Guidebook on Creating Resilience Networks

American Red Cross

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Background

For decades, the American Red Cross has worked to increase emergency preparedness across the country in order to help people survive and withstand disasters. Over the course of 2011 and 2012, Red Cross chapters across the country enrolled 12.6 million people in lifesaving courses and another 6.1 million people attended preparedness presentations. However, despite years of education, the number of prepared Americans is small and has remained stagnant at disappointing levels: only a small fraction of households have disaster kits, 42 percent report having disaster plans, and only 29 percent know how to get help when evacuating or getting to a shelter.[1] At the same time, the number of large disasters in the United States continues to rise; in 2011, the president declared 99 disasters, which is the highest number on record.[2]

In a recent publication by the National Academy of Sciences, researchers found that beyond the unquantifiable costs of injury and loss of life, "statistics for 2011 alone indicate economic damages from natural disasters in the United States exceeded $55 billion, with 14 events costing more than a billion dollars in damages each." Cumulatively, nearly 600 Americans died and many thousands of households were temporarily or permanently displaced by events that included blizzards, tornadoes, drought, flooding, hurricanes and wildfires.[3] While 2012 saw just 47 disasters, Superstorm Sandy, which occurred that year, was one of the costliest disasters on record: a report from the National Oceanic and Atmospheric Administration (NOAA) states that preliminary U.S. damage estimates are near $50 billion, making Sandy the second-costliest storm to hit the U.S. since 1900.[4]

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1   Federal Emergency Management Agency (FEMA), *Personal Preparedness In America: Findings from the Citizen Corps Survey of Four Urban Areas*, June 2009.
2   http://www.fema.gov/disasters
3   National Research Council. Disaster Resilience: A National Imperative. Washington, DC: The National Academies Press, 2012. http://www.nap.edu/catalog.php?record_id=13457
4   http://www.nhc.noaa.gov/data/tcr/AL182012_Sandy.pdf

In light of all of this, developing disaster resilience has become a primary goal of both federal and local agencies trying to combat and mitigate the most damaging effects of disasters. The Federal Emergency Management Agency (FEMA) has proposed a 'whole community' approach, in which disaster resilience is a shared responsibility among government, all community sectors and individual citizens. The emergence of resilience occurs as the ability of local communities to prepare for, respond to and recover from disasters increases. The National Academy of Sciences emphasizes that, "Bottom-up interventions—the engagement of communities in increasing their resilience—are essential because local conditions vary greatly across the country; the nation's communities are unique in their history, geography, demography, culture, and infrastructure; and the risks faced by every community vary according to local hazards."[5]

New approach

The Community Resilience Strategy (CRS) is designed to guide Red Cross staff in engaging their communities to work collaboratively to enhance community resilience and preparedness. The development of the strategy began with an in-depth look at the most recent academic research and practical applications of resilience work, both domestically and internationally. A group of Red Cross staff from across the country then convened to develop the process that would become the CRS.

The ultimate goal of the CRS is to empower communities to build resilience for the next disaster. A resilient community—as defined by the Red Cross—is one that possesses the physical, psychological, social and economic capacity to withstand, quickly adapt and successfully recover from a disaster. In order to reach this goal, the strategy aims to achieve three main objectives:

1. Foster 'connected' communities, in which linkages and relationships form between and across sectors.
2. Promote 'problem-solving' communities, in which community stakeholders trust one another and are able to work together to form solutions and take action.
3. Build 'prepared' communities, which have the capacity to prepare, respond and recover for any type of disaster that might occur.

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5   National Research Council. *Disaster Resilience: A National Imperative.* Washington, DC: The National Academies Press, 2012. http://www.nap.edu/catalog.php?record_id=13457

Relationships are the key building block to create a prepared and resilient community. These are relationships with a purpose, meaning that partners work together to jointly formulate solutions and address problems. The CRS focuses on building and strengthening relationships not only with the Red Cross chapter, but also with and among local agencies, businesses, emergency management and local residents. If a community fosters these working relationships under nonemergency circumstances, it then has the critical networks and connections to effectively respond and recover when a disaster occurs.

Additionally, the Red Cross consistently maintains a high level of trust with the public. The CRS leverages this trust in order to not only engage community stakeholders, but to engender increased trust among cross-sector groups within the community. As the neutral facilitator and convener of diverse community networks, the Red Cross can help to build the trust needed to foster resilience.

The CRS process

The process is made up of four phases to guide Red Cross staff in effectively engaging and preparing their communities. The four phases are:

1. Understanding the Community
2. Crafting Solutions and Taking Action Together
3. Monitoring Progress
4. Reassessing Goals and Moving Forward

The process is cyclical and flexible to meet the needs of all communities, regardless of their size or the hazards that affect them. It is also participatory, in that at every step community members are engaged and participating to identify preparedness gaps and design solutions to address them. Throughout the process, Red Cross staff facilitates and guides networks of community stakeholders while offering expertise, resources and support where the community needs it.

CRS pilot results

From July 2011 through October 2012 the Red Cross pilot tested the Community Resilience Strategy in five chapter locations across the country (New Orleans, South Mississippi, South Florida, Denver, and the San Francisco Bay Area). Although the pilot was implemented over a short timeframe and in a limited number of locations, it yielded considerable benefits to the pilot communities, as well as broadening the role of the Red Cross as a proactive humanitarian organization.

Engaging communities

The pilot resulted in the development of a number of active community networks; 22 networks were active at the close of the pilot across all five chapter sites. These networks implemented 115 activities that reached 104,510[6] people. The majority of these activities focused on education; however, networks also implemented projects targeted at mitigation, assessment, resource mobilization, skill building, risk awareness, planning/coordination, exercises, etc.

Moving toward preparedness and resilience

Results from the pilot indicate that the community members involved in the pilot believed they were moving toward a more prepared and resilient state as a result of network activities. In focus groups, many network members expressed the belief that the pilot had taken important initial steps toward achieving preparedness. Many participants perceived the pilot to be effective in building awareness about hazards and preparedness. They also expressed that some activities conducted by their networks had a positive impact on their communities' capacity to respond to a potential disaster. In fact, more than half of the network members surveyed believed that their community was better prepared for a disaster because of the activities of the network.

Improving social capital and community competence

Networks also met with success in enhancing social capital and community competence. Several network members expressed the belief that the pilot activities connected people and organizations; 83 percent of network members responding to a survey agreed

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6   Number reached includes results from all sites except the Bay Area Chapter.

that they had strengthened relationships as a result of the network. A number of focus group participants suggested that the pilot helped build new relationships between community groups. In fact, of the 300 individuals who participated in the networks, 176 were new partners to the Red Cross.[7] In addition, more than half of network members surveyed indicated that they made connections to other individuals or organizations as a result of participation in their network.

Evolving the role of the Red Cross

An important objective of the pilot was to change the way in which the Red Cross works in communities, and the way in which the American public perceives it. To this end, the CRS places Red Cross staff in new roles as community conveners, facilitators, neutral brokers and resource mobilizers.

In addition, the Red Cross is often seen as an organization that reacts after a disaster has occurred. Some focus group participants reported that they initially held this perception of the Red Cross. However, engaging the community in preparedness activities through the pilot changed those perceptions, and participants reported seeing the Red Cross as a more proactive and visible organization in the community.

Conclusion

The Community Resilience Strategy is a paradigm shift from traditional preparedness work. It makes community preparedness a community-led, rather than a Red Cross-led activity. It fully incorporates partners and seeks to take advantage of local capabilities and resources where they already exist. It also works across all phases of the disaster cycle.

The new approach enables Red Cross chapters to become more fully engaged as leaders in their communities, to leverage our trust and presence around the country, and build community resilience.

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7   Number reached includes results from all sites except the Bay Area Chapter.

Introduction to the Guidebook

The Guidebook on Creating Resilience Networks outlines the Community Resilience Strategy (CRS). It offers Red Cross chapters a framework to empower communities to build resilience across the disaster cycle.

It is intended as a resource to guide Red Cross employees and volunteers in planning, implementing and monitoring disaster preparedness and resilience activities through collaboration with community networks.

Outcomes

Upon review of this guidebook and supplemental materials, readers will be able to:

- Understand the concept of resilience and identify opportunities to promote it across the disaster cycle.
- Engage the community in planning and strategizing for resilience.
- Design and implement a local program rooted in the CRS.

Contents of the guidebook

This guidebook includes the following:

- Guidance
- Tools
- Technical assistance
- Helpful tips

These resources support chapter employees and volunteers to work with local stakeholders to increase disaster preparedness and resilience.

Readers using the guidebook should be able to pick it up at any stage of ongoing

preparedness activities and adapt their programs to integrate community engagement and enhance the effectiveness of their programming. The strategy set forth in the guidebook is not a formulaic program, but is flexible and adaptable to each Red Cross chapter and the specific communities it serves.

Development of the guidebook

The Community Resilience Strategy outlined in this guidebook was created by capturing successful approaches used in Red Cross chapters across the country and incorporating those approaches with concepts on community resilience. It was further refined through implementation of the Community Resilience Pilot, which operated in the New Orleans, South Mississippi, South Florida, Denver and San Francisco Bay Area chapters during 2011-2012. During the pilot, each chapter set up and joined community networks of all types, ranging from citywide networks, to small neighborhood networks, to networks that focused on specific ethnic and interest groups. The strategy combines best practices and lessons learned from the pilot with current resilience-building tactics to improve the Red Cross's ability to help communities prepare for and "bounce back" from disasters.

What is resilience?

A resilient community can be defined as one that possesses the physical, psychological, social, and economic capacity to withstand, quickly adapt, and successfully recover from a disaster. In other words, a community that is able to "bounce back" from a disaster— whether natural or human-caused—in a healthy and timely manner is resilient.

Community preparedness is a critical component of resilience. In order to successfully bounce back from a disaster, communities need to have the resources and plans in place to withstand the event and begin the recovery process. They also need the social connections, skills and resources to draw upon after a disaster strikes.

The graphic below depicts a resilient community bouncing back after a disaster. With interventions taking place both before the event and after it, the community bounces back to a pre-disaster level of resilience.
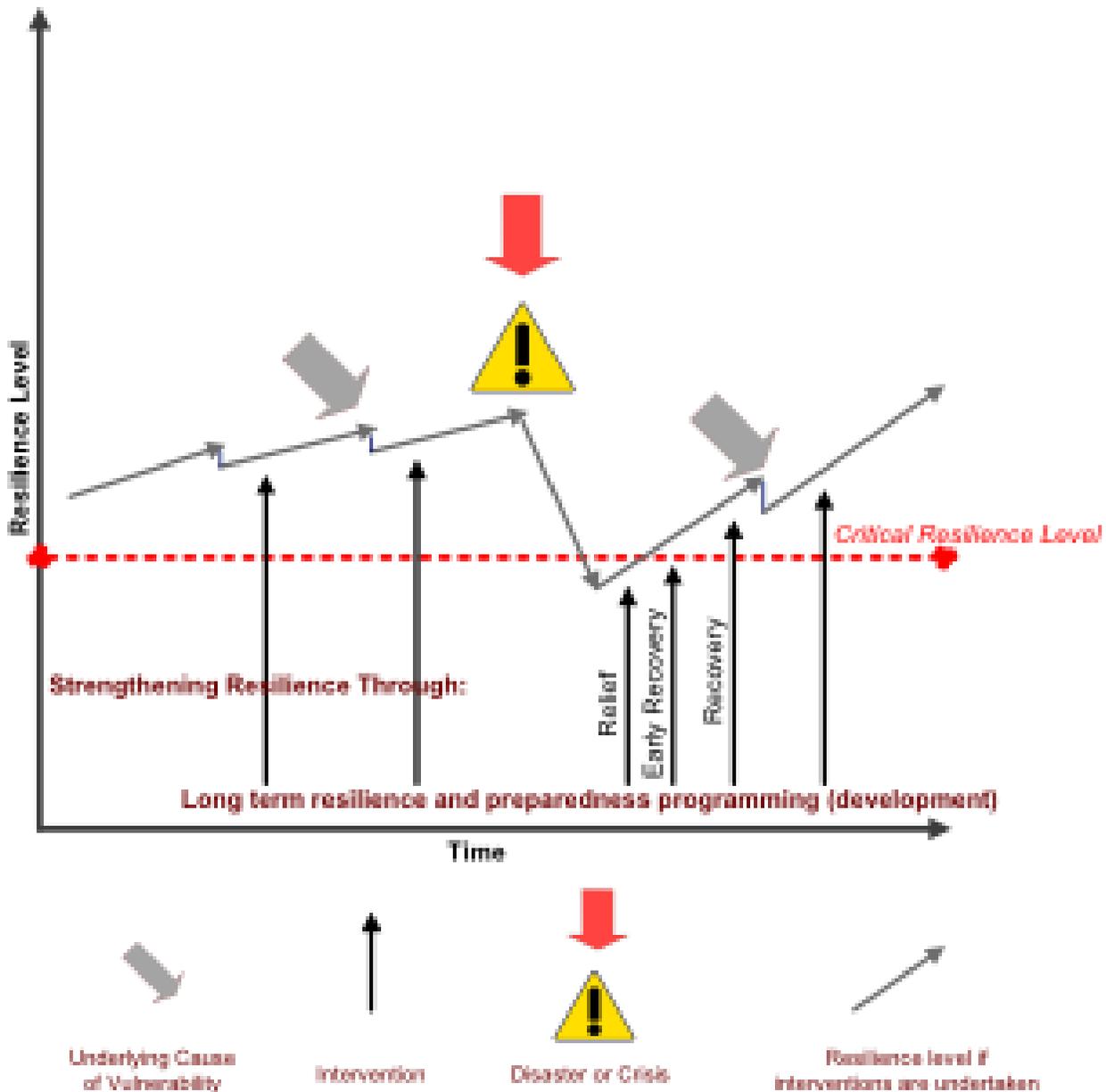
Figure 1: Road to Resilience

(Chart recreated from: Dr. Tom Mitchell and Katie Harris, Overseas Development Institute (ODI), 'Resilience: A Risk Management Approach', January 2012.)

Factors of resilience

Resilience has multiple contributing factors. The Community Resilience Strategy focuses on three of these factors that are most appropriate for the Red Cross to play a role:

- **Community preparedness:** the ability to prepare for disasters response and long term recovery at the community level.
- **Community competence:** the ability of a community to think critically, problem-solve, form working partnerships and collectively take action to address issues.
- **Social capital:** the organizational linkages, cooperation among community segments, citizen participation, local leadership and sense of community that make up the social support mechanisms in a community.

The overarching goal of the CRS is to empower communities to build resilience for the next disaster. In working toward this goal, the Red Cross seeks to achieve the following impacts through resilience interventions:

- A connected community
- A problem-solving community
- A prepared community that is ready across all phases of the disaster cycle
- Chapter-wide commitment

Resilience spans the disaster continuum of mitigation, preparedness, response and recovery. As a result, activities carried out through the CRS cut across departments within Red Cross chapters and all departments can play a role. It is therefore important that there is chapter-wide commitment to the CRS, and sufficient internal cooperation to support strategic goals. Communication among departments, including but not limited to, Preparedness, Disaster Response, Communications, Marketing, and Preparedness, Health and Safety Services is needed to ensure the effectiveness of CRS projects.

Chapter 1: The Community Resilience Strategy

Engaging the community

In the CRS, the Red Cross will engage with communities in networks to empower them to build resilience for the next disaster. To accomplish this, the Red Cross will work collaboratively with networks under nonemergency circumstances, so that when a disaster occurs, the community not only is better prepared, but also has the critical partnerships and systems in place to effectively respond and recover well.

Role of chapters: connecting the community

When implementing the CRS, the role of the Red Cross chapter is to bring together, or get involved with, community groups, agencies and individuals in a network to begin a dialogue around community resilience and preparedness. In essence, the Red Cross connects the "pieces" of the community "puzzle" to bring preparedness and resilience issues to the table.

Role of Red Cross implementers

Implementing the CRS requires Red Cross staff to wear many different hats. Working with networks necessitates the Red Cross staff to take on a more facilitative role in which they participate as a group member, contribute ideas, and help form solutions. Since every network is different, the role and responsibilities of the implementer will vary.
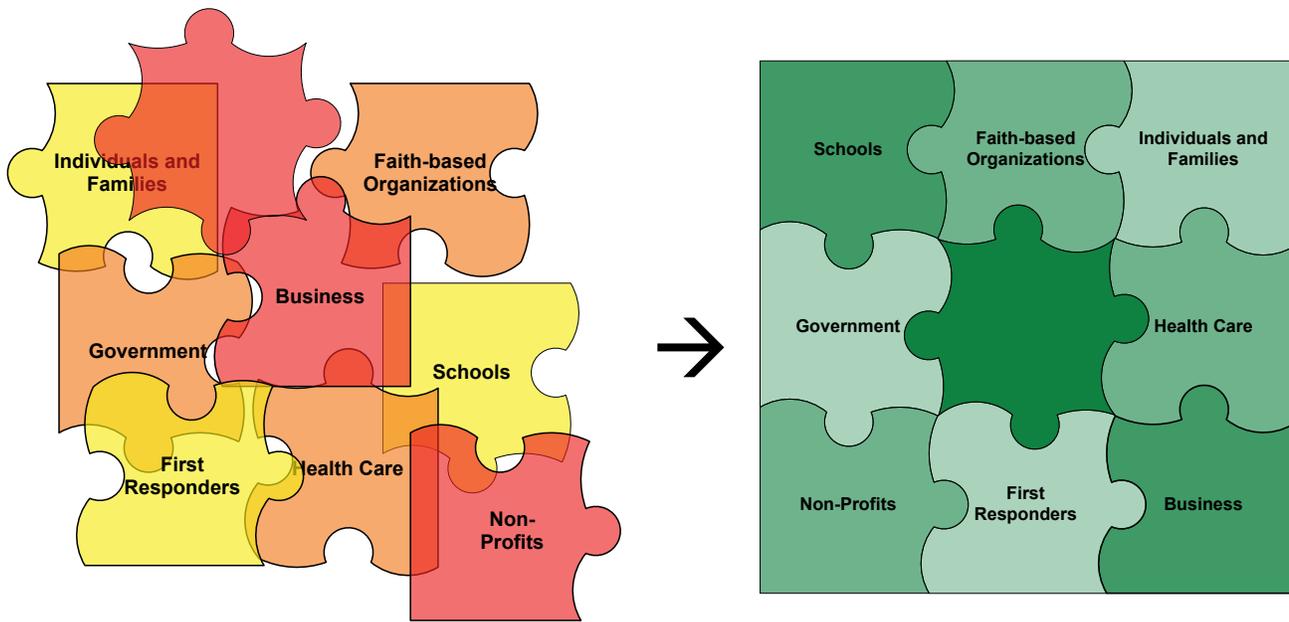
Networks are most successful when the Red Cross implementer takes on a combination of the following roles:

- Facilitator
- Neutral Partner
- Leader/Co-leader
- Subject Matter Expert

- Connector
- Resource Broker
- Preparedness Champion
- Catalyst

Building or joining a network

What is a network?

