

# ROADMAP TO ENHANCED RESILIENCE

## INDIVIDUAL AND FAMILY RESILIENCE AND PREPAREDNESS

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Developed in Partnership with the  
CARRI Gulfport Advisory Group and  
Individual and Family Resilience and Preparedness Focus Team

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## INTRODUCTION

### CARRI Gulfport

The Community and Regional Resilience Initiative (CARRI) is a groundbreaking program spearheaded by the U.S. Department of Energy's Oak Ridge National Laboratory (ORNL). In 2007, Gulfport became a CARRI partner community to help develop and share the essential benchmarks, tools and techniques that any community should utilize to enhance its resilience. Highly resilient communities anticipate disturbances, reduce vulnerabilities, respond effectively to disturbances, and recover rapidly with minimized downtime to community, government, and business services.

The CARRI Gulfport Team began by interviewing local government officials and representatives from the nonprofit, faith-based, and business sectors to assess the interests and concerns of key stakeholders throughout the community. Based on this initial assessment, representatives from agencies, organizations, and companies that play critical roles in the community were invited to serve on the CARRI Gulfport Advisory Group. The Advisory Group formed in early 2008 and met monthly from April to June to scope the parameters of the CARRI effort in Gulfport. Based on knowledge of the issues facing the community and experience preparing for, responding to, and recovering from Hurricane Katrina, the multi-stakeholder Advisory Group identified approximately thirty-five candidate focus areas that, if addressed effectively, could lead to enhanced community resilience.

At the June 2008 Advisory Group meeting, members collaboratively selected, from the list of candidate focus areas, the following six priority areas on which to focus development of action plans or "resilience roadmaps":

- 1) Communication and collaboration across sectors
- 2) Individual and family resilience and preparedness
- 3) Availability of housing that is affordable
- 4) Expedient return of businesses
- 5) Preservation of the fabric, culture, history, and environmental quality of the community
- 6) Mental health

The following set of criteria served as a guideline for the Advisory Group prioritization process:

- Resilience Enhancements
  - Involves multiple sectors of the community
  - Impacts social and economic well being of the community
  - Likely to speed/accelerate response and recovery
  - Reduces vulnerabilities
  - Increases community awareness and preparedness

- Feasibility
  - Practical and do-able
  - Builds on an existing community effort OR addresses an important matter on which no one is focused currently
  - Adds value to the community today regardless of a future disaster

In July 2008, the Advisory Group decided to divide roadmap development for the six priority areas into two phases. They agreed that stakeholder teams would develop roadmaps for the first three focus areas listed above in Phase 1, and cover the other three areas in a Phase 2. The purpose of the roadmaps is to outline paths toward an enhanced level of resilience in each of the focus areas. Phase 1 of roadmap development kicked off with a one-day workshop on September 19, 2008. Breakout sessions at the workshop served as the first meeting for stakeholder teams convened around each of the Phase 1 focus areas – communication and collaboration across sectors, individual and family resilience and preparedness, and availability of housing that is affordable.

Each of the stakeholder teams was composed of Advisory Group members and additional representatives from local agencies, organizations, and companies. At the September workshop, the first three teams agreed to the scope of their respective focus areas, identified key issues affecting focus area in the Gulfport community, and identified key characteristics of the current state of the focus area. The teams also envisioned elements of a desired future state of enhanced resilience in the focus area, relative to the current state characteristics.

Input generated at the September workshop served as the foundation for two subsequent meetings of each team, during which they developed draft resilience roadmaps by refining and adding detail to the initial concepts. The teams converted the desired future state characteristics into roadmap destinations and outlined a small set of initiatives, with suggested actions for each initiative that will move the community toward the resilience destinations. The focus area teams used the same set of prioritization criteria as the Advisory Group to guide their identification of initiatives and actions to enhance resilience. The teams also identified key stakeholders to involve in implementation of the actions, as well as resources to leverage or garner and key factors to consider in constructing a timeline for implementation.

