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## COMPETITIVE DIVISION – PRACTITIONER

### Redefining the Role of Recovery in the Emergency Management Profession

In recent years the United States has faced multiple disaster events of increasing complexity and severity. In these historic events, the patchwork of pilot programs and pre-existing guidance has decreased in effectiveness, and the success of these recovery missions has been largely dependent on the herculean efforts of the recovery practitioners involved. The recovery landscape must create a culture of recovery preparedness, comprehensive mission analysis, collaborative problem solving, and timely implementation. This will require academics and practitioners alike to understand foundational recovery doctrine and translate that into practical application. Emergency management professionals must be able to transcend the program-based reactionary method of recovery decision-making to ensure that available resources are being used to their greatest possible effect. Time, money, and manpower need to be allocated to recovery plan development and capacity building at all levels of government. Processes and systems need to be critically evaluated and restructured to ensure that local primacy and leadership is being respected and supported. A recommended model for the restructured recovery process is defined in the research. Long-term recovery missions must be undertaken for disasters of all sizes and types result in implemented and evaluated recovery strategies. Disasters will occur, but they don't have to become tragedies; now more than ever, the national recovery system needs to encourage innovation and flexibility. Recovery is the longest and most complex phase of recovery, but with appropriate preparation and resourcing, we can empower practitioners at all levels to make a difference.