A network is an interconnected group of individuals who come together around a common issue. Networks can exist in many forms, including groups such as: neighborhood or industry associations; political or social clubs; parent or student groups; religious or professional associations; etc.

In the context of the CRS, a network is made up of community partners who identify, prioritize and act on preparedness issues.

Networks create a structure for organizations and individuals to share ownership and

responsibility of common goals, and extend the reach of individuals beyond that of single organizations.

To engage the public, CRS implementers can join preexisting community networks, or they can create new networks "from scratch." Regardless of how engagement with the community occurs, network members will drive the activities, and jointly address critical hazards and community priorities. The following case study demonstrates how both methods can be effective.

Engaging community stakeholders

When convening a network, it is important to get participants from all segments of the community so that a wide range of perspectives is present at the table.

Here are some examples of community groups that could be influential in a network:

- Faith-based groups
- Businesses
- Professional organizations
- Nonprofit organizations
- Affinity groups
- Teacher/parent associations
- Health departments
- Minority populations
- Functional needs populations
- English-language learners

- Voluntary organizations
- Schools and universities
- Health clinics or hospitals
- CERT/NERT
- Emergency management offices
- Tenant or homeowners' associations
- Locally elected officials
- Seniors
- Immigrants
- Students/children/youth

Local leaders—be they formal or informal—who know the "heartbeat" of the community, should be involved as well. The relationships that these leaders have with other members of the community, along with their intimate knowledge of the community, will be advantageous to the network's activities and helpful if the network expands.

Remember to reach out to individuals in these categories when conducting an assessment and building a well-rounded network.

CRS Case Study:
Existing networks vs. "from scratch" networks

Existing Networks – Benefits:

- Already organized
- Strong membership base
- Established mission and purpose
- Can accomplish action quickly

Jackson County LEPC:

In Jackson County, the Local Emergency Planning Committee (LEPC) was created to provide a forum for emergency management agencies, responders, industry, and the public to work together to evaluate, understand, and communicate chemical hazards in the community and develop appropriate plans.

Before the Chapter began to conduct a resilience initiative, there was no consistent Red Cross presence on the LEPC. With implementation, however, a Red Cross coordinator became a dedicated member and was able to bring the Red Cross perspective to the group. Through an assessment, she uncovered the need for awareness and educational activities for schools and childcare

facilities, which were situated within close range to a major industrial park. As a result, the network acted on her advice and conducted shelter-in-place training for the identified schools and childcare facilities.

In doing so, approximately 2,200 persons who now have trained individuals in their facilities benefited. Additionally, the LEPC members assisted with assembling 150 shelter-in-place kits to distribute at the trainings. Funding for the kits was secured through the Hazardous Materials Emergency Planning Grant Program, which the LEPC had won through FEMA.

"From Scratch" Networks – Benefits:

- Fostering new relationships/ connections
- Addressing unmet needs in new ways
- Ability to create an original mission and purpose

Asian American Network:

The Asian American community residing along the coastal areas of South Mississippi was hit hard during Hurricane Katrina and also suffered losses from the BP oil spill in 2010. Many in the community are non-English speaking.

Prior to implementation to the CRS, the Red Cross had little contact with this community, and while many organizations and agencies existed to support it, no network existed to connect them all.

In fact, a general lack of trust was present between portions of the Asian American community and first responders. As such, the Red Cross coordinator slowly engaged with various leaders in the community, as well as with social service providers that worked with the community.

Over time, she was able to develop a new network that began to break down some of the trust issues and cultural barriers. Members of the network were able to combine resources in order to co-host cultural competency trainings, which none of the members had been able to achieve on their own.

In this case, the Red Cross identified an area where a network was needed, and was able to leverage its reputation as a neutral and trusted agency to foster collaboration for the betterment of the community.

The CRS: Working with networks throughout the process

The CRS process

The CRS process is depicted in the graphic below. It contains the four phases Red Cross staff will undertake to implement the strategy. It is a participatory process, in that at every step community members are engaged and participating to identify preparedness gaps and design solutions to address them, which helps to foster community ownership and empowerment. Remember that the strategy is not a strict step-by-step process, but provides guidance for each community to use and adapt depending on its unique circumstances.

Figure 2: Community Resilience Strategy

Description of CRS process

The phases of the CRS are described in brief below. This is the process through which the CRS will be implemented.

CRS phases

Phase	Title	Description
1	**Understanding the Community**	In the first phase, CRS implementers will conduct an assessment to gather information on local stakeholders, basic demographics and the hazards and risks that threaten the community. With input from community members, implementers will also identify vulnerabilities and assets in the community to determine where they should begin engaging networks and what pressing preparedness issues exist. Not only will implementers gain an understanding of their communities, but they will also begin reaching out to and involving potential network members.
2	**Crafting Solutions and Taking Action**	Moving beyond the assessment, implementers will continue to work closely with community members to bring about changes that will increase the resilience of their communities. They will brainstorm ideas, create goals, outline plans, gather resources and take action to address various resilience competencies. The projects each network takes on will be done through collective decision-making and collaboration.

Phase	Title	Description
3	**Monitoring Progress**	In order to gauge the success of the networks' projects, CRS implementers will collaborate with network members to monitor the success of activities and adapt projects when necessary to increase effectiveness. Sample metrics exist to measure not only the impact of the activities taking place, but also the level of social connectivity being created and strengthened.
4	**Reassessing Goals and Moving Forward With the Network**	When a network project is nearly complete, the network will reassess the resilience gaps in the community and decide what to do next. Building disaster resilience is a continuous endeavor, and will not end with the close of a project, but will adapt with the changing needs of the community. Networks can build on their initial successes and find new ways to increase their communities' capacity.

Utilizing networks in each CRS phase

Throughout each phase of the CRS, close collaboration with community network members will be necessary to achieve resilience goals.

In **Understanding the Community**, the CRS implementer will work with community groups and individuals to understand the community's characteristics and become aware of its greatest needs in preparedness and resilience.

When **Crafting Solutions and Taking Action**, network members will communicate and work together (whether through in-person meetings, emails, phone calls, etc.) to determine goals and collaborate to achieve them.

Monitoring Progress will be the combined responsibility of both the Red Cross implementer and network members; together, participants will use a community-based participatory approach to assess progress of the projects.

Finally, members will take part in a collective decision-making process to **Reassess Goals and Move Forward With the Network** at the close of the project.

Chapter 2:
Laying the Groundwork

Starting off

Every effective program is designed from an informed starting point. In order to be aware of the current community climate, needs and resources, an assessment is conducted at the start of any CRS initiative. The assessment provides the basis for networks to set priorities, goals and plans to promote community resilience.

Expected outcomes

At the end of an assessment, implementers will have attained four basic outcomes. They will:

- Have a broad understanding of the characteristics (risks, capacities, vulnerabilities) of the communities that were assessed.
- Be able to locate a geographic area, or areas, in which to implement the CRS.
- Have an understanding of the preparedness issues that can be addressed by networks.
- Have begun outreach to engage and involve local stakeholders and vulnerable groups.

Conducting an assessment

Conducting an assessment is a participatory process designed to help chapters and their communities recognize and assess their risks, vulnerabilities and capacities. To that end, Red Cross implementers should draw on community members to help with data collection and analysis whenever possible. Including local leaders and experts in the assessment process will provide implementers with diverse sources of information and promote community ownership and understanding of the assessment results.

Data sources

Much of the information for the assessment will come from local sources, including chapter employees and volunteers, key informants (government agencies, schools, businesses, nonprofits, etc.), planning documents, library archives, academic research and newspapers. Data from federal sources, including the U.S. Geologic Survey, the Department of Commerce, the U.S. Census, the Centers for Disease Control and Prevention, and the Environmental Protection Agency may also be useful.

CRS Case Study: Existing networks vs. "from scratch" networks

Homestead, Florida:

Conducting an assessment paves the way for network development by providing Red Cross chapters with the information they need.

A Red Cross coordinator conducted an assessment on all counties within the jurisdiction of the South Florida Chapter. She then took a targeted look at Homestead (a suburb of Miami devastated by Hurricane Andrew in 1990). Since then, it has rebuilt, but remains at risk of hurricanes and other related emergencies such as flooding and power outages.

The assessment data included:

- A population of 54,000
- A low unemployment rate
- 32 percent of the population living below the poverty line
- Area prone to flooding
- Several public housing projects and mobile home communities, and numerous migrant workers
- Problematic evacuations due to the fact that residents must evacuate north, as the city is bordered by the Everglades to the west and the Atlantic Ocean to the east

After gathering data, the coordinator spoke to local leaders from all sectors of the community to get additional information about risks and vulnerabilities. In doing so, she interviewed a county health department official who spoke of concerns regarding Homestead's daycare centers, which seemed unprepared and incapable of an adequate response in the event of an emergency.

With this information, the coordinator reached out to local daycare centers, the emergency management office and an Early Learning group, which provided funding and advocacy for daycare facilities. She learned that not only were the daycare centers in Homestead largely unprepared, they were also isolated from the community, from its emergency plans, and from other childcare facilities. They were not in contact with their emergency management agency, and while they are required to have emergency plans, many of their plans were insufficient.

Through the assessment process, the Red Cross gained ample information and the support of the daycare directors to pursue activities to address their preparedness issues. The coordinator organized a simple tabletop exercise in which the daycare directors, emergency management, the Early Learning group, and Red Cross representatives took part. The results of the exercise identified four preparedness issues to address: communications, evacuation, setting up "sister sites" and continuity of operations planning (COOP). With these four discrete topics in mind, the network was ready to move forward.

With these four issues identified, the network developed an agreed upon plan and moved ahead in working on the issues that they had identified.

Building a case for relevant projects and funding

Although it is tempting to jump ahead into action, investigating the community's unique characteristics and needs and building a strategic plan to support programming and community engagement is critical to a successful project. The information collected in the assessment helps networks conduct activities that are relevant to issues where the CRS is implemented.

Moreover, one of the benefits of conducting an assessment is building a case for funding. Assessment data provides information that can illustrate to donors the validity of the activities implemented by the network. Donors are increasingly sophisticated in their understanding of metrics and monitoring; they appreciate fact-based programming in which identified problems and solutions are illustrated in quantitative and qualitative data. By providing base-line assessment data, networks have a greater chance of convincing donors of the need for a particular program.

Best practices

Below are some best practices to remember while conducting an assessment.

Best Practices	Explanation
Define the community	It is important to clearly define the community that will be the focus of the assessment and future activities. The community may be geographically, ethnically, culturally or religiously defined. The information gathered through the assessment will give implementers the ability to determine the boundaries of the community, which may evolve during the assessment process.
Build on existing relationships	It is important to understand preexisting relationships that the chapter has with local community stakeholders. Both positive and negative features of these relationships should be identified. Furthermore, strategies should be developed to build on the momentum of positive relationships and repair negative ones. The Stakeholder Analysis Tool and Stakeholder Prioritization can help accomplish this.

Best Practices	Explanation
Assess routinely	The assessment process should be conducted routinely (e.g., annually or biannually) to account for changes to the community, including shifting priorities and socio-economics, or after a major disaster. Use your best judgment to determine which assessment tools should be utilized, as it may not be feasible or necessary to conduct a comprehensive assessment every time.
Document everything	Make sure to document all information collected through the assessment, including: interview transcripts, contact lists, meeting notes and data sources, etc. The assessment tools provided will help with documentation.
Check assumptions and biases	A key component of the assessment is interacting with people from diverse backgrounds (cultures, professions, socio-economic status, etc.). It is important to keep an open mind and critically reflect on assumptions you may have. By conducting an assessment, information is gathered to either verify or challenge any prior knowledge you may have. In the absence of collecting information, the root cause of an issue may be overlooked, or opportunities to involve community partners may be missed.
Share information	Information is only valuable when it is shared. Sharing assessment data with Red Cross staff and external partners helps to raise awareness of hazards and vulnerabilities, and can help to generate the interest of potential partners to participate in a network. Additionally, communicating assessment data gives network members a uniform starting point from which to begin.

Best Practices	Explanation
Engage local stakeholders early on	Most of the assessment data will be gathered by consulting with community groups and individuals to obtain their input. It is critical that you engage local stakeholders as early as possible to help define the community, gauge local interest, gain buy-in from community members, and collect information. Involving community members from the beginning gives them a sense of ownership over the process, and, as a result, stakeholders who take part in the assessment often become some of the network's first members.
Set realistic expectations	It is important to set realistic expectations with communities that are the focus of your assessment. The assessment is meant to identify potential opportunities for your network, but does not guarantee that every community that is assessed will be addressed by a network. Ensure that the stakeholders you contact understand you are undergoing a fact-finding process, and will not know the outcome until all the information has been analyzed.
Use your best judgment	Use your best judgment when deciding which assessment tools to use, to what extent, and in what order. Your knowledge of the local context, including what does and doesn't work, will be instrumental in planning for the assessment. The assessment tools and their order are based on a logical approach; however, they can be adapted to fit local needs and context. Furthermore, you are encouraged to identify and use additional tools to develop a more comprehensive understanding of your community.

Assessment tools

The CRS assessment is broken into two components: the Community Profile and the Prioritization Analysis. The first set of tools enables Red Cross staff to compile a Community Profile, which collates basic information about a community's demographics, hazards and risks. In addition, qualitative information regarding the community's assets and vulnerabilities is collected through key informant interviews.

The Community Profile is composed of:

- **A Stakeholder Analysis:** the process of identifying individuals and organizations that have vested interests in improving the community's resilience and will be impacted by the activities of the network.

- **Demographic Information:** basic data collection of the population's characteristics and community infrastructure.

- **A Hazards and Risk Analysis:** a way to identify potential hazards and at-risk areas in the community, including information on the location, extent, frequency and magnitude of past hazards and future risks.

- **Key Informant Interviews:** interviews with community stakeholders to fill in information gaps and provide additional qualitative information on community assets and vulnerabilities.

- **Community Mapping:** visualize Red Cross preparedness, response, and/or recovery data on GIS base maps to see Red Cross activities and impact. Maps can additionally be used to visualize community hazards and vulnerabilities, and compare them with the locations of Red Cross activities.

The prioritization analysis includes:

- **A Hazard and Vulnerability Assessment Summary:** a tool to capture the key components of the assessment, providing a platform to help implementers and their networks make decisions about the community's disaster resilience priorities.

- **Stakeholder Prioritization:** a tool that builds on the Stakeholder Analysis to understand how local stakeholders can best be included in the network and its resilience activities.

The results of the Community Profile will be used to determine community features that are susceptible to different hazards and risks, as well as local capacity to address existing and future threats. Once the Community Profile is compiled, Red Cross implementers should utilize the Prioritization Analysis tools to make sense of all of the data that has been compiled. The Prioritization Analysis help to summarize what issues exist and who are the available stakeholders to address them.

All of these tools enhance one another to give the Red Cross and network members a solid understanding of the community from which to form decisions and base network actions. From the assessment data, decisions can be made to determine:

- Priority hazards and vulnerabilities
- Geographic area(s) to target
- Populations to target and involve
- Stakeholders to involve
- Resources to address the priority hazards and vulnerabilities

Moreover, through gathering hazard and vulnerability information, conducting key informant interviews, and sharing data, Red Cross staff will foster relationships with community members, who will then become engaged in the network.

Where to find assessment tools

Appendix A includes descriptions and templates for each of the CRS tools.

CRS assessment tools have also been used in conjunction with the Communities Advancing Resilience Toolkit (CART)[8], which is published by the Terrorism and Disaster Center at the University of Oklahoma Health Sciences Center. For more assessment tools and information about the CART process, you can go to:

http://www.oumedicine.com/docs/ad-psychiatry-workfiles/cart_online-final_042012.pdf?sfvrsn=2

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8   Pfefferbaum RL, Pfefferbaum B, and Van Horn RL (2011). Communities Advancing Resilience Toolkit (CART): The CART Integrated System. Oklahoma City, OK: Terrorism and Disaster Center at the University of Oklahoma Health Sciences Center.