The Advisory Group provided feedback on the direction and content of the roadmaps during the development process. In December 2008, Advisory Group members shared their thoughts about which initiatives proposed in the suite of Phase 1 roadmaps would have a significant impact on community resilience in the near future if implemented effectively. The following roadmap initiatives emerged as priorities among Advisory Group members, providing guidance to future owners and implementers of the Initiatives and Actions outlined in the Phase 1 roadmaps:

- The Individual and Family Resilience and Preparedness (IFRP) Team’s recommended initiative to develop a comprehensive communication strategy to support improved individual and family disaster preparedness, response, and recovery for multiple hazards.
- The Communication and Collaboration Across Sectors (CCAS) Team’s recommended initiative to encourage broader participation by external organization representatives in NIMS training and exercises.

- The Housing Affordability Team’s recommended initiative to share experience and lessons from ongoing resilient home construction efforts in Gulfport as well as learn about and apply state-of-the-art materials and techniques.
- The initiative recommended by both the IFRP and CCAS Teams to establish a cross-sector coordinating council to promote full implementation of selected initiatives and maintain community focus on resilience.

### **Resilience Roadmap Structure and Terms**

As noted, the resilience roadmaps are structured around the following concepts to reflect the incremental process of moving from the current state or level of resilience in Gulfport, to an envisioned future state or higher level of resilience:

- ***Destinations:*** Long-term goals for enhancing Gulfport’s resilience in the focus area or the envisioned future state of the focus area.
- ***Initiatives:*** Key projects or programs that are expected to make a significant difference in enhancing resilience in the short-term, while moving the community toward the associated long-term destination.
- ***Actions:*** Specific activities to execute in support of associated initiatives, ideally in the first year of roadmap implementation.

The initiatives and actions outlined in the Phase 1 roadmaps represent practical and do-able activities that the focus area teams identified to begin the long-term process of enhancing community resilience in their respective areas. Therefore, community leaders and citizens should not consider the initiatives and actions to be comprehensive strategies for reaching the respective destinations.

## **FOCUS AREA OVERVIEW: INDIVIDUAL AND FAMILY RESILIENCE AND PREPAREDNESS**

### **Scope of Focus Area**

The CARRI Gulfport Advisory Group and Individual and Family Resilience and Preparedness Team (IFRP Team) defined the scope of this focus area as follows:

- Consider ways to strengthen the foundation of resilience beginning at the level of the individual and families.
- Identify strategies to increase the degree to which individuals and families take a proactive role in their own preparedness and recovery.

Since mental health support, organizational preparedness, and maintenance of strong community (all topics which might be considered pertinent to individual and family resilience and preparedness) will be considered in future resilience focus areas, the team’s instructions asked them not to consider these topics in their scope.

## Summary of Current State

The IFRP Team noted a current lack of common disaster preparedness incentives and messaging among the Gulf Coast states and their local jurisdictions. In addition, the team reported that a significant portion of community members do not seem to understand clearly their personal responsibilities in a disaster situation. Team members expressed concern that too many residents have unrealistic expectations of the types and levels of service and assistance the government is able to provide. Furthermore, many residents still choose to ignore evacuation orders, which the IFRP team members suggested relates to the lack of clear disincentives for failure to obey evacuation orders (other than the threat of injury or loss of life).

The IFRP Team also reported that anecdotal evidence suggests a lack of household planning and readiness for hurricanes (and other disasters) despite the annual hurricane threat Gulfport faces. For example, a well-prepared household would have food and water for 3-5 days on hand, a generator, battery powered communication devices, and materials available to secure their dwelling. However, runs on grocery and home improvement stores in advance of impending hurricanes demonstrate that many households still wait until the last minute to make these preparations.

The IFRP Team emphasized that the personal expense involved in leaving one's home for an evacuation is an important factor in some citizens' decisions about whether to evacuate. Many households simply lack financial resources to pay for transportation, food, and lodging away from home, and many workers do not have paid leave for these "unplanned vacations." These concerns are amplified when authorities order multiple evacuations in a single hurricane season. At the same time, local stakeholders also acknowledged that hurricane evacuation, whether to a local shelter or out of the area, poses fairly predictable financial circumstances which "come with the territory" when living in the Gulfport community.



