



Alliance for
National & Community
Resilience™

Community Resilience Benchmarks® (CRB™) Development Process

The Alliance for National Community Resilience (ANCR™) is developing Community Resilience Benchmarks (CRB™). The CRB™ Benchmarks will help communities assess their resilience and point them toward practical action they can take to become more resilient. ANCR has parsed communities into nineteen key functions identified in the following figure and is developing Benchmarks for each of these functions.

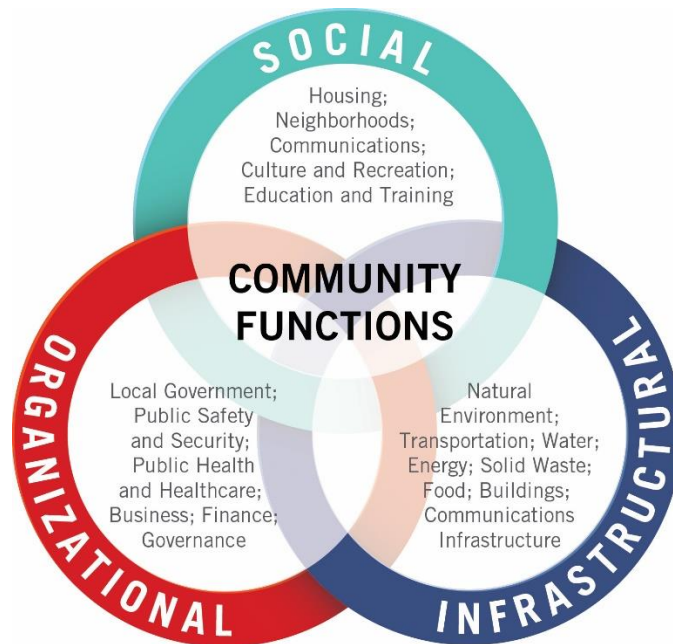


Figure 1. Community Functions for Development of Community Resilience Benchmarks

To facilitate development of Community Resilience Benchmarks, ANCR has developed a Strawman set of Benchmarks based on some key principles and foundational resilience work including:

- ANCR's *Guiding Principles*. Both the Guiding Principles and the essential elements of community resilience have been honed through review by a score of professionals in the field.
- The United Nations International Strategy for Disaster Reduction (UNISDR) assessment tools (*10 Essentials*) developed to support the Sendai framework. These provide a consistent and defensible basis for the Strawman. They help to resolve the tension between the public's focus on service and continuity, and service providers' focus on asset protection.
- The practical experience of the Community and Regional Resilience Institute (CARRI). CARRI found that resilience is a manifestation of the



strengths of a community; thus, the Benchmarks need to focus on determining the community's strengths and weaknesses. Both CARRI's experience and that of others who have worked with communities demonstrate that performance-based, outcome-oriented approaches tend to be most useful to communities looking to become more resilient.

- Existing standards. In many cases, existing standards – especially those used for accreditation – include one or more of the essential elements of resilience. For example, a health care facility meeting the standards of the Joint Commission will have demonstrated risk awareness, essential capacity, and competence to deal with crises.

The Strawman is organized by functional area (i.e., each of the community functions has its own Benchmark). The Strawman Benchmarks are the starting point for the next phase of development. In this phase, a group of subject matter experts (SMEs) is empaneled for each functional area. This SME Committee is tasked with:

- Ensuring the boundaries of the functional area are well-defined.
- Identification of function-specific risks. For example, the water-wastewater functional area might identify contamination as a risk.
- Identification of credible strategies for dealing with both community-wide and function-specific risks. For example, it is often impossible to ensure that food distributors and retailers will not experience interruption of electric power. In this case, backup generators can reduce the risk to the food supply.
- Development of recommended changes to the Community Resilience Benchmarks for each functional area. The SMEs ensure that existing codes and standards are referenced to the maximum possible extent, and that the Benchmarks are consistent with resilience-building processes such as that laid out in the National Institute of Standards and Technology's Community Resilience Planning Guide. As much as possible, SMEs are asked to supply specific sources of information community leaders can use to shore up weaknesses.
- Identification of acceptable evidence that the requirements have been met.

Once each panel's work is completed, the Community Resilience Benchmark will be submitted to the ANCR Board for approval.



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Figure 2. ANCR Community Resilience Benchmark Development Process