Chapter 3: Taking Action With Community Networks

Rounding out the network

While carrying out the assessment, Red Cross implementers facilitate the development of the network. By discussing the community's hazards with local stakeholders and conducting key informant interviews, relationships and community connections are being built that will likely become the initial membership of the network itself. Not only are relationships fostered, but implementers also have the knowledge needed to understand what issues exist in the community and what actions might be taken to address them. At this time, Red Cross implementers can convene community stakeholders who were consulted during the assessment, as well as others who are new partners, to discuss the issues made apparent in the assessment and identify ways in which they can take action to address them.

During this phase, networks will grow their membership to include all relevant stakeholders, determine priority actions, plan activities, implement them, and problem solve as necessary. The make up of network members may grow and change as activities are implemented.

Engaging relevant stakeholders in the community is crucial to the CRS; stakeholders will be the leaders driving the activities of the network. Obtaining stakeholder involvement helps to ensure that network projects not only build capacity at the local level, but also are sustainable and support local solutions to local problems.
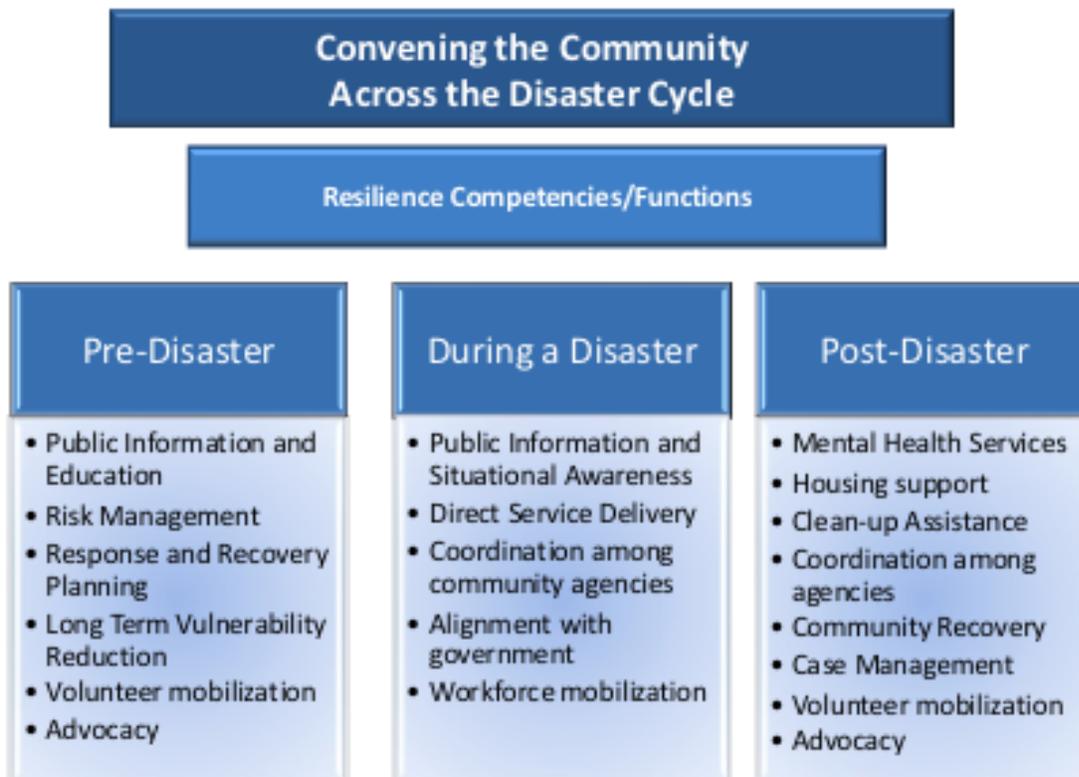
Resilience competencies

Networks are created (or joined and expanded depending on the local context) to work on issues that: 1) are specific to the community's needs; 2) focus on improving
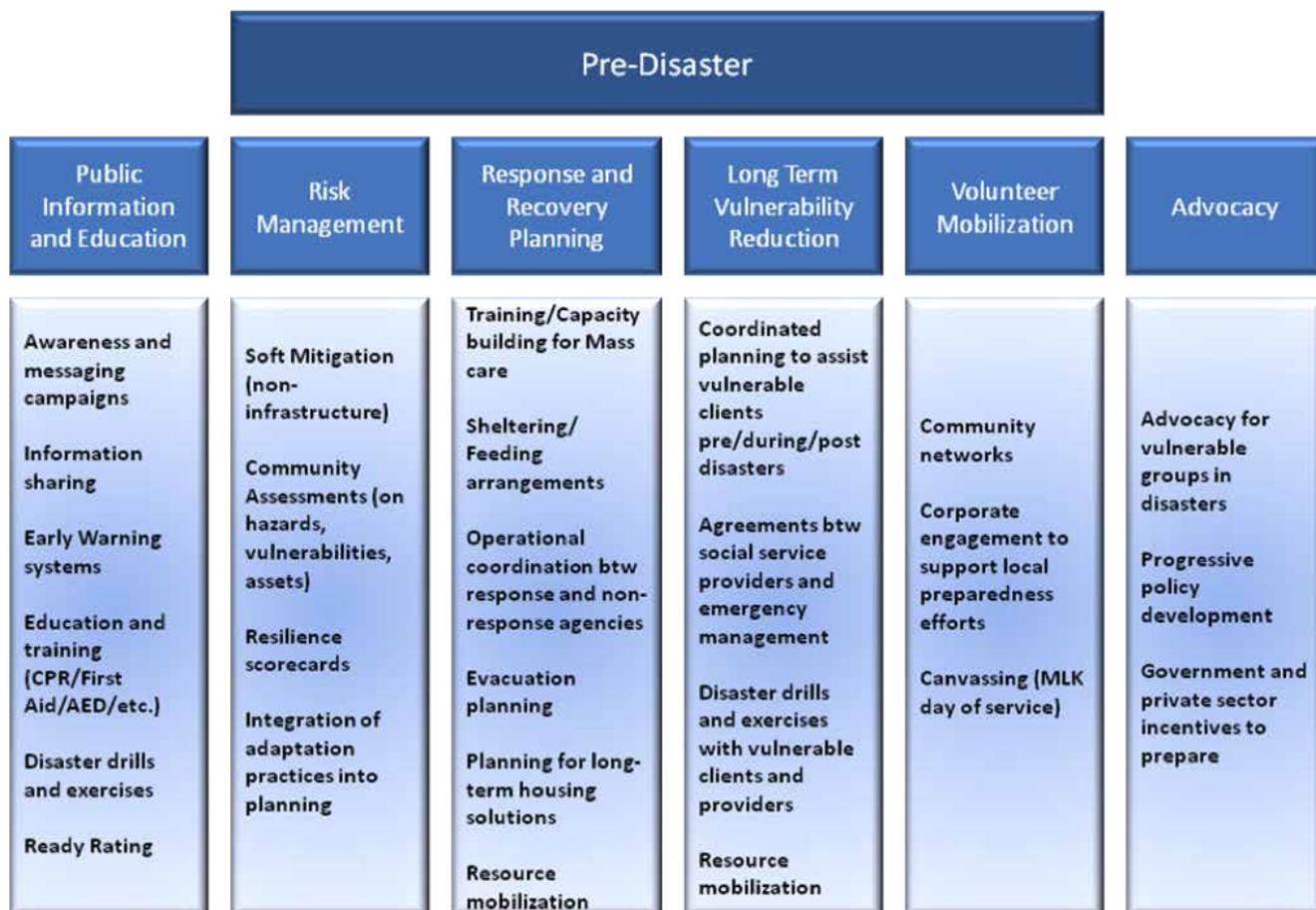
preparedness and resilience and; 3) align with Red Cross Resilience Competencies Resilience Competencies are the primary areas in which the Red Cross will work to help communities achieve disaster resilience. These are areas in which the Red Cross not only has expertise and experience, but which are integral to fostering communities that are prepared and ready for any disaster.

Prioritizing resilience competencies

As facilitators and preparedness experts, implementers can help networks identify and prioritize community projects that fall within any one of the Resilience Competencies. Together, networks should choose the competency that is most relevant to the needs in the community. They are outlined in Figures 1-4 below. The first figure shows all of the competencies per disaster time frame. The subsequent figures show the competencies and the corresponding actions that networks can take regarding each disaster time frame. Many of these competencies are new for the Red Cross. The figures therefore are not exhaustive, as the competencies will evolve over time.

Convening the Community Across the Disaster Cycle

Resilience Competencies/Functions

Pre-Disaster	During a Disaster	Post-Disaster
• Public Information and Education • Risk Management • Response and Recovery Planning • Long Term Vulnerability Reduction • Volunteer mobilization • Advocacy	• Public Information and Situational Awareness • Direct Service Delivery • Coordination among community agencies • Alignment with government • Workforce mobilization	• Mental Health Services • Housing support • Clean-up Assistance • Coordination among agencies • Community Recovery • Case Management • Volunteer mobilization • Advocacy

Figure 3: Resilience Competencies per disaster phase.

Pre-Disaster

Public Information and Education	Risk Management	Response and Recovery Planning	Long Term Vulnerability Reduction	Volunteer Mobilization	Advocacy
Awareness and messaging campaigns	Soft Mitigation (non-infrastructure)	Training/Capacity building for Mass care	Coordinated planning to assist vulnerable clients pre/during/post disasters	Community networks	Advocacy for vulnerable groups in disasters
Information sharing	Community Assessments (on hazards, vulnerabilities, assets)	Sheltering/ Feeding arrangements	Agreements btw social service providers and emergency management	Corporate engagement to support local preparedness efforts	Progressive policy development
Early Warning systems	Resilience scorecards	Operational coordination btw response and non-response agencies	Disaster drills and exercises with vulnerable clients and providers	Canvassing (MLK day of service)	Government and private sector incentives to prepare
Education and training (CPR/First Aid/AED/etc.)	Integration of adaptation practices into planning	Evacuation planning	Resource mobilization		
Disaster drills and exercises		Planning for long-term housing solutions			
Ready Rating		Resource mobilization			

Figure 4: Resilience competencies and corresponding activities pre-disaster

During a Disaster

Public Information and Situational Awareness	Direct Service Delivery	Coordination among Community Agencies	Alignment with Government	Volunteer Mobilization
Information broker to clients, partners, communities Ensure access to information for clients Use of social media to disseminate information Situational Assessments	Distribution Sheltering/ emergency housing Feeding Health Services Disaster mental health Family Reunification Information and resource matching	Resource/Intake Centers Convene and lead around a specific need Lead ESF 6 (Mass Care) Lead/create ESF 15 Implement a relationship management system for local government Resource support for coordinated operations	Co-lead on ESF 6 Engage with NEMA and IAE Lead state/local mass care committees Communication outreach with state/local leaders Joint planning and decision-making	Partner with volunteer centers, other orgs, etc. Recruitment center for spontaneous volunteers Leverage corporate volunteer agreements Call centers Mobilize around urgent and emerging needs Train for functional areas and leadership

Figure 5: Resilience competencies and corresponding activities during a disaster.

Post-Disaster

Mental Health Services

Educate people on psychological first aid (Neighbor to Neighbor)

Housing Support

Support of relocation services and provision of housing

Provide housing funds on behalf of FEMA

Clean-up Assistance

Connect people with clean-up agencies

Support other agencies to reach areas in need

Provide volunteers

Coordination among Agencies

Leverage CAN for interagency coordination

Recovery centers

Convene leaders in recovery process

Alignment with Government

Take formal role in federal recovery system

Case Management

Compile community resources

Volunteer Mobilization

Mobilize for unmet needs

Train volunteers in recovery

Clearinghouse for all volunteers

Advocacy

Advocate for clients with state/federal/other providers

Changes in recovery statutes

Affordable housing

Figure 6: Resilience competencies and corresponding activities after a disaster.

Troubleshooting guide

The Troubleshooting Guide was created to aid CRS implementers and their community partners in identifying areas where there are gaps in the community's resilience across the disaster cycle and to help them identify a relevant solution or tool to address the issue.

The questions posed are meant to help Red Cross implementers think critically about the level of preparedness in the community and then brainstorm actions to improve it. The Potential Solutions column gives implementers suggestions as to what Red Cross tools or actions may be helpful to address the issue.

The Troubleshooting Guide does not have an exhaustive list of gaps or solutions, but rather is meant as a brainstorming tool for networks to determine what their focus will be.

Changing network membership

Be prepared for both the network and its participants to change over time. While moving through the CRS process, networks will grow and change depending on the activities being conducted and commitment of the members. The stakeholders that are involved at the beginning may not be needed or interested in the activities that continue on afterward.

Potential Solutions

Where is the community on the disaster continuum?

Prepare and Mitigate

Is the community preparing for the next disaster and mitigating its risks?

- Are members of the community aware of the hazards that threaten their area?
- Do people know what to do to prepare? Do they have the knowledge and skills?

Assessment
- Awareness and Messaging Campaigns
- Delivery of educational programming
- Health and Safety trainings
- Early Warning systems

- Have local businesses, organizations and agencies coordinated to create response and recovery plans?

Information Sharing
- Disaster drills and exercises
- Training/Capacity building for Mass Care
- Sheltering/Feeding arrangements
- Planning for housing solutions

- Are volunteers working in the community to promote preparedness?

Resource Mobilization
- Community networks
- Corporate engagement
- Canvassing
- Advocacy

Respond

Is the community taking action to save and secure lives and property during a disaster?

- Is up-to-date and accurate information getting out to the public and to partners?

Information broker to clients, partners, communities
- Access to information for clients
- Use of social media
- Situational Assessments

- Are people's immediate needs being served?

Sheltering/emergency housing
- Feeding
- Health Services
- Disaster mental health
- Family Reunification

- Are agencies, local organizations and government coordinating in the response?

Resource/Intake Centers
- Implement a relationship management system
- Resource support for coordinated operations
- Co-lead on ESF 6
- Lead state/local mass care committees
- Communication outreach
- Joint planning and decision-making

Recover

Is the community taking action to get back to "normal" after a disaster?

- Do people have the resources, information and capacity to rebuild their lives?

Share Information
- Recovery Centers
- Leverage CAN system
- Mental Health services

- Are there unmet needs that still exist?
- Are organizations and agencies coordinating to meet those needs?

Housing support
- Case management
- Convene leaders in the recovery process
- Government partnerships
- Advocate for clients

- Do volunteers have a role to play?

- Train volunteers in recovery
- Provide a volunteer clearinghouse
- Clean-up crews
- Reach out to vulnerable communities still in need

Leveraging Red Cross and community resources

Leveraging resources

Resources—everything from meeting space and office supplies to preparedness tools such as CPR/AED training and fire safety information—are often needed to get the network's goals accomplished. The Red Cross has many tools to offer, as do the communities in which the networks operate. By sharing resources, network members can fill in the gaps by matching local resources to local needs.

The implementer's job is to find ways to leverage resources from the larger community as needed. In addition, Red Cross tools, services and resources can be invaluable to assist the network in reaching its goals and creating more prepared and resilient communities.

Red Cross preparedness resources

The Red Cross is a leader in disaster preparedness. As such, implementers have the knowledge and skills at their fingertips to help communities learn how to prepare for, respond to, and recover from all types of disasters. Red Cross products and services can be utilized to attract community stakeholders to the network, increase preparedness knowledge within the community and improve the capacity of communities to become disaster resilient. Utilizing the products and services available, however, should be done as part of achieving a network's overall goals and not be done in a vacuum. They are excellent tools to use in partnership with other network members to help build a more resilient community.

Red Cross tools include:

- Ready Rating™
- First Aid Training
- CPR/AED Training
- Emergency Response training
- Be Red Cross Ready trainings
- Psychological resilience (Neighbor to Neighbor program)

- Community Disaster Education programs
  - » Masters of Disaster
  - » Ready When the Time Comes
  - » Pillow Case Project
- Tear sheets and other informational brochures

Implementers should also consult The Exchange and the SABA LMS listings to see the tools available to them. Depending on the community's needs, the tools may be appropriate to bring to the table.

Resources of the network

Each community member comes to the table with a host of assets. These stakeholders involved in the network have already donated their time—a resource in and of itself—and probably have many other resources to offer as well.

Potential resources include:

- Volunteers
- Relevant skills or knowledge
- Infrastructure/meeting space
- Funding
- Connections/partnerships with other local organizations, businesses, government offices, etc.

Moreover, some networks in the community have the ability to attract and apply for external grant funding from federal agencies or philanthropic foundations. Leveraging the combined expertise, skills and capabilities of network members and emphasizing the collaborative nature of a project are sometimes very appealing to donors.

CRS Case Study: Leveraging Red Cross and community resources to increase preparedness

Benefits of leveraging external resources:

- Extend the reach of the Red Cross
- Engage new partners and strengthen existing relationships
- Increase capacity of community to prepare, respond and recover
- Accomplish goals that could not be achieved by one agency

Denver, Colorado:

The Mile High Chapter has integrated a multitude of community resources with Red Cross tools to successfully deliver a large preparedness initiative to Denver and the surrounding areas in the Amp Up Colorado program.

The chapter was granted funding from a local foundation to address the issue of preparedness in Colorado. Specifically, Amp Up was designed to address incidents of sudden cardiac arrest by distributing AEDs around the Denver area, and, in addition, the chapter proposed to work to increase both individual and corporate preparedness. To address these issues, the chapter

depended on a number of strong external partnerships that contributed skills, time and resources to support the effort. Some of the partners included: EMS, fire and police departments, Philips Healthcare, a local news channel, emergency management, local businesses, schools, local CERT, the governor's Office of Homeland Security, the Denver Health Foundation, CO Emergency Preparedness Partnership, and others.