The IFRP Team cited a range of disaster preparedness and household readiness planning programs and training opportunities currently offered in the community. Many agencies offer various levels of readiness training to their staff and volunteers, and some businesses provide materials to assist employees in planning for their families. Several Gulfport School District programs dealing with mental health also touch on preparedness and self-help. Harrison County now has three active Community Emergency Response Teams (CERTs), which educate individuals in disaster preparedness for local hazards and train them in basic disaster response skills to assist others when professional responders are not immediately available to help (see <https://www.citizencorps.gov/cert/>). Much of the emphasis is on hurricane preparedness, and the IFRP Team indicated there is currently a relative lack of focus on preparation for other types of disasters such as pandemics, terrorism, and train derailments involving hazardous substance spills.

This team, as well as the Communication and Collaboration Across Sectors Team, also discussed difficulties created when Louisiana neighbors evacuated to the east during Hurricane Gustav, congested I-10 and other key local highways and filled up shelters intended for residents of the Mississippi Gulf Coast. This pattern made evacuation more difficult and costly for the Gulfport community and illustrates the need for greater collaboration and coordination between Gulf Coast states and their local jurisdictions. A shared regional preparedness and response framework would allow affected states and local jurisdictions to communicate effectively and consistently with the public in a disaster event and reduce interstate complications.

## DESTINATIONS, INITIATIVES, AND ACTIONS TO ENHANCE GULFPORT'S RESILIENCE

### Summary of Roadmap Focus

This resilience roadmap focuses on developing four key components of an integrated framework to support individual and family preparedness and resilience within a culture of preparedness:

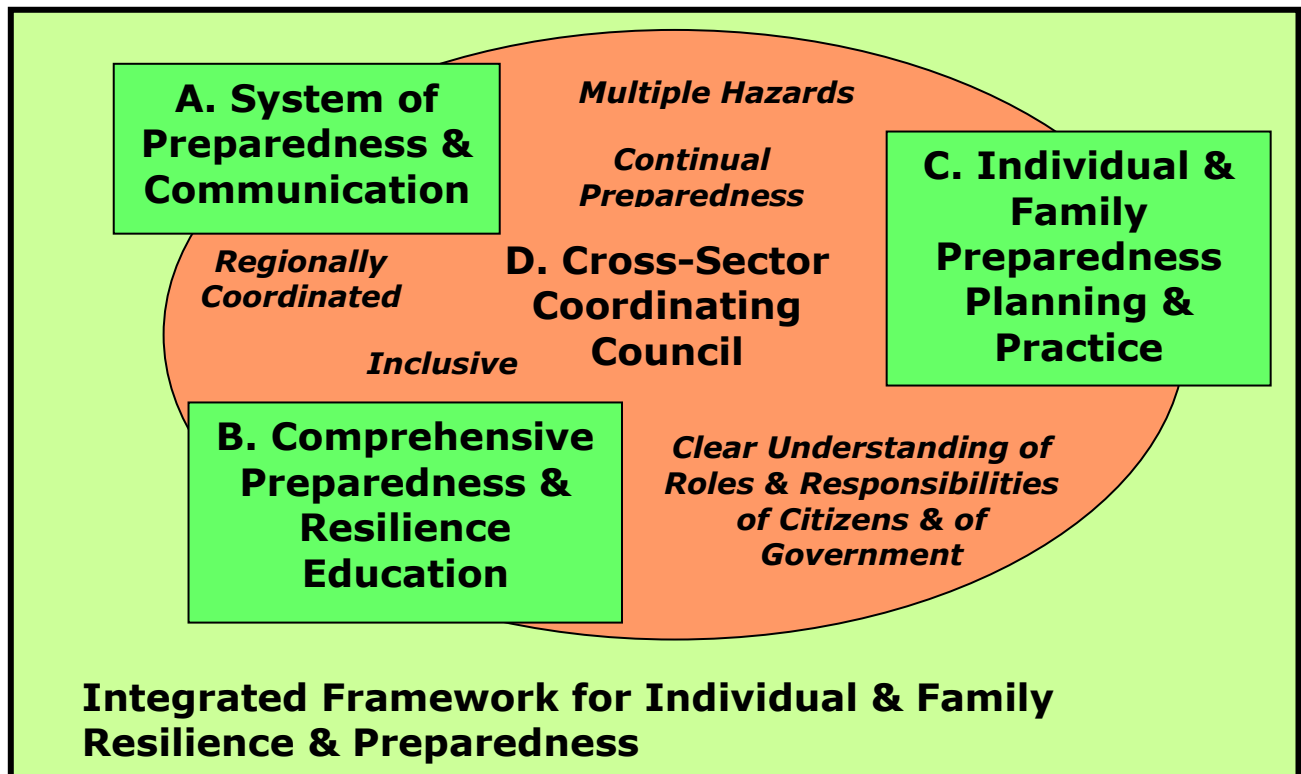
- *A System of Preparedness and Communication*, which would standardize communications about all types of disasters so that individuals and families know how and when to respond;
- *Comprehensive Preparedness & Resilience Education*, to provide individuals and families with the knowledge needed to take appropriate steps to prepare themselves for disaster response and recovery;
- *Individual & Family Preparedness Planning & Practice*, basically “family life continuity planning and exercises;” and
- *An Active Cross-Sector Coordinating Council*, to support the other three components and to sustain community energy and attention on individual and family preparedness and resilience.

