



Identifying themes in capability gaps and recent advances to help emergency managers improve community resilience.

The Lessons Learned Information Sharing (LLIS) program team identifies common themes from whole community after-action reports (AARs) and presents them in a trend analysis for emergency managers to consider when developing plans and exercises. For this analysis, the team analyzed federal policy guidance, 25 AARs (21 exercise and 4 real-world), and the 2013 State Preparedness Report (SPR) data. This analysis identified seven areas for improvement related to community resilience efforts.

KEY THEME

In order to help further community resilience efforts, emergency managers can work to engage all sectors of a community, incorporating input and efforts to improve resiliency. The AAR and SPR data indicated that work is needed to integrate input from the whole community, including governmental bodies, community groups, individuals, and the non-profit and private sectors. Bringing together all sectors to address resiliency issues improves all facets of the community’s resilience: physical, economic, educational, health care, and social.

Community Resilience and the “All-Hazards” Approach

Effective community resilience efforts help jurisdictions mitigate against and recover from all hazards. In SPR responses and AARs, jurisdictions indicated the need to increase and improve resiliency efforts to address the following threats and hazards:

- Floods
- Tsunamis
- Seismic Events
- Winter Storms
- Severe Storms
- Tornadoes
- Hurricanes
- Dam Failures
- Pandemics
- Public Health Issues
- Drought
- Climate Change
- Power Outages
- Oil/Chemical Spill
- CBRNE Events



Planning The data showed that resiliency planning needs to incorporate input from the entire community and address how the community can participate in resiliency efforts.

- Key topics, gaps, and areas of interest related to planning include:
- Incorporating the community into the planning process
 - Educating the community on existing plans
 - Ensuring plans cover all elements of community resilience



Coordination The whole community—including businesses, community organizations, and individuals—plays a critical part in strengthening community resilience. The analysis highlighted that increased organization and business participation in resiliency projects is needed to help emergency managers address resiliency issues and utilize resources from throughout the community.

- Key topics, gaps, and areas of interest related to coordination include:
- Integrating efforts and personnel from the private sector, volunteers, community groups, higher education, and the faith-based community
 - Managing volunteer groups and training
 - Developing and utilizing CERT Teams



Community Outreach & Education The findings indicated the need for states and jurisdictions to build partnerships and maintain communications with the community to improve information sharing and increase community engagement.

- Key topics, gaps, and areas of interest related to community outreach and education include:
- How to engage the whole community
 - Performing outreach to the community on resiliency projects and efforts
 - Educating individuals and businesses in the community on resiliency issues to increase community engagement
 - Improving information sharing between emergency managers and the community
 - Training individuals and groups on resiliency issues and measures



Innovation Using new tools, including social media, online information sharing platforms, and new programs or equipment, can improve community resilience efforts and outreach.



COMMUNITY RESILIENCE RESEARCH THEMES

KEY THEME

The emergency management community needs to improve its capacity to identify, protect, and restore critical services, infrastructure, and resources. Enhancing resiliency planning and training efforts can improve state and local ability to identify risks to their communities. Through planned testing and evaluation of critical services and systems, emergency managers can improve resiliency and increase efficiency of recovery operations.



Training States identified capability gaps related to training on community resilience issues. Expanding training for staff and emergency managers is needed to improve overall community resilience.

Key topics, gaps, and areas of interest related to training include:

- Developing effective training programs and materials
- Improving the availability of training on community resilience for new employees, existing staff, and the public at large



Partnerships The data highlighted the need for states to improve partnerships and collaborative efforts with other jurisdictions and entities at all levels of government. States identified the need to increase coordination efforts and share resources to ensure all elements of resiliency are addressed.

Key topics, gaps, and areas of interest related to community resilience partnerships include:

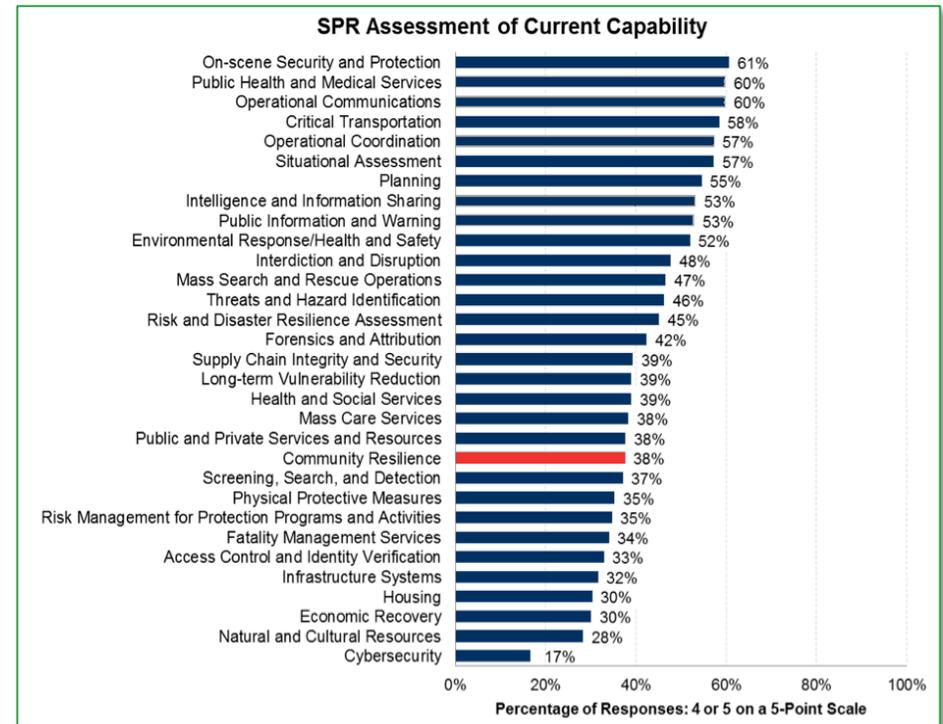
- Improving coordination between various agencies and governmental bodies at all levels of government
- Developing joint resiliency plans
- Developing resource acquisition and sharing agreements



Evaluations The AAR and SPR data indicated the need for increased evaluation and testing of critical systems and services. Evaluations can improve states and local jurisdictions' ability to identify and understand where improvements are needed for better resiliency.

Key topics, gaps, and areas of interest related to community resilience evaluations include:

- Identifying and testing critical systems, services, and potential threats
- Addressing the needs of individuals with access and functional needs
- Addressing all elements of resiliency, including economic, physical, and social



Improving collaboration between government, private sector partners, community groups, and individuals can improve overall community resilience efforts and help communities mitigate and recover from disasters.

DISCLAIMER The Lessons Learned Information Sharing Program is a Department of Homeland Security/Federal Emergency Management Agency's resource for lessons learned and innovative ideas for the emergency management and homeland security communities. The content of the documents is for informational purposes only, without warranty, endorsement, or guarantee of any kind, and does not represent the official positions of the Department of Homeland Security. For more information please email FEMA-LessonsLearned@fema.dhs.gov.