To fulfill the goals of the program, the chapter delivered CPR/AED and First Aid trainings, the Ready Rating program, technical assistance, staff time, and other resources. Additionally, various partners have contributed such things as: research, data collection, funding, AEDs, media outreach, and volunteered time, in addition to their unique perspectives and knowledge, which have been invaluable to the program.

With the combination these resources, AEDs have been dispersed throughout the Denver area, and for each organization that received an AED, staff members were trained to do CPR, use the AEDs, and maintain the AEDs to ensure they remain in working order. In

addition, the chapter has formed many relationships with businesses – many of which received an AED – and some of those businesses have enrolled in the Ready Rating program.

A public awareness campaign was launched with the help of partners to present the case for preparedness to the public, and an outreach initiative has been implemented as well. While the Red Cross is facilitating the outreach program for a variety of vulnerable populations, the community members participating in the outreach efforts often take the lead, and have generated many resources to promote outreach activities.

Chapter 4: Monitoring and Evaluating Resilience Efforts

Monitoring and evaluating

Monitoring and evaluating activities is an integral part of the CRS process. Data is collected to gauge the progress of the networks and demonstrate their projects' impacts in the community.

Monitoring is the regular tracking of the performance and impacts of a project over time. Monitoring allows you to:

- Have adequate and up-to-date information to make informed decisions regarding network activities.
- Track progress.
- Facilitate learning.
- Report to donors.

Measuring resilience

Resilience is a difficult concept to measure, as it involves the level of disaster preparedness, but also involves strong social systems and the ability of communities to work together to solve issues as well. As a result, CRS metrics should be collected to measure the three main factors of resilience that the Red Cross can affect:

- Community capacity around the disaster cycle (for example, a measurement of how one or more of the resilience competencies are being increased).

- Social capital (for example, how many new community relationships are developed and how existing relationships are strengthened).
- Community competence (for example, the communities ability to problem-solve and collaboratively tackle an issue).

Tracking progress toward goals

Know the goals the network has set out to meet. Together with network members, the Red Cross implementer should have developed goals and a plan to guide the activities of the network. To ensure that these goals are being met, networks need to collect information to demonstrate their progress and show change.

See Appendix C for help setting goals and creating a plan.

Required data collection

Depending on the focus of the resilience initiative, you may be required to report in FOCIS, and the chapter/regional CEO will have performance metrics related to resilience that he/she will have to report on. Know what these metrics are so that you can collect the relevant data as you go. Networks may choose to monitor their own activities and can create metrics based on their goals and objectives.

Data collection

To develop metrics, consider the following questions:

- What do we want to know from this project?
- What problem are we trying to solve, and how will we demonstrate success?
- How can we measure the projects goals and objectives?
- How will we collect this information?

Data collection methods

You can collect data through:

- Counting; i.e., count and record the number of teachers trained.
- Surveys, to get quantitative and qualitative information from network participants or recipients of network activities.
- Focus groups to query target groups and acquire qualitative data.
- One-on-one interviews, for the same purpose.

Sample metrics

To measure an increase in community capacity and improved community connectivity, there are some standard metrics that implementers can use to gauge the networks projects. The following metrics can be captured through counting or through surveys:

- Number of networks
- Number of network members (disaggregated by organization/agency type)
- Number of new Red Cross partners as a result of network membership
- Number of network activities carried out (disaggregated by resilience competency categories)
- Number of people reached through activities
- Percentage of network members who believe they can impact community resilience through the network
- Percentage of network members who believe that network members collaborate with one another
- Percentage of network members who believe the network activities tap into local resources
- Percentage of network members donating resources to the network (disaggregated by type and dollar amount)
- Extent (Strongly trust, Trust, Neither Trust or Distrust, Distrust, Strongly Distrust) to which network members trust one another
- Percentage of network members who report making connections to other organizations or individuals through the network

- Percentage of network members who agree that relationships are being strengthened through the network
- Percentage of network members (or network beneficiaries) who believe their community is better prepared for a disaster as a result of network activities

For a more extensive list of metrics, see Appendix D.

Moreover, many of the metrics related to the Resilience Competencies can be found in the Disaster Management Cycle: Final Detail Design document on The Exchange. These metrics will enable implementers to measure the impact of activities being conducted by the network.

Analyze the data

The information collected should be used to refine or adjust the project before its completion, and measure the success after completion. The data can be compared against either pre-set targets that the network has identified, or baseline data that was collected before the project's implementation.

Reassessing goals

The Community Resilience Strategy is a cyclical process. As the end of a project nears, the opportunity exists to revisit the project's initial goals and determine whether to adapt, expand or close out the network's project.

Moving forward with the network

When thinking about what to do next, networks should consider the following:

Step	Topic	To Consider...
1	**Reassess network priorities**	- Update the Community Profile - Re-do other assessment tools - Conduct another exercise to see if preparedness priorities have changed

Step	Topic	To Consider...
2	**Reassess relationships within the network**	• Have participation levels of partners changed? • Do certain relationships need to be reinvigorated? • Do you need to reach out to new people? • Do you need to adjust the roles and responsibilities of network members?
3	**Evaluate processes**	• Which processes worked, and which did not? • Are there any best practices to be gleaned from the project?
4	**Consider scaling up the project**	• Does it make sense to spread the project to new geographic areas? • Can you widen the project and invite more partners? (Returning to the assessment will help here.)
5	**Consider transferring the project**	• Should the project be transferred out of Red Cross hands? • Has the chapter contributed as much as possible and is it time to move on? • Will other community groups be able to lead in the absence of Red Cross assistance?

Evaluating a project

When finishing a project, a post-project evaluation should be conducted to see what effect it has had on the community's level of preparedness. The information used for an evaluation will be in large part the information that was collected while monitoring the networks activities. There may be some additional information necessary to collect retrospectively as well. The results of an evaluation should be shared with network members and with the community at large to promote the network's achievements.

Celebrate successes

Celebrate the successes that the network has had. Make sure to acknowledge members for all of the hard work and collaboration they contributed to make the project possible. This can be done simply by taking time out of a network meeting to acknowledge members' commitment, or hosting a pizza party for community members who have taken part.

Connect with local media outlets to publicize the positive outcomes of the project and increase public awareness of the preparedness activities that have been undertaken. Make sure to communicate with donors about the network's successes as well.

Hand over a project

If Red Cross leadership or participation is no longer needed (or possible), making sure coordination is in place before closing out or handing over a project is key. If the Red Cross implementer decides to hand over facilitation and management to another community leader or group, the network needs to ensure that it has the capability to continue on. Projects can be passed on to Red Cross volunteers or other interested community members.

Maintain relationships

Ensuring that the relationships developed through resilience efforts are maintained is one of the most important factors in working with networks. Regardless of whether the network remains active, disbands, or evolves into something new, the relationships developed will continue to be invaluable during disaster response and recovery. As a result, every effort should be made within the Red Cross unit to maintain them.

Conclusion

An evolving process

The Community Resilience Strategy provides Red Cross staff with a new way of working with communities on issues that span the disaster cycle. It is first and foremost a participatory and inclusive approach, in which community members are given the opportunity to be the decision-makers regarding the resilience of their communities. Facilitating this kind of community interaction and collaboration requires a mind shift for Red Cross staff. Not only does the Red Cross need to lead community members, but we need to listen, follow and collaborate where we can offer our expertise and resources. Moreover, we can use the strategy to help communities not only to prepare, but to ready themselves to tackle all phases of the disaster cycle. The CRS will play a critical part in the newly reengineered Disaster Cycle Services structure, as it will help the organization to deliver high-quality services to the communities that need them most and with the support of community members themselves.

Appendix A: Assessment Tools

Community Profile: Stakeholder analysis

Purpose

A stakeholder analysis is one of the components of a Community Profile. It involves identifying individuals and organizations that have vested interests in increasing preparedness and resilience in the community. The tool takes account of the resources, alliances, expertise and interests of stakeholders in your community. The goal of the analysis is to identify potential partners for a resilience network.

When filling out the tool, it is beneficial to do it in conjunction with other chapter staff or with external partners in the community to gain their input.

Identifying key stakeholders

Below is a list of potential stakeholder categories to help you start thinking about which organizations and individuals should be included in the stakeholder analysis.

- Faith-based leaders
- Businesses/local industry
- Professional organizations
- Organizations that work with vulnerable populations
- Nonprofit organizations
- Affinity groups
- Community planners
- Teacher/parent associations
- Health departments

- Locally elected officials
- Environmental groups
- Schools and universities
- Tenant or homeowners' associations
- CERT/NERT
- Emergency management offices
- Health clinics or hospitals
- Community leaders
- Individuals with a vested interest

When considering which organizations or individuals should go into the analysis, ask:

- Who will likely be impacted by the network's work on community resilience?
- Who has the potential to influence/support a network on community resilience (financial, political, expertise, social capital, etc.)?
- Which stakeholders currently have an active relationship with the chapter?
- Is there anyone that may oppose the network's community resilience efforts? If so, what can you do to win their support?

Based on the responses to these questions, Red Cross implementers can create a "short list" of potential partners. Fill out the following table with the "short list" to document a simple profile of key organizations or individuals in the community. The table shows a comparison of organizations and individuals, highlighting gaps and opportunities for collaboration. The information collected through this process will complement other assessment tools completed. It will also be utilized to conduct a final stakeholder prioritization at the end of the assessment process.

Adapt and expand the following table as needed for your community and stakeholders.

Thematic Specialty

Org.	Status	DOI	Mission	Emergency Response	Governance	Education	Preparedness	Health	Environment	Projects	Alliances	Contacts
American Red Cross	NGO	1881	Alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors.	(highlighted)		(highlighted)	(highlighted)	(highlighted)				
Org/ Agency Name	Type	Year incorporated		Highlight the thematic specialty where appropriate							Partners	Contact names and information

Sample: Stakeholder Analysis Chart

Community Profile: Demographic information

Demographic data collection

Collecting demographic information is another main component in the Community Profile. Having basic data to understand the population's characteristics and community infrastructure will help networks develop goals that meet the needs of their unique community.

Below is a tool to help document demographic information and critical infrastructure facts for the Community Profile. To fill out this chart, there are a number of resources from which you can easily pull the information:

- U.S. Census data
- American Community Survey
- SNAPS (from the CDC)
- Local studies (from local universities or community development groups)

Other sources from The Exchange include:

- FOCIS Reports
- CDRA
- IMS

Most likely, there are also useful databases that have been put together by local or state government agencies in your area. Reaching out to the state health department, environmental agency, universities or social service organizations may be helpful in obtaining the data you need, as these agencies often have conducted their own assessments and have community data available.

Table 1: Demographic and household data

	U.S.	State	Zipcode
Total Population	308,745,538		
Children (persons under 5)	6.50%		
Youth (persons under 18)	24.00%		
Older adults (persons over 65)	13.00%		
Caucasian persons	72.40%		
African-American persons	12.60%		
American Indian and Alaska Native persons	0.90%		
Asian persons	4.80%		
Native Hawaiian and other Pacific Islander persons	0.20%		
Persons reporting two or more races	2.90%		
Persons of Hispanic or Latino origin	16.30%		
Population living in same house one year ago	84.20%		
Foreign-born persons	12.70%		
Language other than English spoken at home	20.10%		
High school graduate, percentage of persons 25+	85.00%		
Bachelors degree or higher, percentage of persons 25+	27.90%		
Home ownership rate	66.60%		
Total households	114,235,996		

	U.S.	State	Zipcode
Persons per household	2.59		
Median household income	$51,914		
Persons living below poverty level	13.80%		
Population living in mobile homes (percentage)	6.70%		
Population with no vehicle available (percentage)	8.70%		
Population with no phone service (percentage)	5.40%		
Percentage of persons over 16 not in the labor force (unemployed)	35.20%		

Table 2: Community infrastructure

Sector	Total	Details
Schools		
Elementary		
Middle schools		
High schools		
Private schools		
Colleges/universities		
Child care centers		
Elderly Care		
Retirement communities		
Senior centers		
Health Care		
Shelters		
Hospitals		
Community clinics		
Physician offices		
Cultural or Community Centers		
Social Service Agencies		
Homeless		
Behavioral health		
Poverty		
Vocational		

Community Profile: Hazard and risk analysis

Understanding hazards and risks

The third component in a Community Profile is the inclusion of a Hazard and Risk Analysis.

The Hazards and Risk Analysis provides a way to identify potential hazards and at-risk areas in the community. In this tool, data regarding the local hazards that threaten the area is documented in order to understand the potential threats facing the community, including both natural (e.g., earthquake) and human-caused (e.g., chemical spill).

It includes collecting information on the location, extent, frequency and magnitude of past hazards, as well as an examination of emerging or future risks (e.g., climate change).

Table 3: Community hazards

Hazard	Past Event	Location of Event	Frequency of Events	Magnitude	Potential Future
Accidents (rail, air)					
Avalanche					
Bomb blast/ explosion					
Chemical outbreak					
Cyclone					
Deforestation					
Disease outbreak					
Drought					
Earthquakes					

Hazard	Past Event	Location of Event	Frequency of Events	Magnitude	Potential Future
Environmental degradation					
Epidemics					
Extreme hot weather					
Fire					
Flooding					
Lands subsidence or collapse					
Landslide					
Over-development					
Pests					
Pollution					
Radiological release					
Severe rain or hail storm					
Tidal waves					
Tornadoes					
Tourism (excessive)					
Traffic congestion					
Tsunami					
Typhoon					

Hazard	Past Event	Location of Event	Frequency of Events	Magnitude	Potential Future
Volcanic eruption					
Wildfire					
Other (specify)					

Community Profile: Key informant interviews

Obtaining local perspectives

Building on the demographics and hazard information, key informant interviews can fill information gaps and provide additional data regarding community assets and vulnerabilities. Implementers should draw on a diverse group of key informants from various community sectors to ensure an accurate representation of community perspectives.

Examples of key informants include emergency managers, researchers, government officials, school officials, hospital administrators, industry representatives, etc.

Conducting interviews

Typically, interviews with informants are set up as informal meetings in which the tool (below) provides a helpful reference to guide the conversation.

The questions are not exhaustive, as there may be other relevant information that should be collected.

Key informant interview worksheet

Date: _____

Interviewer: _____

Interviewee: _____

Organization: _____

To Do:

1. Introduce yourself and explain the purpose of the interview.

2. Identify the community you are interested in learning about.

3. Establish a clear timeline for the interview. Do not exceed this timeline unless agreed upon.

4. Thank your interviewee and let them know that you will provide an update with the assessment results and approximately when.

Use your best judgment to decide which questions to ask and in what order, as well as what questions to add.

Question	Notes
Community Information	
Where does your community get its information about hazards and risks?	
What are your community's critical issues (health, safety, etc.)?	

Question	Notes
Does your community have adequate resources (information, technology, tools, raw materials, financial capital, human capital, etc.) to address these issues?	
Is there open and transparent decision-making?	
To what extent does your community work with outside organizations and agencies to resolve its problems?	
Are there existing community networks or organizations that work to promote community development or disaster preparedness?	
Hazards, Risks and Vulnerabilities	
What hazards have occurred in your community? Consider both natural and human-caused disasters (i.e., chemical, biological, terrorism, etc.)	
How often has the hazard occurred in the past?	
What have been the impacts of these past hazards (financial losses, loss of life, injuries, infrastructure, ecological, etc.)?	
Which groups of people were most impacted by these hazards (minority group, elderly, etc.)?	
What hazards will likely occur in the future?	
What is the anticipated likely occurrence for each hazard?	
What will be the likely impacts of these future hazards (financial losses, loss of life, injuries, infrastructure, ecological, etc.)?	

Question	Notes
Which groups of people will most likely be impacted by these hazards (minority group, elderly, etc.)?	
Planning and Preparedness	
Does your community have disaster and preparedness plans (industry, schools, etc.)?	
What early warning systems are in place in your community?	
What emergency supplies or infrastructure are available in your community (shelters, medical supplies, emergency response vehicles, food supplies)?	
What local capacity is available to respond to a disaster (CERT, etc.)?	
Do members of your community know where to go to access disaster preparedness, response and recovery services?	
Community Assets	
What are some of the skills and resources across community sectors that can be utilized to address the community's disaster resilience? Consider: businesses, schools, health and social services, government and others.	
What community organizations exist that support at-risk groups or vulnerable populations?	

Question	Notes
Do any businesses or government offices offer incentives for completing disaster preparedness actions (e.g., insurance rate reductions for developing a business continuity of operations plan)?	
What other resources, capabilities and/or organizations exist that could help to address the community's gaps in preparedness?	
Does the community have effective leadership?	
Does the community have resources that are adequate for disaster readiness, response and recovery (i.e., natural resources, physical infrastructure, tools and machinery, workforce and leadership, and productive social connections)?	
Are there opportunities for children and families to learn about and participate in disaster readiness, response and recovery?	
Other	
Who else should we interview to learn more about the topics we discussed?	
Additional Questions:	

Community Profile: Community mapping

Purpose

Community mapping is an assessment tool that can be used to visualize Red Cross activities and impact by mapping Red Cross preparedness, response and/or recovery data on GIS base maps. It can also be used to visualize community hazards and vulnerabilities, and compare them with the locations of Red Cross activities.

Mapping serves multiple purposes. It can be done to:

- Help target vulnerable neighborhoods or hazard-prone areas within your region.
- Show the impact and difference you are making within the community.
- Demonstrate to donors how their money is being spent.

First, you must decide what sort of map is appropriate for you and your program. The focus of your program will determine what data you will need to collect and map. For instance, you may want to track preparedness education presentations, community engagement initiatives, DAT team responses, community recovery meetings, etc.