All four components would be guided by a set of principles derived from the envisioned future state. All components will be inclusive, i.e., designed to serve all segments of the community; all components will promote and rely on clear understanding of the roles and responsibilities of citizens and of their governments; and all components will foster comprehensive, regional approaches. In addition, the components will support continual preparedness for multiple hazards. This framework is displayed graphically in the diagram below. The four framework components (A-D) represent the destinations for this resilience roadmap. Selected initiatives and related actions are outlined below.

#### Resilience Roadmap Components

- ***Destinations:*** Long-term goals for enhancing Gulfport’s resilience in the focus area; key characteristics of the desired future state for the focus area.
- ***Initiatives:*** Routes to move toward one or more destinations in the short-term; key programs and projects that could make a significant difference in enhancing resilience.
- ***Actions:*** Specific steps to execute and support one or more initiatives.

The IFRP Team recommends that the initiatives developed for destinations A, B, and C below be carefully sequenced and integrated. Most individual actions will require cross-sector stakeholder task teams which may be guided and coordinated by the cross-sector council described for destination D below. While grant funding may be available to support some of these initiatives, it will be important to have initial seed funding and/or other concrete support for the initial actions and for preparation of funding applications. Access to paid staff (possibly staff within key stakeholder organizations already committed to preparedness education or independent contractors) will be essential to initial success.



## DESTINATION A

**A COMMUNITY-WIDE SYSTEM OF PREPAREDNESS AND COMMUNICATION FOR INDIVIDUALS AND FAMILIES IS IN PLACE**

### **Rationale for Destination A**

The IFRP Team envisioned the development and institution of a regional system of preparedness and communication for individuals and families. According to team members, the community would benefit from a comprehensive regional system that addresses the following outstanding needs:

- Common public preparedness levels and practice scenarios (drills) so that individuals, communities, and organizations know how to respond at each level;
- Clear instructions in the event of a disaster;
- Effective consistent messages to all local residents and visitors about individual and family preparedness in advance of disaster;
- Incentives for good preparedness decisions and consequences for bad preparedness ones;
- Deliberate processes for practicing preparedness activities;
- Clear guidelines and time limits for post-disaster assistance; and
- Mechanisms for qualified citizens to register for services (evacuation assistance, etc.) before an event.

**Initiative A.1:** Develop a comprehensive communication strategy to support improved individual and family disaster preparedness, response, and recovery for multiple hazards.

**Recommended Action A.1.a:** Develop and implement an initial communication strategy for preparedness, including a calendar of messaging for multiple hazards and media engagement.

