht Center for Resilience produces original content that includes full-length reports, such as *Building More Resilient Communities*, which recommends resilient responses to global surges in irregular migration, and a forthcoming report on pandemic preparedness, identifying cost-effective solutions to prevent and respond to outbreaks. The Center regularly produces additional content that includes a lessons-learned series on past natural disasters, infographics on improving individual and societal resilience, and blog posts on topical issues.

**Private Policy Roundtables.** The Adrienne Arsht Center for Resilience convenes off-the-record discussions on a variety of resilience-oriented subjects. In January 2018, the Center held an invitation-only dinner on critical transportation and infrastructure issues featuring two former secretaries of transportation. In partnership with the Motion Picture Association of America, the Center held a private movie screening in March 2018 of *12 Strong*, the story of the first Special Forces team deployed to Afghanistan after 9/11, followed by a panel discussion on the war in Afghanistan.

**Resilience Assessments.** The Adrienne Arsht Center for Resilience uses an assessment framework to provide a comprehensive picture of how resilient the United States and the global community are to major disruptions. Building on best practices, the framework assesses systems based on core qualities of resilience.

# OUR STAFF

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# Atlantic Council

## ADRIENNE ARSHT CENTER FOR RESILIENCE

The Adrienne Arsht Center for Resilience helps individuals, communities, and societies navigate the global changes that define the twenty-first century. In today's complex and rapidly changing environment, it is impossible to fully mitigate all of the threats that may arise. We must instead build resilience—the ability to prepare for, absorb, and recover from potential challenges—into our societies and our systems. The Center draws on multiple disciplines to identify

and assess potential challenges; consider implications and possible solutions from a global perspective; and develop pragmatic recommendations to put ideas into practice. A key measure of our success is how we prepare a wide range of actors—people, cities, businesses, nations—to identify and address challenges before they become crises, and to weather and recover from those shocks that cannot be prevented.



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# AN UNCERTAIN ENVIRONMENT

To prosper and thrive in these turbulent times, societies need to be nimble and flexible in preparing for, and responding to, major events and emerging trends. These include:



**Global health challenges.** In today's increasingly interconnected world, societies have less ability than ever to contain the spread of global health threats. Even highly developed countries in North America, Europe, and Asia are largely not ready to address potential manmade or natural challenges. Without greater emphasis on preparedness, response, and recovery, threats ranging from bioterrorism to pandemics could spread extremely rapidly with devastating effects worldwide.



**Technological advances.** Even today's relatively nascent artificial intelligence (AI) and related technologies are already having a significant impact worldwide. How exactly AI and associated capabilities will evolve in the coming years remains unclear, but their impact will likely only grow. Approaches that nations, businesses, individuals, and others adopt toward AI now will not only shape the rise of these technologies, but also have broader effects on society.



**Severe weather, climate change, and natural disasters.** These events are often difficult to predict, but their severity is increasing and their frequency is rising. By one count, the number of disasters worldwide has quadrupled since 1970. Although the imperative to build resilient systems often comes into sharpest focus in the midst of a storm, prudently managing risk requires taking steps in the months, years, and decades before the next natural disaster strikes.



**Terrorism and violent extremism.** Although the fortunes of specific terrorist groups may wax and wane, the underlying phenomenon—aggrieved actors using violence to further their political goals—remains robust. Seeking to reverse a nearly ten-fold increase in the number of terrorist attacks worldwide since the early 2000s, governing institutions from the local to the global level are confronting strategic and tactical questions of how best to promote economic growth, educate youth, and counter radical ideologies.



**Cyber threats.** The proliferation of internet access worldwide and the rise of the Internet of Things—connectivity in everything from household appliances to roadway sensors—provides great opportunities for advancement, but also generates more potential targets for exploitation. Ensuring the security of these systems is only part of the challenge; products and supporting infrastructure must also be “born resilient,” infused with critical qualities of resilience.



**Migration and refugees.** The United Nations estimates that today over 65 million people worldwide are forcibly displaced from their homes. As many of these individuals and families confront enormous near-term challenges, affected countries and the entire global community must grapple with broader policy questions, such as how best to provide long-term support and how best to integrate displaced persons into existing communities.

# OUR STRATEGIC APPROACH

The Adrienne Arsht Center for Resilience explores the intersection of people and the geopolitical events and public policies that affect them. A central theme of the Center's work is that resilient approaches must be proactive, not reactive, to current and future challenges. Our work spans three major areas:

**Safety:** To effectively navigate disruptions in safety – from natural disasters to public health challenges – the Center believes that decision makers must adopt a holistic “Resilient-by-Design” approach aimed at improving the capability of individuals, institutions, and infrastructure to weather the next storm and to swiftly recover from its damaging effects. Synchronizing disaster risk reduction strategies is critical at the state, local, and community levels, as well as among individuals.

**Security:** To complement traditional national security approaches, resilience-oriented security strategies incorporate a greater understanding of individual interests and motivations. The Center's work in this space aims to use data analysis and storytelling to discern why specific types of actors (e.g., extremists and cyber criminals) employ violence to further their broader goals. These insights will feed our development of tailored, preventative policy recommendations to bolster the resilience of individuals.

From left to right: Florlan Rohart/Flickr, Julia Broska/Wikimedia, US Navy/Spec. Candice Villareal, and National Oceanic and Atmospheric Administration.

**Society:** Helping individuals and communities withstand challenges to their lives and livelihood – whether from the threat of physical displacement due to conflicts, disasters, and development challenges, or from more intangible threats to culture and identity – requires a better understanding of how and why people persevere in adversity. Applying principles of a “show must go on” mentality to international challenges is at the core of the Center's approach to societal issues.

## ABOUT ADRIENNE ARSHT



Adrienne Arsht is a renowned businesswoman and philanthropist who has taken a leading role in promoting artistic, business, and civic growth in the three cities she calls home: Washington, DC, New York, and Miami. After a career as a successful lawyer and entrepreneur, Arsht moved to Miami in 1996 to run her family-owned bank, TotalBank. Under her leadership as chairman of the board, TotalBank grew from four locations to fourteen with over \$1.4 billion in assets. In 2007, she sold the bank to Banco Popular Español and was named chairman emerita. Arsht's passion for Latin America and the issues confronting the region led her to found the Adrienne Arsht Latin America Center in 2013 at the Atlantic Council. She currently serves as executive vice chair of the Atlantic Council, and founded her second center there—the Adrienne Arsht Center for Resilience—in 2016. In the arts world, Miami's Performing Arts Center was renamed the Adrienne Arsht Center for the Performing Arts of Miami-Dade County in her honor, after her \$30 million contribution secured its financial footing and ensured quality cultural programming for Miami. Arsht is also a trustee of the John F. Kennedy Center for the Performing Arts in Washington, DC, and vice chairman of the Lincoln Center Board of Directors in New York.