Initially, mapping can be somewhat time consuming, as you will need to build the excel sheets and datasets to upload onto the maps. However, after building your map, it can take only 10-15 minutes monthly to maintain your datasets and update your map. It can also be done as service projects for interns, volunteers and AmeriCorps members. Remember that partnering with Disaster Services and Health and Safety may be important when collecting all of the necessary data.

Steps

Below is the process to use the ArcGIS platform for Community Mapping:

1. Prepare an excel spreadsheet with event name/type, address, city, state, zip and any additional information that you want displayed on the map. Save it and format properly.

2. Visit https://www.arcgis.com/home/createaccount.html to access ArcGIS and create an account. You will need an account to save your maps.

3. Once signed in, go to http://maps.redcross.org/website/maps/ARC_Map_Links.html to find the base map of your state with Red Cross chapter boundaries. All of these base maps have already been created and are available for use. They can also be accessed by typing key words into Search.

4. With the map of your chapter boundaries you can start to visualize various datasets.

5. For demographic datasets, click the 'Add Content' button and click on the 'Search' tab. Type in keywords such as: Median age; median income; diversity; social vulnerability; flood zone; hazard; etc. This will layer on polygons to display national data.

6. For your Red Cross datasets, click 'Add Content' and click on the 'Import' tab. Here you can add chapter data. Make sure the data is formatted correctly, as it will not upload content if it isn't done in a particular format. You can import a zipped shapefile (ZIP), a comma, semi-colon, or tab delimited text file (CSV or TXT), or a GPS data file (GPX) with up to 1,000 features in it (or 250 features when geocoding addresses).

7. Save your map!

8. To share or export the map, click 'Share' at the top of the page. You can embed the map in webpages, such as a chapter website to make it public and share with donors.

Sample data file

Name	Red Cross National Headquarters				
Address	2025 E St NW				
City	Washington				
State	DC				
Zip	20006				
Date	9/20/2012				
Presentation Type	Be Red Cross Ready Presentation				
Attendees	101				
Leader Name	Suzie Smith				

Sample maps
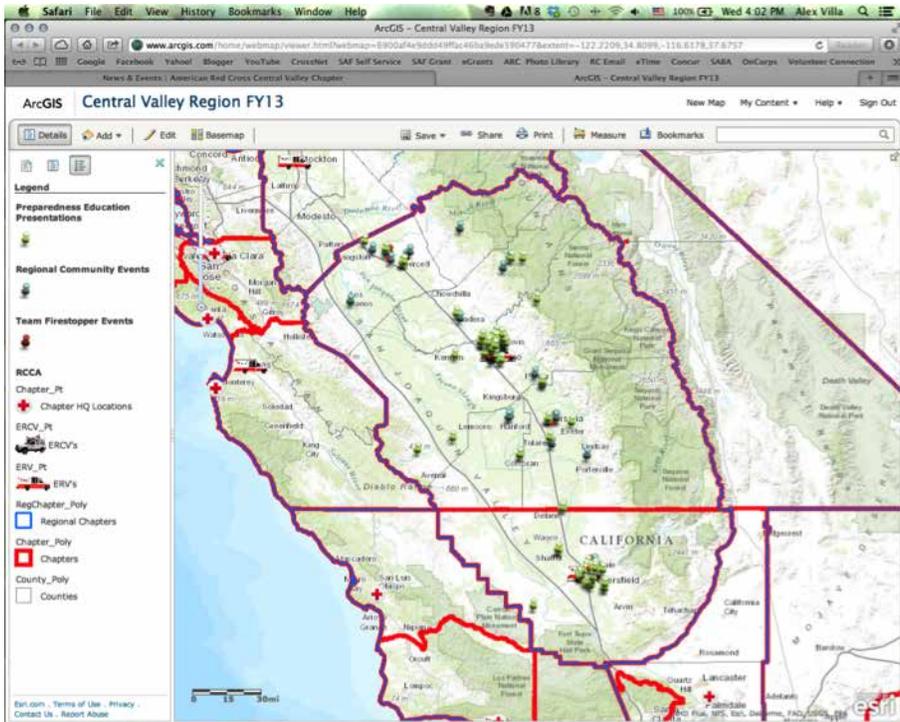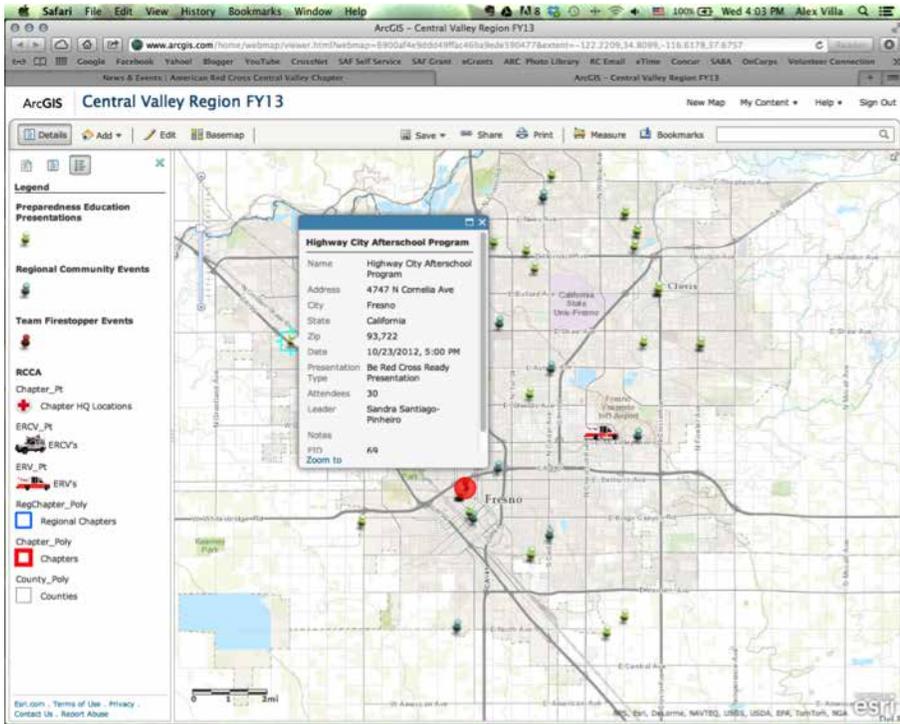
Prioritization Analysis: Hazard and vulnerability summary

Summarizing the data

The Hazard and Vulnerability Summary is a tool to capture the key components of the assessment process, providing a platform to help implementers and their networks make decisions about the community's disaster resilience priorities.

To fill in the summary tool, use the information gathered in the completed assessment tools, in particular the Hazard and Risk Analysis and the Key Informant Interviews. Fill in the table for each hazard that was identified in the assessment, noting any potential impacts, vulnerabilities and local capacities that are available.

Once the tool is completed, the Red Cross implementer and network members can use it as a platform to discuss and prioritize the issues they will tackle, based on community need and resources available.

Some questions to consider during a network discussion include:

- What are the greatest threats to our community?

- Which populations are most vulnerable?

- What assets and resources are available to address priority hazards and vulnerable populations?

What actions can be taken to address these hazards and assist vulnerable populations, immediately and in the long-term?

Potential Hazard		Type of Hazard	Type of Hazard
Probability	How often has this event occurred?	• Never • Occasionally • Yearly • Several times a year	• Never • Occasionally • Yearly • Several times a year
	How likely is it that this event will occur in the future?	• Not at all likely • Not very likely • Likely • Very Likely	• Not at all likely • Not very likely • Likely • Very Likely
Impacts	What impact would this type of event have on your community? Would it cause:	• Injuries • Illness • Deaths • Damage to equipment or building contents • Disruption of vital community services • Disruption of health and safety services	• Injuries • Illness • Deaths • Damage to equipment or building contents • Disruption of vital community services • Disruption of health and safety services
	What would be the overall impact on your community?	• None • Moderate • Minor • Severe	• None • Moderate • Minor • Severe

Potential Hazard		Type of Hazard	Type of Hazard
Vulnerabilities	What is vulnerable?	• Households • Businesses • Schools • Water • Sanitation • Food • Transporation • Habitat • Other (specify)	• Households • Businesses • Schools • Water • Sanitation • Food • Transporation • Habitat • Other (specify)
	Who is vulnerable?	• Ethnic minority • Youth • Elderly • Women • Language-limited • Unemployed • People with disabilities • Renters • Other (specify)	• Ethnic minority • Youth • Elderly • Women • Language-limited • Unemployed • People with disabilities • Renters • Other (specify)
Capacity	What resources exist to reduce impacts and vulnerability?	• Shelters • Social services • Medical supplies • Other	• Shelters • Social services • Medical supplies • Other
	What capacity exists to reduce impacts and vulnerability?	• CERT • Social capital • Other	• CERT • Social capital • Other

Potential Hazard		Type of Hazard	Type of Hazard
Network Priority		• Low • Medium • High	• Low • Medium • High

Prioritization Analysis: Stakeholder prioritization

Stakeholder prioritization

The final tool in the assessment process is the Stakeholder Prioritization grid, which takes one more look at the stakeholders in the community and how they can best be included in the network and its resilience activities. Again, use the information that has already been gathered through the use of other assessment tools (primarily the Stakeholder Assessment) to determine where on the grid each organization or individual should be placed. This tool can be completed with help from a small group of chapter staff, or external partners who may already be committed to a network.

In order to fill out the tool, consider each organization or individual that has been identified and what their levels of interest and impact are. A stakeholder's "interest" relates to their desire to address the issue at hand: the community's preparedness and resilience. "Impact" refers to the specific issue the network will attempt to tackle. An organization or individual's impact could mean it's political influence, reach, or its importance as a catalyst. Depending on the issue at hand and the local context, impact might range from formal policy influence, to informal, but influential leadership on the given topic or population.

Definitions for each quadrant in the tool are below:

High-impact, interested organizations: these are the organizations you must fully engage (active communication, strategic partnerships, etc.).

High-impact, less interested organizations: these are the organizations you must monitor to identify opportunities for engagement that may emerge in the future.

Low-impact, interested organizations: these are organizations that you should actively keep informed of your work (regular updates, meetings, phone calls, etc.). By keeping these partners informed, you will foster information sharing, while also identifying potential future opportunities for collaboration. Unfortunately, given limited resources, it may not be possible to actively engage all interested parties.

Low-impact, less interested people: these organizations should be kept informed with periodic updates of your work, although active engagement is likely unnecessary.
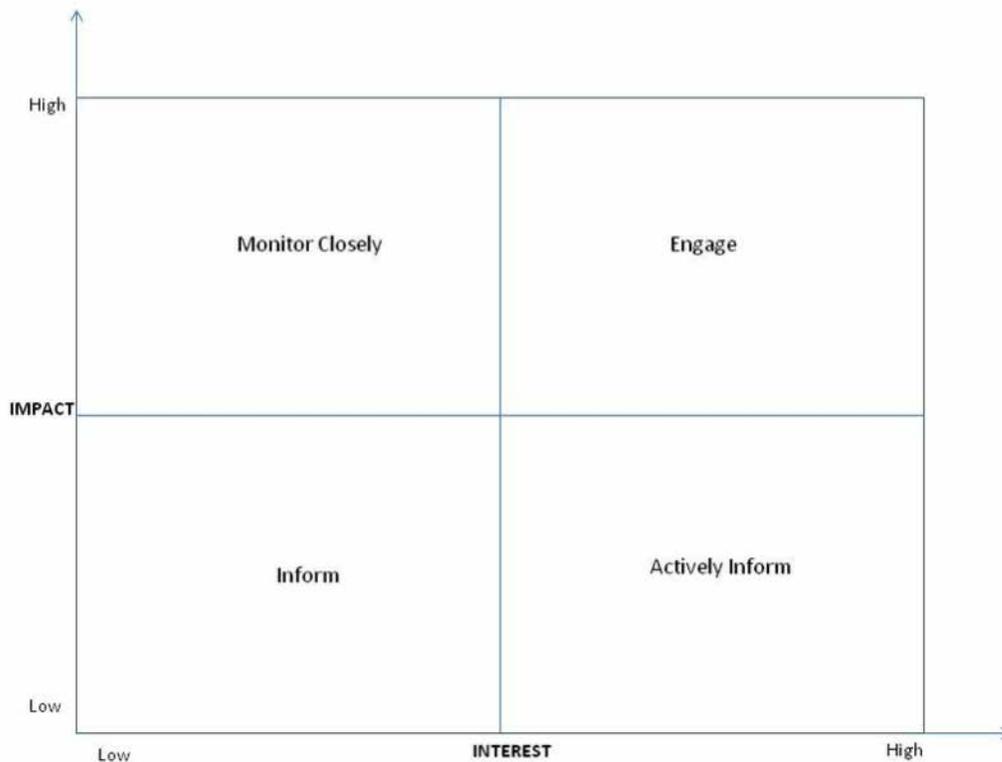
Looking forward

Once the assessment is complete, it is time to determine the next steps with community partners. It is critical to build on the momentum garnered by the assessment, including the information gained and the contacts made with key stakeholders.

In moving forward, Red Cross implementers should make sure to:

- Distribute key findings to the community.
  - » This can be done through multiple formats (social media, community meetings, briefings, etc.).
- Integrate key findings into the network's strategic planning (i.e., what issue does it make sense to focus on first, which activity will produce the greatest return on your investment?).
- Package the results for funders when needed.

Assessing and targeting vulnerable populations

What makes a population vulnerable?

As part of the assessment, implementers will determine what groups in the community are particularly prone to being negatively affected by disasters. The Red Cross is increasingly working with vulnerable groups to increase resilience across the disaster cycle. Vulnerable groups are those that are underrepresented in preparedness planning and disproportionately affected by disasters. They are groups that "have the fewest defenses against a disaster and are least resilient in its aftermath."[9] Drawing on existing research, these groups include, though are not limited to, ethnic minority groups, the elderly, children, people with access and functional needs, non-English speakers, functionally illiterate, mentally ill, homeless, etc.

Although these groups have a greater likelihood of being at risk of a disaster, they are not all powerless. Vulnerability arises out of a combination of social characteristics, economic factors and the level of physical exposure to hazards. It also depends on a group's ability to access resources that will help them not only prepare for and respond to a disaster, but to cope with the aftermath as well.

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9   Enarson, Elaine. "Identifying and Addressing Social Vulnerabilities," in Emergency Management: Principles and Practice for Local Government, 2nd Edition (Washington, DC: ICMA) 2007, pp257-278.

Potentially vulnerable populations

Below is a list of potentially vulnerable populations. Remember that generalizations are rarely accurate; it is important to consider the group's social status, their economic conditions and their exposure to specific hazards before determining their level of vulnerability.

- Indigenous people/ Native Americans
- Alcohol/drug dependent individuals
- Children
    » When isolated from parents during impact
    » When gathered in large groups (e.g., schools)
    » When the ratio of children to adults is significantly high (e.g., day cares, day homes)
- Ethnic minorities
- Families of emergency service personnel
- Homeless or "street people"
- Immigrants (especially those who have recently immigrated)
- Refugees
- Incarcerated individuals
- Livestock owners
- Low-income
- Marginalized groups (by society or community)
- Medication dependent individuals (e.g., diabetics, schizophrenics)
- Migrant workers
- Multi-family households
- Newcomers
- Non-English speakers/functionally Illiterate

- People depending on public transport
- People on social assistance
- People with disabilities/access and functional needs
- Pet owners
- Renters/public housing residents/ mobile home residents
- Residents of institutions or group homes
- Seniors
    » Isolated or confined
    » Limited mobility
    » Heavily dependent on medication
    » Heavily dependent on life-support systems
- Single-parent families, especial those who are:
    » On public "assistance"
    » Unable to take time off (e.g., during the response or recovery period)
- Socially isolated people
- Tourists/transients
- Undocumented workers
- Unemployed
- Women, especially those who are:
    » Single parents/head of household
    » Pregnant

Adapted from the Community - Wide Vulnerability and Capacity Assessment (p.22)

Questions for planning by disaster phase

In each phase of the disaster cycle, there questions networks can consider to address vulnerabilities during the planning process. These questions can not only help you target a specific group, but can also help you determine what types of activities will help them prepare across the disaster cycle:

Mitigation:

- What social groups are less likely to be able to invest in making their homes safer?

- What social groups are likely to engage in occupations that expose them to higher risk from natural hazards?

- Are there locations or kinds of structures where certain social groups live that are more exposed to natural hazards than other locations or structures?

Preparedness:

- What social groups are unlikely to have time to train in first aid and other kinds of self-protection?

- What social groups are less able to purchase critical items or supplies for self-protection?

- What social groups are likely not to receive warning messages or not to understand them or take them seriously? Why?

Response:

- Are there characteristics of social groups that may make it more difficult for them to be rescued, to receive adequate emergency medical care, or to access or feel safe in an emergency shelter?

- What transportation or language barriers do some people have?

Recovery:

- Which social groups are likely to experience problems with economic recovery? What about emotional recovery?

- Which groups will take longer to recover? Why?[10]

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10 Questions taken from: Enarson, Elaine. "Identifying and Addressing Social Vulnerabilities," in Emergency Management: Principles and Practice for Local Government, 2nd Edition (Washington, DC: ICMA) 2007, pp257-278

Appendix B: Tips for Building and Managing a Network

Fostering relationships

Cultivating relationships with community groups is a critical factor in the CRS. In fact, a large proportion of the implementer's time is spent establishing working partnerships with people and networks outside of the chapter.