This action will involve design of informational messages and materials as well as tools and mechanisms to disseminate them to the public. Potential key topics around which to organize the initial efforts of the campaign include individual and family hurricane preparedness, financial aspects of preparedness, roles and responsibilities of government and citizens, and preparedness for disasters other than hurricanes. Another activity will be the development of an annual calendar for individual and family preparedness and resilience messaging (e.g., with emphasis on hurricane preparedness in advance of and during the hurricane season, and focus on other disaster types in other months). Examples of possible messages include brief preparedness tips and stories about families with well-developed disaster plans, including the financial aspects of family resilience. Another activity will involve working with local media outlets to support message dissemination. The strategy may also include support for existing campaigns of local organizations. Development of mechanisms to assess the effectiveness of the communication strategy will be another component of this action.

Implementation of Action A.1.a is anticipated to move the community toward Destination A and enhanced resilience by:

- Improving consistency of preparedness messaging so that citizens respond to emergencies appropriately and with lessened confusion.
- Building enthusiasm and community support for individual and family readiness and making preparedness attractive so that readiness becomes more socially desirable.
- Exposing greater numbers of citizens to preparedness information and the importance of readiness for different disaster scenarios so that more households are prepared for any type of emergency.

### ***Key Stakeholders to Involve***

- Potential facilitating or coordinating organizations for this action include South Mississippi Voluntary Organizations Active in Disaster (SMVOAD) and American Red Cross Gulf Coast Chapter. Stakeholders also noted the importance of gaining the support of the Gulf Coast Business Council for implementation of this action.
- The following agencies and organizations are also potential partners for implementation of Action A.1.a: City of Gulfport (Mayor, Police, Fire, etc.); Harrison County Emergency Management; Harrison County Civil Defense; United Way of South Mississippi; Interfaith Disaster Task Force (IDTF); FEMA; MEMA.
- Military installations in the community, local hospitals, local media, other major local employers and churches may also assist and support this effort.

### ***Resources to Leverage or Garner***

- Existing Red Cross – United Way partnership for spring media campaign.
- Preparedness materials already developed by local major employers, by Department of Homeland Security (see [www.ready.gov](http://www.ready.gov)) and major NGOs.
- Possible sponsorships by major retail outlets (e.g. Wal-Mart, Home Depot, and others might assist with modest funding and/or promotional activities to encourage purchase of preparedness supplies).

**Recommended Action A.1.b:** Develop and implement a comprehensive targeted approach to include segments of the community who might otherwise miss preparedness messages or may need different messaging.

A first step for this action is to identify target populations along with the agencies and organizations that currently work with them. Target populations may include the homeless, non-English speakers, the elderly, illiterate people, and other special needs groups. This action should be coordinated with Action A.1.a to ensure that the communication strategy reaches these populations.

Implementation of Action A.1.b.a is anticipated to propel the community toward Destination A and enhanced resilience by:

- Ensuring that critical emergency information reaches vulnerable populations, so that the impact of disaster events on those populations is lessened.

### ***Key Stakeholders to Involve***

- The following agencies and organizations are potential sources of action leaders and/or partners for implementation of Action A.1.b: United Way of South Mississippi; Mississippi Protection and Advocacy; Catholic Services; SMVOAD; International Relief & Development, U.S.; Salvation Army of the Mississippi Gulf Coast; IDTF.

### ***Resources to Leverage or Garner***

- Mississippi Protection and Advocacy is willing to provide Braille products and any accommodations needed to implement this aspect of the preparedness communication strategy.
- Expertise and networks of SMVOAD members and other agencies serving these populations.

**Recommended Action A.1.c:** Obtain countywide subscriptions for government and citizen access to emergency communications and alerting systems.

This action will require a funding source and champion or “owner” to lead a bid process, manage one or more awarded contracts, and enroll citizens once a system is in place. It may be carried out by Harrison County’s Office of Emergency Management, perhaps in partnership with local municipalities.

An initial step may be to establish a cross-sector stakeholder task team to research, price out, and demo a range of existing products and services. Based on this research and testing process, the team will identify required and optional capabilities and features to be included in an RFP. Such

capabilities and features might include alerting functionality with multiple ways for citizens to register their communications preferences (e.g., email, home phone, cell phone, text messaging), websites and telephone numbers that citizens can reach to receive emergency information before and after a disaster event, and integration with the web pages and communication systems of participating local jurisdictions. Procurement and implementation will require the selection and hiring of one or more vendor(s) using the required purchasing practices of the organizational entity taking responsibility for this effort.

Implementation of Action A.1.c is anticipated to move the community toward Destination A and enhanced resilience in the following ways:

- Increasing speed, breadth, and efficiency of emergency alerts and communications so that citizens are able to make informed decisions about how to protect their own safety and their homes before, during, and following disaster events.
- Providing redundant and back-up communication systems so that citizens receive vital emergency information even when normal communication systems fail.

### ***Key Stakeholders to Involve***

- The following agencies and organizations are potential sources of partners for implementation of Action A.1.c: Harrison County Office of Emergency Management; Harrison County Board of Supervisors; mayors, city administrators, city councils, and emergency management staff of municipalities within Harrison County; SMVOAD.
- Other potential partners may include military installations, private businesses, NGOs, school systems, and churches.
- Gulf of Mexico Alliance (GOMA: <http://www.gulfofmexicoalliance.org/>) has an interest in community resiliency and might provide a forum for discussions about coordination of communications and educational programming.

### ***Resources to Leverage or Garner***

- Gulfport Memorial Hospital uses FastCommand and can link appropriate parties.
- Other private sector entities may use similar products and be able to suggest vendors.
- Emergency management directors of colleges and universities use comparable systems to alert faculty, staff, and students (e.g., Vanderbilt University uses W.A.R.N.) and may be good resources.
- Other counties using similar systems.

## **DESTINATION B**

### **COMPREHENSIVE PREPAREDNESS AND RESILIENCE EDUCATION IS PROVIDED THROUGHOUT THE COMMUNITY**

#### **Rationale for Destination B**

The IFRP Team emphasized the need for community residents to have essential skills and knowledge relating to their responsibilities and well-being in the event of a disaster. They would like the community to work toward having “all hazards” preparedness education and training delivered to people of all ages and backgrounds in a coordinated manner by schools, employers, non-governmental organizations, and public safety agencies. An underlying assumption is that well-designed and delivered educational programs will positively influence both residents’ motivation to plan and prepare in advance and their ability to behave in ways appropriate to the demands of any disaster scenario. Use of common terminology and preparedness lessons across the community may also increase residents’ commitment to a shared community standard of preparedness and household response. The IFRP Team felt that collaboration with other Gulf Coast states in development and implementation of this comprehensive program would be beneficial, both to achieve economies of scale and to begin to standardize the learning experiences and expectations of a mobile coastal population.

The IFRP team discussed a range of possible initiatives including creation of education-oriented partnerships between community organizations, the private sector, and local media; developing a K-12 comprehensive education plan for preparedness; and developing and distributing tools to make plans more memorable for citizens (e.g., key chain tags). Initiative B.1 and Action B.1 are recommended as starting points.

**Initiative B.1:** Embed community preparedness education in ongoing community events throughout the year, starting with an annual kickoff month/period before each hurricane season.

**Recommended Action B.1:** Initiate and implement an initial community preparedness education program in 2009.

Although the IFRP Team discussed having a major kickoff event in April or May before the onset of hurricane season, they ultimately expressed strong support for enlisting local agencies, organizations, schools, and churches to incorporate a secondary focus on preparedness at a wide range of meetings and events scheduled in the April to May timeframe. In addition to hurricane preparedness, this action would also involve education about other disaster types using materials which participating entities could incorporate into programs at other times of the year. Delivery of different educational components would occur according to the calendar developed as part of Initiative A.1. One key activity will involve acquiring or developing educational materials and tools to serve as the foundation of the program, perhaps working with a select group of organizations willing to incorporate this focus in their events. Another would be development of a common evaluation mechanism to gain feedback from the organizations sponsoring the events and the participants in the educational programs.

Implementation of Action B.1 is anticipated to move the community toward Destination B and enhanced resilience by:

- Offering resilience and preparedness education in a wide variety of settings so that information and messaging reaches individuals who might not ordinarily attend a program on disaster preparedness.
- Improving education in disaster readiness and response for individuals and families so that they are better able to make sound decisions before and after any future disaster event.