When approaching groups, think about the steps in the following table as you begin to build the relationship:

	Step	Details
1	**Know the history of the relationship the chapter has with the groups you are trying to reach.**	Who has been the main point of contact and who at your chapter has managed the relationship in the past?
2	**Ask to speak with these groups about preparedness.**	Don't immediately impose what you think is best; rather, let people tell you what they think they are lacking in preparedness.
3	**Listen to their specific concerns (even if they don't include preparedness).**	Get to know what is on the minds of individuals and organizations in your community.
4	**Learn about their current level of preparedness.**	Understand how prepared groups are to determine how you can best help them.

	Step	Details
5	**Talk about steps in preparedness that you can help groups accomplish.**	Relate preparedness to their needs and interests to help them understand how they will benefit in the long run.
6	**Talk about how a collaborative effort with other local groups will effectively and efficiently help them improve their preparedness and that of their community.**	Discuss the benefits of working together to share resources, divide the workload and improve preparedness.

Importance of trust

Building trust is one of the most difficult, but also one of the most integral, aspects of engaging communities. The success of preparedness projects will be enhanced by a high level of trust between Red Cross implementers and partners. Through collaboration, network members can build trust among themselves and with the Red Cross.

Ways to foster trust

When trust is either absent or lacking, there are some easy actions the Red Cross can take to improve relationships. Implementers can:

- Attend community meetings.
- Participate in local events to increase visibility.
- Have a constant presence in a community (through continuous engagement with people/groups).

All of these activities show the Red Cross's goodwill, and can engender trust when it is lacking. If there is a lack of trust within the community, a helpful activity is to hold block parties or Meet & Greets to create a fun and non-intimidating way for community members to meet one another and form connections.

Overcoming barriers

Implementers may encounter road blocks when collaborating with multiple community groups. When collaboration becomes difficult, there are ways to break stalemates and get participants motivated again.

The following table poses some likely problems and corresponding solutions.

Problem	Solution
The network wants to take on projects unrelated to preparedness or beyond the capacity of the Red Cross.	The network might identify priority issues that are not preparedness-related or are not within the capacity of the Red Cross. When this happens, first be clear about what the chapter can offer, as well as what is absolutely beyond the chapter's capacity. In instances where the chapter cannot help, ask the following questions: "Who can help achieve the community's objectives?" and, "Who is responsible for issues that fall outside of the chapter's capabilities?" This is where the building of partnerships can come into play. Refer community members to other institutions and partners that do have the ability to address issues that fall outside of Red Cross expertise.
Members are not engaged.	Listen to the network members to understand what motivates them to be involved. See if there are creative ways to address their interests so that they feel tangible benefits from the project the network is working on.
The network can't move beyond discussion.	Don't bite off more than you can chew. In this case, the issue being addressed might be too difficult to accomplish. Consider tackling a smaller, more attainable project in order to gain some initial success. If network participants see that cooperation can achieve results, even if the results are small, implementers will have a greater chance of moving on to larger and more complex issues later.

Problem	Solution
The Red Cross does not have traction in the community.	When first implementing the CRS, go where there is already community interest and momentum. Without the support of at least one local stakeholder, implementing the CRS will be an uphill battle. The strategy is not meant to be done alone, but in partnership with others. If you find that you are operating on your own, it may be best to rethink your efforts. Find a community that is more open to your ideas, and tackle the difficult community after you have some initial success and can find a local champion to help you.

Letting the community lead

As facilitators, implementers must create an environment in which network members feel that their ideas and perspectives influence the direction of their preparedness project. It is important that all the efforts conducted in the CRS are community-driven to meet the needs and interests of the local community, rather than a specific Red Cross agenda. Addressing local concerns will help implementers earn credibility with network members.

Tips for working with networks

Change takes time

The ultimate goal of the CRS is to foster a prepared and resilient community. This is a long-term goal and will take several steps to accomplish. While it is possible to make small changes quickly, making permanent changes is much more difficult. It is important that the network acknowledge the long-term commitment and set clear, realistic goals.

Cooperation involves risk

Ideally, the partnerships that form as a result of implementing the CRS will be the

drivers of change around disaster preparedness. However, it is important to recognize that forming a collaborative network that is able to influence change is no easy task and involves participants taking some risk. Working cooperatively means that partners may have to compromise to work toward common goals for the community. Participants must be willing to share responsibility and risk some of the hassles of working together to accomplish something greater for the community as a whole.

Cultural competency is important

At times, cultural differences with community partners can inhibit the process of building collaborative networks. CRS implementers need to be aware of any cultural or ethnic divisions or biases that exist within the community. Culture becomes a barrier when it is not acknowledged. It is necessary to have an open mind and ensure that everyone's input is accepted and valued within a network. Gaining the participation and respect of diverse community members will go a long way in building trust and ensuring the effectiveness of the CRS.

For more information

For more information on facilitating collaborative networks, check out the University of Kansas Community Tool Box. The tool box has a host of practical information you can use to help guide your network.

http://ctb.ku.edu/en/default.aspx

Hosting meetings

Purpose

Network meetings are important places for members to share information, discuss priorities and conduct planning. During meetings, CRS implementers can help networks determine goals and develop plans.

What to discuss

- Key issues to discuss during meetings include:
- Current reality for the network and the community
- Priority issues faced by the community around the disaster cycle
- Stakeholders who should be involved
- Capacity of the network to address given issues
- Goals to meet preparedness and resilience gaps
- Types of activities to meet goals
- Timeframe for next steps
- Roles and responsibilities for members of the network
- Desired results

Tips for facilitating a meeting

Here are some tips on facilitating network meetings:

- Establish a clear purpose for the meeting; know what you want to accomplish and how the meeting will move the project forward.
- Encourage participation from everyone.
- Set group rules that facilitate open discussion and expression of diverse opinions.
- Record group ideas and summarize key points made; white boards or flip charts are helpful to do this.
- Agree on next steps and action items to be accomplished before the next meeting.

Elements of facilitation

Key elements of successful facilitation include:

- Listening to the interests of all participants
- Brokering resources between/among participants
- Offering expertise without imposing Red Cross interests over the interests of the group
- Organizing logistics
- Being open to new or creative ways of increasing preparedness
- Assisting in taking action to solve preparedness gaps

Sample: Email invitation to first CRS meeting

Date

Name

Organization

Address

Telephone

Dear XXXXX:

The XXXXX Chapter of the American Red Cross is launching a new initiative engaging community members to work together to improve disaster preparedness and resilience in LOCATION. The purpose of this effort is to foster a network of concerned individuals and organizations to take action to address some of the critical gaps in our community's preparedness that exist today. With the ever-present possibility of natural and human-caused emergencies, the need to strengthen the capacity of citizens in LOCATION to prepare, respond and recover is of the utmost importance.

We are interested in partnering with you and other local organizations and agencies to work on this collaborative effort. We value the work that you currently do in the community and believe that your participation in this effort will enhance its chances of success. If you are interested, please join us at our first network meeting on DATE at MEETING LOCATION. At this meeting, we will discuss the current state of preparedness and what you believe are the community's most pressing issues. We hope to identify a few actionable issues that the network can work toward addressing.

We look forward to hearing from you and receiving your support. Should you have any questions, or if you would like to discuss your participation sooner, please contact NAME at CONTACT INFO.

Sincerely,

XXXXX

Sample: First network meeting agenda

Time	Topic	Description
[Time Slot]	Introductions	Introduce yourselves and go around the room to have everyone introduce themselves and the organizations they represent.
[Time]	Meeting overview	Discuss the purpose of the meeting, i.e., what everyone has gathered together to accomplish. Talk about disaster preparedness and resilience, and how the people present can be involved.
[Time]	Assessment findings	Discuss what was identified through conducting the assessment: i.e., unique characteristics of the community, apparent vulnerabilities to hazards, as well as available community assets.
[Time]	Group discussion	Allow time for the participants to react to the findings and discuss what they believe are the community's most pressing issues.
[Time]	Determine priority preparedness issue	Discuss what are the most pressing and actionable issues.
[Time]	Available resources	Discuss what resources exist within the community, as well as Red Cross products and services.
[Time]	Identify a solution*	Using the resources discussed, brainstorm a solution to address the issue(s). Develop a plan to take action.
[Time]	Next steps	Determine what network members can do between now and the next meeting. Choose a date for the next meeting.
[Time]	Closing remarks	Thank everyone who has participated and remind them of the important work they are doing to increase their community's safety and resilience.

xxx Network Meeting

* *Depending on the length of the meeting, the cohesion of the group, and familiarity of the group with disaster preparedness, you may want to save this section for a separate meeting. Developing a plan takes time and consensus might not come immediately.*

Appendix C: Setting Goals and Developing an Action Plan

Setting goals

Focusing the network

With a network convened and a preparedness issue (or issues) identified, it is important to focus the efforts of the network around specific goals and make concrete plans to achieve them.

Creating specific and achievable goals are a critical element to the success of network activities. Having goals and a plan for action allow networks to:

- Implement projects that are more likely to be effective.
- Have a structured approach to implementing a program.
- Implement projects that are easy to monitor and track progress.
- Be sustainable even if membership turns over.

What is a goal

A goal is a broad and clear statement that expresses the desired impact or change that a network is trying to achieve. It is the expected, long-term effect that the network wants to have in the community.

A goal statement should:

- Concisely state the long-term, desired impact of a project.
- Identify the specific group that will be targeted by a project.
- Be the 'big-picture' purpose for doing a project.

How to write a goal statement

To write a goal statement, answer these questions:

- Why are we doing this project?
- What is the impact we're trying to accomplish?
- At the end of this project, what is it that we want to say changed?

Goal checklist

- Specifies an expected effect in improving community preparedness and/or resilience
- Targets a specific audience
- Is easily understood
- Is concise
- Does NOT describe a single activity

Examples of goal statements

Consider this goal statement:

"To teach people about disaster preparedness and help people make disaster plans."

This is a *bad* example of a goal because it describes an activity rather than a long-term impact or effect. It is also unclear on a target group; the term "people" is not specific.

Here is a *good* example of a goal:

"Improve the capacity of households in Middlesex County to prepare for and respond to home fires."

In this statement, the desired impact (improve the capacity to prepare and respond to home fires) and the target group (households in Middlesex County) are very clear.

Important! It might take awhile to reach an agreed-upon goal with a network; it's okay to go through an iterative process.

What is an objective

Objectives are the outputs or key steps that contribute to achieving the overall goal. Unlike a broad goal statement, objectives are distinct, concrete results that can be directly measured. These steps guide the actions that a network will carry out. Objectives break down the larger goal into actionable pieces.

SMART objectives

To craft good objectives, using the SMART approach is helpful. SMART stands for:

S = Specific

M = Measurable

A = Achievable

R = Realistic

T = Time-phased

Consider this example of an objective; it does not live up to the SMART approach: "Teach people about disaster preparedness."

S = "People" is not a specific target group; "Disaster preparedness" is also a very broad topic and is not specific enough.

M = There is no indication of how to measure change

A = The objective might be achievable, but without a work plan it is difficult to know.

R = Again, the objective might be realistic, but because it is not specific enough and because there is no work plan, it is difficult to know.

T = The objective does not indicate any timeline for achieving results.

Now consider this good example of an objective: "By the end of fiscal year 2015, all of the teachers in the Southside School District will be trained in the Red Cross disaster mental health program."

This objective has a specific target group and preparedness topic (all teachers and disaster mental health), it can be measured (number of teachers), it has a better chance of being achievable and realistic, and is time-phased (by the end of fiscal year 2015).

Activities

Activities are the individual tasks that are carried out on a daily basis to implement and achieve the objectives. Unlike objectives, which are like final products, activities are all of the smaller steps taken to achieve a final output. There will be multiple activities per objective. For example, the following activities could be done to achieve the objective above:

- Set up a town hall meeting with teachers to discuss the need for disaster mental health.
- Recruit mental health workers to conduct trainings.
- Set up a series of trainings to get all teachers trained.
- Conduct trainings.

Piecing everything together

Put together, the goal, objectives and activities should all flow from one another. Here is a very simple example to demonstrate this:

Goal =   To become a healthier person

Objective =   Lose 10 pounds in the next three months

                    Lower cholesterol
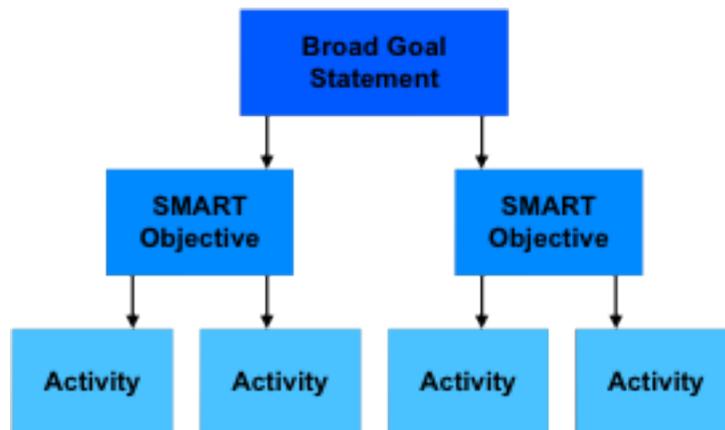
Activities =   Create an exercise schedule

                    Exercise every day

                    Eat healthy meals

                    Record weight weekly

This chart illustrates the connections between the goal, objectives and activities:

Creating a work plan

By documenting the goals, objectives and activities for a network project, network members have the ability to plan accordingly, gauge progress and make changes when necessary. For a work plan template, see the next section.

Every work plan should include:

- Key tasks
- Network members responsible for each task
- Targets to gauge accomplishments

When creating a work plan, it is important to ensure that the work itself is achievable and realistic (the "A" and "R" of the SMART approach). To make sure the project sets achievable goals and realistic expectations, consider these questions:

- Do activities necessitate unavailable or difficult-to-access resources?
- Is there a sufficient budget?
- Does the work plan allow for reasonable action steps to be taken to achieve the goal?
- Is the timeline adequate for all that needs to be accomplished?

Work plan template

Purpose

Using a work plan template enables implementers to create a "script" for project implementation.

Directions

Step	Action
1	Using this form as a template, develop a work plan for each goal identified with the network. Important! Modify the form as needed to fit your unique context.
2	Distribute copies of each work plan to the members of the network.
3	Keep copies handy to bring to meetings to review and update regularly.

Work plan template

Network Name: _____

Preparedness Issues: _____

Long-Term Goal(s): _____

Action Steps	Step 1:	Step 2:	Step 3:	Step 4:
• What Will Be Done?				
Responsibilities				
• Who Will Do It?				
Timeline				
• By When? (Day/Month)				
Resources				
• A.Resources Available				
• B. Resources Needed (financial, human, political and other)				
Potential Barriers				
• A. What individuals or organizations might resist?				
• B. How?				
Communications Plan				
• Who is involved?				
• What methods?				
• How often?				

Appendix D: Metrics

On the following pages is a list of potential metrics for a network to use to gauge the progress of a resilience project, as well as its impact.

Community Resilience Strategy Sample Metrics
Number of networks developed or joined
Number of network members (recorded by name, organization, title, organization type, new/old Red Cross partner)
Number of organizations represented in the network
Description of the network, its focus, and the activities performed
Is this a Red Cross-initiated network (as opposed to an existing community network)?
Is the network working in partnership with other networks?
Role(s) that Red Cross staff members play in the network (leader, co-leader, facilitator, resource broker, member, observer, other)
Has an assessment been conducted to understand the community(ies) in which activities will take place?
What tools were used to conduct an assessment?
Are you working with community members to address a community preparedness issue?
Has the network developed an action plan?
Are network activities being monitored by you or by network members?
Has the network completed any activities or projects?
Has the network revisited the initial goals?

Community Resilience Strategy Sample Metrics
Does the network work in partnership with any other networks? (List partnering networks)
Number of network-led relationship-building activities conducted
Number of individuals reached by relationship-building activities
Do the relationship-building activities include local emergency management officials or first responders?
Percentage of network members who believe that network members collaborate with one another
Extent (strongly trust, trust, neither trust or distrust, distrust, strongly distrust) to which network members trust one another
Percentage of network members who report making connections to other organizations and individuals through the network
Percentage of network members who agree that relationships are strengthened through the network

Community Resilience Strategy Sample Metrics

Percentage of network members who participate in network activities (N/A if there were no network activities)
Have local resources been contributed to the network for implementation of a program/activity?
Amount (in dollars) of resources contributed to network activities
Percentage of network members who believe they can impact community resilience through the network
Percentage of network members who believe they can impact community preparedness through the network
Percentage of network members who believe the network activities tap into local resources
Percentage of network members donating resources to the network (disagreggated by type and dollar amount)
Percentage of network members who believe their community is better prepared for a disaster as a result of network activities

What is the preparedness issue the network is focused on?
What is the hazard that the network is focused on?
What is the geographic focus of the network (if applicable)?
What is the vulnerable population the network is focused on (if applicable)?
What is the racial/ethnic group the network is focused on (if applicable)?
Which resilience capabilities is the network taking action to address? (Public information and Education; Risk Management; Response and Recovery Planning; Long-Term Vulnerability Reduction; Volunteer Mobilization; Advocacy)

Community Resilience Strategy Sample Metrics

Public Information & Education

		Number of educational/awareness programs/activities carried out
		Number of information sharing activities conducted among multiple community stakeholders
		Number of individuals reached in educational/awareness programs/activities
		Number of individuals receiving educational materials
		Number of individuals receiving training (CPR, AED, first aid)
		Type of media used to distribute educational materials and information (radio, television, newspaper, website, Facebook, Twitter, other social media, other)
		Type of education materials used (please list.)
		Number of disaster plans completed by individuals and families
		Number of Ready Rating participants
		Number of disaster drills or exercises conducted with community members
		Number people registered by the network for early warning/alerts systems

Risk Management

		Number of mitigation programs/activities conducted
		Number of individuals reached in mitigation programs/activities
		Number of community assessments conducted
		Number of community plans created that integrate adaption/mitigation practices

Community Resilience Strategy Sample Metrics
Response and Recovery Planning
Number of network-led planning activities conducted
Number of individuals reached by planning activities
Are plans integrated with the local emergency management agency's plans?
Number of response plans created to coordinate response and non-response agencies
Number of recovery plans created to coordinate response and non-response agencies
Number of individuals trained in response activities
Long-Term Vulnerability Reduction
Number of programs/activities conducted to address the needs of vulnerable populations in disaster
Number of plans created to assist vulnerable clients in disaster
Number of coordinated plans between social service providers and emergency management
Number of disaster drills or exercises conducted to address the needs of vulnerable populations

Community Resilience Strategy Sample Metrics
Volunteer Mobilization
Number of volunteers recruited for network activities (includes both Red Cross and other volunteers; does not include network members).
Number of volunteer hours contributed to network activities (includes both Red Cross and other volunteers; does not include network members).
Number of canvassing events held with the help of volunteers
Number of individuals reached by canvassing events
Advocacy
Number of network-led advocacy activities conducted
Number of individuals reached by network advocacy activities
Number of statutes, policies, incentives changed through advocacy

Appendix E: Utilizing Exercises to Engage Networks

Exercises

What are exercises?