### ***Key Stakeholders to Involve***

- Potential facilitating or coordinating organizations for this action include South Mississippi Voluntary Organizations Active in Disaster (SMVOAD), United Way of South Mississippi, and American Red Cross Mississippi Gulf Coast Chapter. Stakeholders also noted the importance of gaining the support of the Gulf Coast Business Council for implementation of this action.
- The following agencies and organizations are also potential partners for implementation: City of Gulfport; Harrison County Emergency Management; Harrison County Civil Defense; Interfaith Disaster Task Force (IDTF); MEMA; military installations in the community; local hospitals; local media; other NGOs; other major local employers; and churches.
- Gulf of Mexico Alliance (GOMA: <http://www.gulfofmexicoalliance.org/>) has an interest in community resiliency and might provide a forum for discussions about coordination of communications and educational programming.

### ***Resources to Leverage or Garner***

- Educational materials developed by major employers.
- Educational materials and programs developed by national NGOs and FEMA.
- Materials developed for schools (e.g., Masters of Disaster, <http://www.redcross.org/disaster/masters/>).

## **DESTINATION C**

### **INDIVIDUALS AND FAMILIES PLAN FOR DISASTERS AND PRACTICE THEIR PLANS**

#### **Rationale for Destination C**

The IFRP Team emphasized the need for individuals and households to understand clearly their responsibilities for themselves and others in a disaster, to have plans to meet those responsibilities, and to test their plans through practice. The communications and education programs discussed above will provide understanding of, tools for, and practice with development of household disaster plans. To the extent that planning and practice truly impact behavior when a disaster occurs, this is “where the rubber meets the road” in preparedness.

**Initiative C.1:** Encourage household disaster planning and exercise of plans.

**Recommended Action C.1.a:** Identify and publicize resources that support and encourage household disaster planning and exercise of plans.

Implementation of this action might require: identifying and cataloging existing websites and other resources that support individual and household planning for preparedness and resilience; establishing a web page with links to resources; working with local jurisdictions to include links to this page on their sites; identifying and enrolling public and private locations offering web-access (e.g., libraries, colleges, schools, workplaces) to make these resources available to those without home computers; engaging local media to promote access and use of the resources; providing incentives for use of the resources (e.g., periodic discounts on preparedness supplies as well as prizes and other forms of recognition; note that this might require registration of users).

Implementation of Action C.1.a is anticipated to move the community toward Destination C and enhanced resilience by:

- Making personal and household disaster planning tools more accessible so that individuals and families can find and use them easily.
- Raising awareness and increasing utilization of existing preparedness resources so that individuals and families improve their readiness.

### ***Key Stakeholders to Involve***

- The following agencies and organizations are potential sources of implementation partners: Harrison County Office of Emergency Management; SMVOAD; American Red Cross Gulf Coast Chapter; United Way of South Mississippi; other NGOs; key officials of municipalities within Harrison County; local employers; local institutions of higher education; local school systems; local libraries.

### ***Resources to Leverage or Garner***

- Existing web-based resources (e.g., [www.ready.gov](http://www.ready.gov)).
- Harrison County Office of Emergency Management web site; other organizations already providing such links to employees and other constituents.

**Recommended Action C.1.b:** Collect data on household preparedness at the county level.

Key activities to prepare for this action will include review of any existing surveys of household preparedness conducted for this and other communities; agreement on survey objectives and the population to be surveyed; agreement on an appropriate mix of media (door to door, mailed, web-based, etc.) to use for the survey; and development and testing of the survey instrument and accompanying information pamphlet (or adoption of existing materials if available and appropriate). Implementation will involve administering the survey; analyzing results and summarizing key lessons; and publicizing the results.

In addition, it will be important to evaluate the survey process and prepare to repeat it periodically to obtain longitudinal data. Ideally, a research-oriented entity such as the USM Center for Policy and Resilience, perhaps in partnership with the Harrison County Office of Civil Defense, might own this ongoing effort.

Implementation of Action C.1.b is anticipated to move the community toward Destination C and enhanced resilience in the following ways:

- Providing baseline and longitudinal data on levels of preparedness so that initiatives meant to increase individual and household preparedness can be evaluated effectively.

- Providing opportunity for respondents to reflect on own preparedness so that they may be motivated to take further action in developing and implementing household plans.

### ***Key Stakeholders to Involve***

- The following agencies and organizations are potential implementation partners: Harrison County Emergency Management; Harrison County Civil Defense; USM Center for Policy and Resilience.
- Other potential partners to assist in conducting the survey may include major local employers, churches, and schools.

### ***Resources to Leverage or Garner***

- Surveys conducted in other communities
- Possible research grant or foundation funding for ongoing study

## **DESTINATION D**

### **A CROSS-SECTOR COMMUNITY RESILIENCE COORDINATING COUNCIL SUSTAINS COMMUNITY ENERGY AND ATTENTION ON INDIVIDUAL AND FAMILY RESILIENCE AND PREPAREDNESS**

#### **Rationale for Destination D**

The IFRP Team identified a need for sustained focus on and facilitation of efforts to improve individual and family resilience and preparedness. Team members suggested formation of a cross-sector coordinating council to support this need.<sup>1</sup> Such a council would support and further develop the other three major components of this roadmap.

**Initiative D.1:** Establish a cross-sector coordinating council to facilitate and maintain focus on strengthening individual and family resilience and preparedness.

**Recommended Action D.1:** Establish the coordinating council under the umbrella of an existing organization.

This action focuses on identifying one or more existing organizations that would be positioned to provide the necessary structure and support for the new council. This approach avoids the efforts involved in establishing a separate 501(c)(3) organization, which may still be done later if it becomes beneficial for the umbrella organization to spin off the new council.

Ideal candidates are organizations for which the council will be a natural outgrowth or highly complementary of their ongoing work. For example, the IFRP Team discussed meeting with the board of South Mississippi VOAD (SMVOAD) to explore its interest in and ability to provide the umbrella for such a council. The Gulf Coast Business Council may be another potential sponsor. Each of these groups engages the participation of multiple sectors in its activities.

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<sup>1</sup> The Communication and Collaboration Across Sectors Team identified a similar need for a coordinating council. A single organization could satisfy both needs.

This action will initially require a small group of stakeholders to develop a proposed charter and proposed roster of organizations or functions which should be represented. Coordinators will then reach out to individual candidates and/or candidate organizations to garner commitments for participation. In addition to identifying and engaging initial council sponsors and participants, coordinators may also estimate budgets for proposed activities, identify funding sources, and begin a process to apply for and secure funding for the council.

Implementation of Action D.1 is anticipated to move the community toward Destination D and enhanced resilience by:

- Providing a forum for leaders from different sectors to explore and identify opportunities to facilitate and support individual and family resilience and preparedness so that the community benefits from their diverse perspectives and coordinated action.
- Institutionalizing responsibility to coordinate community efforts to improve and support individual and family resilience and preparedness so that these activities become more predictable and continue to grow and develop from year to year.
- Providing ongoing leadership and guidance for roadmap initiatives and actions so that they may be carried out successfully, adjusted as needed, and built upon over time.

#### ***Key Stakeholders to Involve***

- The following agencies and organizations are potential partners for implementation of Action D.1: City of Gulfport; Harrison County Emergency Management; Harrison County Civil Defense; SMVOAD; FEMA; MEMA; Gulf Coast Business Council; American Red Cross Mississippi Gulf Coast Chapter; United Way of South Mississippi; Boys and Girls Clubs; IRD-US Gulf Coast Service Center; Humane Society of South Mississippi; Mississippi Coast IDTF; Gulfport School District.
- Other potential sources of coordinating council participants include military branches based in the community, local media, local employers and churches.

#### ***Resources to Leverage or Garner***

- Possible grant funding for programs geared toward community resilience, disaster preparation, capacity building, and related efforts.

## INDIVIDUAL AND FAMILY RESILIENCE AND PREPAREDNESS TEAM PARTICIPANTS

Many thanks to the following individuals who participated in one or more IFRP Team meetings and supported the development of this roadmap:

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