Exercises can be a fun and engaging way to get community stakeholders and organizations to come together and identify strengths and weaknesses in their own preparedness. In the CRS, different exercises can be used for different needs, and can vary in complexity.

Purpose of using exercises in a network

Exercises can be used at almost any time throughout the CRS. Depending on the needs presented, they can be used:

- As icebreakers when first convening network members.
- To identify gaps and resources during the assessment phase.
- To build team rapport during implementation.
- As a baseline, to measure the participants' capacities.
- As a post-implementation evaluation, to see how much the participants have changed.

Exercise participants

Exercise participants include those people who are members of the network. However, including a broader range of participants from other relevant community sectors can be useful. Think creatively to identify the groups and leaders in the community that have a vested interest in the preparedness issue being addressed and invite them to participate.

Exercise templates

There are multiple exercise templates that are available to use in the CRS. You can also find exercises through FEMA or other disaster management organizations. On the Community Resilience Sharepoint site, you can also find various exercises.

- Do You Love Your Neighbor?

- Resource Discourse Disaster Planning Game

- Basic & Advanced Table-Top Exercice

- Formidable Footprint – Online Disaster Table-Top Exercise

- 2011 FEMA Disaster Scenario Exercise

The exercises can be adapted to any scenario and can be used with audiences of varying skill levels. In every template, you will assess different capacities of participants to prepare and/or respond to disasters.

Choosing an appropriate template

In order for exercises to be successful, you will need to choose one that meets the needs and skill-level of the participants. For details on choosing the appropriate exercise, see the following chart.

Exercise	Purpose	Description	Ideal Audience	Scenario	Length
Do You Love Your Neighbor?	Ice-breaker	A fun game to get people out of their seats and start thinking about what resilience means. It's good to use at the start of a network to emphasize how simple and important it is to know who is in your community and what 'assets' and/or 'vulnerabilities' they may have.	▪ Individual citizens ▪ Community-based organizations ▪ Faith-based organizations ▪ Neighborhood associations ▪ Business leaders ▪ Education leaders	All-hazards (you create a scenario)	10 minutes
Resource Discourse Disaster Planning Game	▪ Ice-breaker ▪ Team-building ▪ Gap Identification	A fun, brief game that challenges participants to map their capabilities and connections for disaster readiness. Appropriate for community organizations or groups that have little to no previous experience in disaster preparedness.	▪ Community-based organizations ▪ Faith-based organizations ▪ Neighborhood associations ▪ Community emergency response teams	Hurricane Earthquake	1-2 hours

Exercise	Purpose	Description	Ideal Audience	Scenario	Length
Basic & Advanced Table-Top Exercise	▪ Team-building ▪ Gap Identification ▪ Planning ▪ Evaluation	One table-top disaster response and recovery drill that can be adapted (using extra twists and events) to the skill level of participants. Intended for a large group of community stakeholders and network members. Includes multiple options for disaster scenarios. Appropriate for participants who have made some disaster response and recovery plans that need to be tested or improved. Some knowledge of basic disaster preparedness is necessary.	▪ Community-based organizations ▪ Faith-based organizations ▪ Neighborhood associations ▪ Community emergency response teams ▪ Business leaders ▪ Education leaders	▪ Hurricane ▪ Earthquake	1-2 hours
Formidable Footprint –Online Disaster Table-Top Exercise	▪ Gap Identification ▪ Planning ▪ Evaluation	Created by the Disaster Resistant Communities Group, the online Formidable Footprint disaster response drill allows disaster-ready responders to compare and test capabilities virtually, in conjunction with other teams in a single organization, across a region or around the nation. If participants have made disaster response and recovery plans already, Formidable Footprint is designed to help test them before they are needed. The online nature of this exercise may be a 'draw' for some community groups.	▪ Citizen Corps ▪ Community-based organizations ▪ Community emergency response teams ▪ Faith-based organizations ▪ Fire Corps ▪ Map Your Neighborhood teams ▪ Medical Reserve Corps ▪ Neighborhood associations ▪ Neighborhood watches	▪ Earthquake ▪ Flood ▪ Hurricane ▪ Influenza Pandemic ▪ Tornado ▪ Wildfire	4 hours

Exercise	Purpose	Description	Ideal Audience	Scenario	Length
2011 FEMA Disaster Scenario Exercise	▪ Planning ▪ Evaluation	An annually updated disaster table-top drill that meets FEMA and U.S. Department of Homeland Security standards for a National Response Framework exercise. An option for experienced groups and facilitators interested in testing response and recovery capabilities in a comprehensive manner. Note that community leaders, especially government partners and other emergency management officials, are appropriate to include in this exercise.	▪ Public sector stakeholders ▪ Citizen Corps ▪ Community emergency response teams ▪ Fire Corps ▪ Map Your Neighborhood teams ▪ Medical Reserve Corps ▪ Neighborhood watches	▪ Hurricane ▪ Earthquake	5 hours

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Appendix F:
CRS Roadmap and Case Studies

Community resilience strategy roadmap

Goal

The American Red Cross works collaboratively with communities to empower them to build resilience for the next disaster.

To attain this goal, the strategy aims to achieve three main objectives:

1. Foster 'connected' communities, in which linkages and relationships form between and across sectors.

2. Promote 'problem-solving' communities, in which community stakeholders trust one another and are able to work together to form solutions and take action.

3. Build 'prepared' communities, which have the capacity to prepare, respond and recover for any type of disaster that might occur.

No one entity alone can build resilience in the community. The Community Resilience Strategy provides a structure for the Red Cross to work in communities, identifying areas within these outcomes that the community has not addressed or where additional action is needed.

CRS Roadmap

The roadmap is a tactical guide to help implementers conduct the strategy. It does not take the place of the guidebook, but rather can act as a quick reference guide to the full strategy laid out in the guidebook.

Principles

The resilience strategy is flexible and is a foundation for carrying out preparedness and resilience-building activities in the community. When using the strategy, keep in mind that resilience initiatives are based on the following principles:

- **Community Driven** – reflecting the community's interest
- **Community Engagement** – encouraging the community's participation and active role
- **Long-term** – long-term commitment and long-term impacts
- **Value Added** – activities have positive, measurable impacts

Utilizing existing Red Cross competencies

This strategy can be used to tailor Red Cross products and services based on community need and to utilize greater community engagement to deliver them. The CRS has evolved Red Cross preparedness practices by emphasizing engagement with the community to build capacity across the disaster cycle. The Red Cross takes on a facilitative role within the community.

Phase 1: Understanding the community

1. Determine which employees and volunteers will carry out the work. Consider the following:

   - Number of employees and volunteers needed
   - Skill sets of employees and volunteers
   - Budget available

2. Understanding the Resilience Competencies. Consider these competencies and think broadly about the tools and knowledge you have to work with in the community.
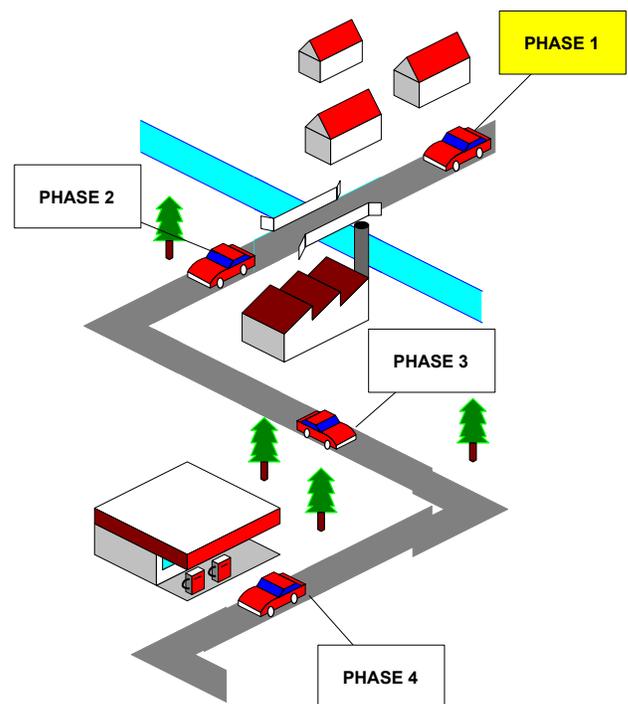
- Awareness and Education
- Local Capacity Building
- Coordination and Planning
- Vulnerability Reduction
- Mitigation
- Engagement

3. Conduct an informal 'in house' assessment within the Red Cross unit. Ask questions regarding:

- Local hazards and common emergencies
- Current preparedness or outreach activities
- Gaps in community preparedness
- Chapter priorities
- Chapter partnerships

4. Complete a community assessment. Utilize the CRS assessment tools available:

- Stakeholder Analysis
- Community Profile
- Key Informant Interviews
- Community Mapping
- Hazards and Risks Analysis

5. Analyze the assessment information.

- Who are the community's key stakeholders?
- What are the community's main risk, hazards and vulnerabilities?
- What are the community's key strengths and assets?
- What is feasible for the chapter to address and what makes strategic sense?

Phase 2: Crafting solutions and taking action

Networks can be built from "scratch" or can grow out of networks that already exist in the community.

1. Convene a group of community stakeholders in a network.

   - Share assessment data with stakeholders.

2. Determine an issue with the stakeholders to be addressed. Consider which resilience capacity the network will work to improve.

   - A discussion of the issues and community priorities will be necessary.

   - A table-top exercise can be utilized to pinpoint issues.

3. Create a plan with the network.

   - Set goals and responsibilities for network members.

   - Create and document a realistic plan for the network.

4. Carry out the activities in the work plan.

   - Ensure that all activities are participatory.

PHASE 1

PHASE 2
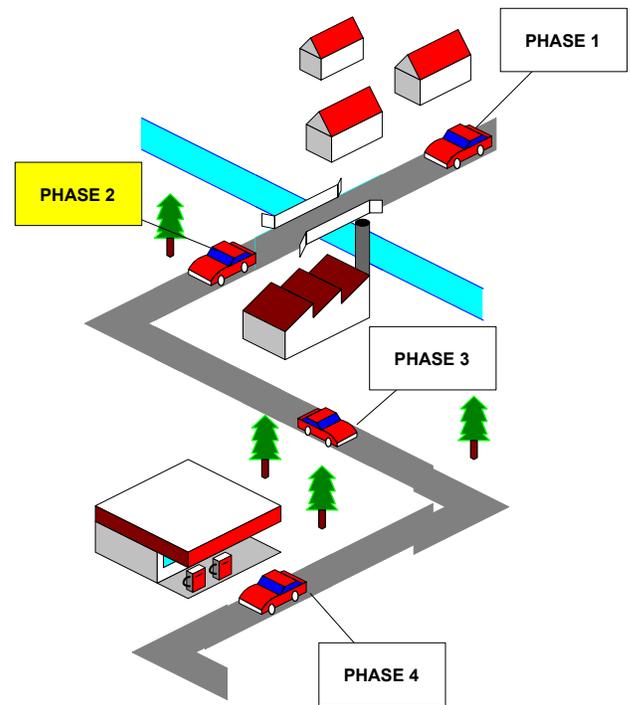
PHASE 3

PHASE 4

Phase 3: Monitoring progress

1. Know the goals the network has set out to meet. Together with network members, the Red Cross should create some measurable goals for the project.

2. Understand what data you are required to collect.

   • CEO performance metrics

   • Donor requirements

   • Other data

3. Collect the data. You can collect data through:

   • Counting; i.e., count and record the number of teachers trained.

   • Surveys, to get quantitative and qualitative information from network participants or recipients of network activities.

   • Focus groups to query target groups and acquire qualitative data.

   • One-on-one interviews, for the same purpose.

4. Analyze the data. The information collected should be used to refine or adjust the project before its completion, and measure the success after completion. The data can be compared against either pre-set targets that the network has identified, or baseline data that was collected before the project's implementation.
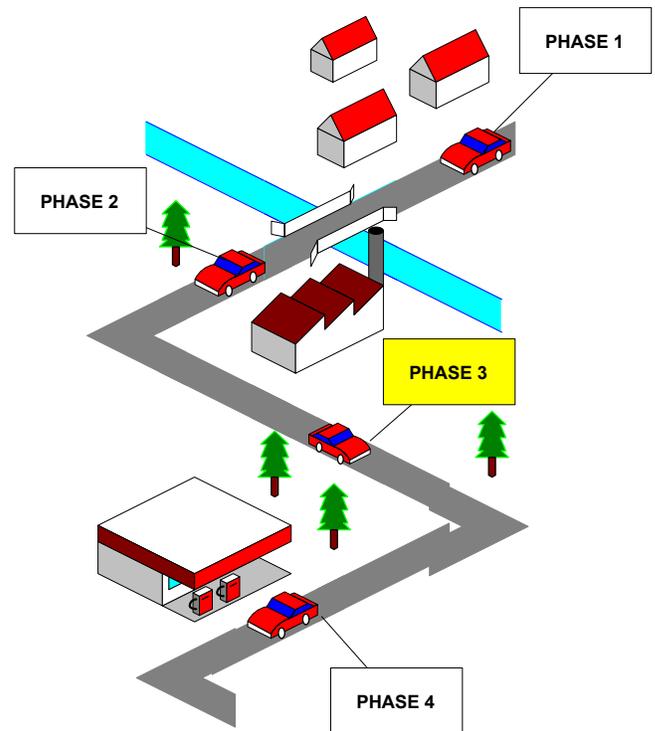
Phase 4: Reassessing goals and moving forward

1. Discuss how to move forward with the network once a project or initiative is complete. The Community Resilience Strategy is a cyclical process. As the end of a project nears, there is an opportunity to revisit the project's goals and determine whether to adapt, expand or close out the network's project.

    Here are some things to consider:

    *   Have network priorities changed?

    *   Have network member relationships changed?

    *   Has the process worked?

    *   Can the network scale up the project?

    *   Should the Red Cross transfer the project to another community stakeholder?

2. Ensure that the relationships developed through resilience efforts are maintained. Regardless of whether the network remains active, disbands, or evolves into something new, the relationships developed will continue to be invaluable during disaster response and recovery.

3. Celebrate the successes that the network has had. Make sure to acknowledge members for all of the hard work and collaboration they contributed to make the project possible. Also, connect with local media outlets to publicize the positive outcomes of the project and increase public awareness of the preparedness activities that have been undertaken.
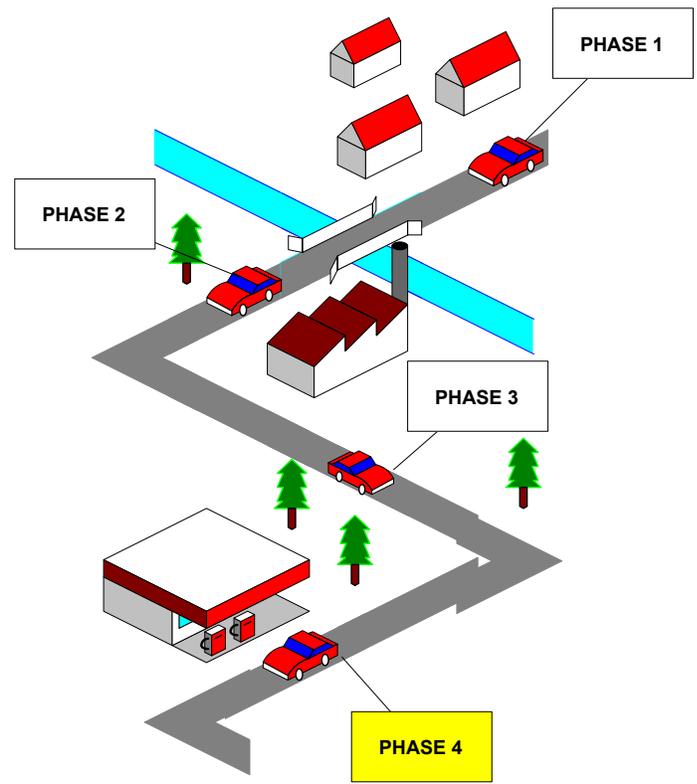
Resilience Tool Box

Tools you can implement while carrying out the Resilience Competencies

Red Cross Tools: Ask what trainings, tools and programs can be leveraged against the problem.

- Be Red Cross Ready
- Ready When the Time Comes
- Disaster preparedness courses (CDEs)
- First Aid/CPR
- Ready Rating
- Preparedness Apps
- Masters of Disaster

FEMA National Frameworks for Mitigation, Recovery, Prevention, and Response: These frameworks provide broad guidance on what types of activities can be undertaken through planning and coordination, education and skill building, mitigation, and capacity building.

National Academies – "Disaster Resilience: A National Imperative" Summary: http://www.nap.edu/html/13457/13457_summary.pdf

Community Resilience Pilot Case Studies

Network Name:	Asian-American Network and Biloxi Fire Department Network
Location:	Biloxi, Mississippi
Network Members:	• Leaders in the Asian-American community • American Red Cross coordinator • Nonprofit organizations • Fire department

Context

The Asian-American community resides mainly in the coastal area of South Mississippi. Many are non-English speaking individuals. The community was hit hard during Hurricane Katrina and has also suffered losses from the BP oil spill in 2010, from which they are still trying to recover.

Challenge

A general lack of trust exists within different factions of the Asian-American community, and between the Asian-American community and first responders. Difficulty with language barriers and cultural differences have led to mistrust, which is problematic in emergencies when first responders are available to respond, but their lack of understanding inhibits them from being able to respond effectively. Leaders in the Asian-American community had wanted to promote cultural competency for quite some time to overcome these issues, but due to a number of barriers they were unable to do so.

Actions taken

A Red Cross coordinator completed an initial assessment to get an understanding of the Asian-American community and its needs. She then identified and contacted leaders of

organizations serving the Asian-American population to further understand what issues existed and how the Red Cross could be of most help. Through the process, she learned of the desire for cultural competency training for the general public to improve their working relationships with the Asian-American community.

After the assessment, it became apparent that bringing together a traditional "network" would not immediately be possible. Due to distrust and a lack of prior cooperation, the stakeholders were not yet willing to sit in a room together. However, with the Red Cross involved as a neutral broker and trusted agency, the stakeholders were able to collaborate through the Red Cross and co-host a cultural competency training for more than 60 individuals and service providers working with the Asian-American community. Since the first training, additional trainings have taken place to educate interested individuals.

In addition, the trainings caught the attention of the local Biloxi deputy fire chief, who had recently experienced a near fatal incident due to a fire in a non-English speaking household. After attending a training, he decided to begin a network of his own. He saw the importance of increasing understanding and building trust between first responders and non-English speaking communities. He has since brought together stakeholders from the Asian-American community, the Hispanic community, first responders and the Red Cross to hold community-building events and break down the cultural barriers that prevent people from receiving help when they need it most.

Community Resilience Pilot Case Studies

Network Name:	Bassfield/Prentiss Community Resilience Network
Location:	Bassfield and Prentiss, Mississippi
Network Members:	• Government agencies • Schools • Civic organizations • Hospitals • Emergency management

Context

Bassfield and Prentiss are two small, rural towns in South Mississippi. The communities are well-connected and have a number of active and involved citizens due to the rural environment.

Challenge

Household fires are prevalent in the two towns, and many of the citizens are unaware of what they can do to get help in an emergency when it is needed.

Actions taken

After conducting an assessment, the Red Cross coordinator recognized the need for fire safety education in the two communities. Interested partners primarily came from the school systems in both towns. The coordinator organized network meetings to determine the particular needs of the communities and come up with solutions that would fit the unique issues within the communities.

With guidance from the Red Cross coordinator, network members came up with three areas of focus: 1) Provide community members with local emergency contact numbers;

2) Encourage community members to know their E-911 physical address and post the addresses outside their homes; and 3) Reduce the number of household fires by educating community members about fire safety and prevention.

The first activities conducted by the network were educational and utilized Red Cross tools. The network undertook four outreach activities in which they handed out important information containing local emergency contact numbers, flyers with E-911 office information, and education pillow cases (containing supplies for children when evacuation is necessary). These events occurred during regular community events—such as a school computer night—to draw more people.

After the information was given to the public, the network chose to take on a more action-oriented project. They conducted a "Photo Project" in which students were encouraged to post their E-911 numbers outside their home and take a picture of themselves with it. The importance of having these numbers was stressed to the students, as it means easier identification by first responders when a fire or other emergency occurs. Currently, the network has gotten the fire department involved to further educate the public about the threat of home fires and the steps they can take to prevent them from happening.

Community Resilience Pilot Case Studies

Network Name:	Homestead Day Care Network
Location:	Homestead, Florida
Network Members:	• Childcare facility directors • Local emergency management • Childcare funding agency

Context

Homestead is in an area that was devastated by Hurricane Andrew in 1990. Since then, it has been rebuilt, but remains at risk of hurricanes and other emergencies such as flooding and power outages.

Challenge

Day care facilities in Homestead are largely unprepared and isolated from the community, from its emergency plans, and from other childcare facilities. They have had little to no contact with their emergency management agency and have had little contact with the Red Cross up to this point. While they are required to have emergency plans, many of their plans are insufficient, and the directors of the facilities lack the knowledge or connections to improve them.

Actions taken

A countywide assessment was conducted by a Red Cross coordinator in which she discovered that the day care centers were largely unprepared for any type of emergency. She interviewed a local emergency management official who had told her of her concern for the day cares' levels of preparedness and their ability to respond to an emergency. Upon further investigation, the coordinator found that many of the day cares were not only in an area prone to hurricanes but where also in the vicinity of a power company.

Three interested partners emerged who were directors of day cares within the Homestead area. To better understand their needs and assets, the coordinator held a couple of meetings to introduce everyone and relay information about what their issues were and what resources they had at their disposal. She found that continuity of operations planning was very limited, and was a big concern for the directors.

Consequently, the coordinator organized a table-top exercise in which the day care directors, emergency management, the Early Learning Coalition (a funder and advocate of early education) and, of course, the Red Cross were present. The results of the exercise identified four preparedness issues for the network to address: communications, evacuation, setting up "sister sites" and continuity of operations planning (COOP). In addition, connections were made between the various participants, and some reported an increase in knowledge of the threats and vulnerabilities as a result of the exercise.

Following the exercise, the coordinator, with the help of the network, organized a panel discussion in which six panelists—including one COOP expert—spoke to an audience of day care directors to inform them of their risks and the various ways those risks could be mitigated. Currently, the network is focused on bringing in a COOP expert to help them improve their emergency plans. They also are planning to coordinate with one another and set up "sister sites" so if one day care is unable to open, another facility can take the children who still need care. The network also plans to recruit more members and potentially take the concept to counties across Florida.

Community Resilience Pilot Case Studies

Network Name:	Jackson County Local Emergency Planning Committee (LEPC)
Location:	Jackson County, Mississippi
Network Members:	• Local government agencies • Fire department • Local public schools • Local refineries • Railroad operator

Context

The Jackson County LEPC was an existing network prior to implementation of the Community Resilience Pilot. However, the Red Cross chapter had had a very small and inconsistent presence on the network. The network has been primarily focused on planning for chemical, biological, radiological and nuclear emergencies (CBRNE) due to the hazards that businesses in the nearby industrial park pose to the community at large.

Challenge

There are multiple refineries and a railway line in close proximity within the county. The potential hazards posed by these facilities could affect the schools, businesses and citizens in the surrounding area. Not only do these facilities need to plan for possible emergencies, but citizens need to know what their responsibilities are to keep themselves safe and prepared.

Actions taken

The Red Cross coordinator identified this network as a prime opportunity for the Red Cross to renew its engagement in the community. Through the assessment, she

uncovered the need for education activities for people in and around the industrial park. The network also identified the need for planning around a hazardous materials incident with representatives from the refineries, railroad, government agencies, local businesses and the Red Cross.

Initially, the network chose to focus on shelter in place training for childcare facilities and schools near the industrial park. As a result, a shelter in place training was delivered to the directors and select staff of 15 facilities, reaching approximately 2,215 persons who will benefit from having trained individuals in their facilities. Additionally, network members assisted with assembling 150 shelter in place kits to distribute at the trainings. Funding for the kits was secured through the Hazardous Materials Emergency Planning Grant Program.

To gain more funding, the network applied for (and co-authored with the Red Cross coordinator) another Hazardous Materials Emergency Planning Grant for FY 2012. The network was successful in getting the grant. It is now using this funding to create a Hazardous Materials Emergency Mitigation Plan that will not only provide guidance for Jackson County's emergency response plan, but will also be written to correspond and complement the county's response plan. Currently, the network is also working to secure more funding to exercise the plan and purchase necessary supplies.

Community Resilience Pilot Case Studies

Network Name:	Amp Up Colorado, Save A Life Denver
Location:	Denver, Colorado
Partners:	• American Red Cross Mile High Chapter • Anschutz Foundation • Denver Emergency Medical Services Council • Denver EMS • Denver Health Paramedic Division • Denver Fire • Denver Health Foundation • Denver 911 • Philips Healthcare • 9News (media)

Context

In the United States, sudden cardiac arrest (SCA) accounts for nearly 300,000 deaths each year, many of which could be mitigated with the use of automated external defibrillators (AEDs). Reports indicate a 7-10 percent survival rate in situations of sudden cardiac arrest, due primarily to the time it takes for emergency personnel to arrive. However, it is estimated that more than 40,000 lives could be saved each year in the U.S. alone if AEDs were more widely available.

Challenge

To address this issue and raise awareness around the importance of CPR and AED training, and to educate the public about sudden cardiac arrest, the American Red Cross Mile High Chapter was awarded a grant by the Anschutz Foundation to implement Save A Life Denver, Denver's first public access defibrillation program.

Actions taken

The chapter conducted research and gathered data with the help of its partners to get an understanding of the problem and the areas in need of AED placement. Placement of the devices was determined by four criteria:

1. Rates of sudden cardiac arrest
2. Population and traffic density
3. Economic need
4. Partnership and commitment

The chapter also set goals for the program based on the initial research conducted, which included:

- Placing a minimum of 1,000 AEDs in high-use and vulnerable areas throughout the city and county of Denver by 2013.
- Training 10,000 citizens in Red Cross CPR and AED skills.
- Educating the public about sudden cardiac arrest, AEDs and the importance of CPR/AED training through a large-scale media campaign.

With these goals in mind, the Mile High Chapter has reached out to schools, businesses, places of worship and government agencies to place AEDs around the Denver area and train individuals where the AEDs were located. For each organization that received AEDs, staff members have been trained to do CPR, use the AEDs and maintain the AEDs to ensure they remain in working order. Thus far, the program has placed 1,300 AEDs throughout the state and trained 2,387[11] people. The program has also conducted a significant public awareness campaign, which includes the development of the website, www.savealifedenver.org.

Through this program, strong partnerships have developed with the chapter across all sectors. These partners have multiple touch points with the chapter, as they are Save A Life Denver members, have AEDs, do full-service training or are authorized providers, and are also Ready Rating members.

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11   This number represents only Save A Life Denver trained persons using the Full Service workplace training method. However, more people have been trained via community classes or trainings through APs. This number is current as of 7.12.12.

Phase II: Now that the Mile High Chapter has placed AEDs in areas of need throughout the city and county of Denver, Phase II of the project will include the development of a new community preparedness and resilience program. Phase II will also have a statewide reach and will be called Save A Life Colorado to reflect that.

In Phase II, in exchange for free trainings, partners will commit to conducting some type of preparedness or resilience-building action that helps build capacity in their communities. CPR/AED/First Aid trainings will be delivered free of charge in exchange for partners to get involved in various resilience activities that involve them in new ways. Examples include: opening up a new school as a Red Cross shelter location in exchange for a free life safety training, and having businesses commit to completing Ready Rating assessments in return for free training. The actions partners take will be guided by the Red Cross, but will be based on the needs of each partner and the community in which they reside. The action or commitment taken on the part of each partner will vary case by case, so that partners have the creative room to do what makes sense for their audience or for their particular community.

With the launch of this new phase, the Red Cross will be selecting communities for participation in Save A Life Colorado in conjunction with their external partners such as RETACS, EMS, Emergency Managers, Ready Colorado, etc. Because preparedness and resilience work involves collaboration with the entire community, the chapter will work with its partners to strengthen its efforts in those communities that need it most. The new program is slated to launch in early 2013.

Community Resilience Pilot Case Studies

Program Name:	Community Resiliency Project – Central New York
Location:	Onondaga County, N.Y
Partners:	• American Red Cross of Central New York • Onondaga County Department of Emergency Management • Onondaga County Department of Health • Food Bank of Central New York

Context

The Greater Onondaga County Region is generally not susceptible to high-profile disasters, and consequently citizens and local agencies have placed a lower priority on disaster preparedness. With hurricanes Irene and Sandy causing massive flooding in the state of New York in just two years, however, there is greater recognition that central New York is as vulnerable to natural disasters as other regions. Furthermore, the area is at risk of human-caused disasters that could happen at any time, such as accidents involving hazardous waste, chemical spills, nuclear power/storage accidents, incidents of terrorism and pandemics.

In addition, the sluggish economy has had an effect on the level of everyday disasters that people in the area experience. With unemployment at 12 percent in the neighboring county of Oswego, for example, residential fire responses are up 26 percent, individual assistance up 35 percent, and the amount spent on delivering disaster-related services up 69 percent. Moreover, there do not exists any COADs or VOADs in the county that meet on a regular basis, which leaves a dearth of coordination to address the community's preparedness gaps and build resilience.

Challenge

The Resiliency Project aims to make Onondaga County and its environs more resilient by creating a network of individuals and organizations that are prepared to address the critical gaps that currently exist in the community's preparedness. To do this, the Red Cross will lead the way as the community convener, not only to bring relevant partners together, but also to bring greater preparedness awareness and action to the county.

Actions taken

To get the Resiliency Project off the ground, the Central New York Chapter put together a proposal to attract donors and fund the program up front. The proposal includes a program composed of three major phases:

- **Convening/assessment/planning phase** – During this phase, the chapter will identify assets and needs with partner stakeholders and through meetings, town halls, and surveys of vulnerable communities and of the general public. The chapter will appoint leads in public venues, churches, organizations and neighborhoods; publish plans; and convene experts for public forums to establish citizen buy-in.

- **Implementation phase** – After identifying the needs of the community, the chapter, along with its partners, will implement the changes required. There will be two parts to the implementation phase: one will include convening forums and the second part will consist of a Community Ready Preparedness Campaign. The forums will be held with a group of county stakeholders and will also be held at the neighborhood level. The "master forum" will involve state representatives, emergency preparedness professionals from FEMA and the Red Cross, etc., and Ph.D.s who specialize in sociology and community behavioral studies, and will be convened for a large segment of the public to engage in a dialogue about preparedness and personal responsibility as part of the greater community. The "neighborhood forum" will convene practice sessions in designated neighborhoods of Onondaga County where citizens can establish community emergency plan cans around shelter locations and food/bulk supply distribution. The campaign will include a multi-platform marketing campaign and slogan, as well as an outreach component that might include anything from purchasing AEDs for public venues, to providing sheltering equipment like cots for neighborhood centers, to conducting neighborhood emergency drills and trainings.

- **Replication phase** – In this final phase, the chapter and its partners will establish benchmarks for actions performed, reconvene for updates and for measurement of success, and update plans as needed. The partners will also publish best practices for resiliency networks in other communities. This reassessment and updating of plans will occur on an annual basis. To continue the progress of the initial program, a public relations package will be developed. The first in a series of annual Preparedness Summits to measure outcomes and evaluate the success of the program will also be held, and will be done in conjunction with the development of an annual report. In addition, each year the implementation toolkit will be revised with updated information as a result of the outcome measures.

Program targets

The combined phases of the Central New York Resilience Project have the potential to impact 42.7 million lives in the Northeast.

Appendix G: Glossary

Here are definitions for some of the terms used in the guidebook:

Asset
Describes the resources, including people, organizations, time, knowledge, skills, funding, etc., that are available within the community and can be utilized to improve preparedness and resilience.

Community
A community can be defined in a multitude of ways. It can be a group of people that live in a distinct geographic location, be it a small town or a state. Communities can also be defined as groups of people who share something in common. Their community might be race or ethnicity, religion, professional ties, culture, or shared interests.

Community competence
The ability of a community to think critically, problem-solve, form working partnerships and collectively take actions to address issues.

Preparedness
The ability to prepare for disaster response and long- term recovery at the community level. Community preparedness is a critical aspect of resilience.

Community resilience
A community that possesses the physical, psychological, social and economic capacity to withstand, quickly adapt, and successfully recover from a disaster. In other words, a community that is able to "bounce back" from a disaster— whether natural or human-caused—in a healthy and timely manner is resilient.

Community Resilience Strategy — The process of collaborating with community stakeholders in networks to identify local preparedness needs, resources and priorities, and to take action to strengthen preparedness and resilience in those communities.

Hazard — Something that can endanger people and their environment if precautions are not taken. Hazards can be natural or human-caused, ranging from an event such as an earthquake, to a chemical spill, or even a terrorist attack.

Hazard identification — The process of recognizing that a hazard exists and defining its characteristics.

Impact — The adverse effect to health, environment, property or other things of value.

Risk evaluation — The process by which risks are examined in terms of costs and benefits, and evaluated in terms of acceptability of risk considering the needs, issues and concerns of stakeholders.

Social capital — The organizational linkages, cooperation among community segments, citizen participation, local leadership and sense of community that make up the social support mechanisms in a community.

Vulnerability — The susceptibility of a community to a hazard and the prevailing condition, including physical, socio-economic and political factors, that adversely affects its ability to respond to hazards or disaster events.

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