



Institute for Senior Professionals

Strategic Planning Study

for

*Okaloosa-Walton County
America Red Cross*

April 1996

Okaloosa-Walton Community College
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Preface

The Okaloosa-Walton Community College's Institute for Senior Professionals (ISP) is an organization comprised of retired professionals from business, industry, government, military, and academic fields. They contribute their skills, talents, professional expertise, and experience to the college and the local community without compensation in problem solving, participation in economic development of the college district, and through volunteer participation in the college's educational programs.

Since its establishment in 1991, the ISP has developed an Elderhostel Program and a Seniors Educational Program called PRIME TIME. It has also conducted many management and technical consulting-type studies for local social groups, health, civic, and non-profit organizations, county and city governments, the Okaloosa County School District, and others.

This report, American Red Cross Strategic Planning Study, was accomplished by the ISP at the request of the local Red Cross Chapter. It is intended to serve as a guide to the Chapter Manager and staff, and to the Chapter Advisory Board as they prepare to meet future disaster response needs in the Okaloosa-Walton County community.

The ISP is pleased to present this report to the Chapter Manager of the Okaloosa-Walton Chapter of the American Red Cross.

H.D. Harvell
Chairman

Executive Summary

In June 1995, when the Institute for Senior Professionals was requested to undertake this strategic planning effort for the local Chapter of the American Red Cross, it was not clear that the Chapter would survive the year. A new Chapter Manager had just been hired, and the financial solvency of the Chapter was questionable. National headquarters was in the process of deliberating the fate of the Chapter, considering such actions as combining the Okaloosa and Walton County Chapter operations, and subsuming the resulting organization under the Eglin Air Force Base Red Cross Station.

Since then, a dramatic turnaround of the Chapter has occurred. This is the result of the in-depth experience of the new Chapter Manager; several new volunteers with extensive disaster relief experience; a new highly committed volunteer Vice Chairman; and the occurrence of two hurricanes: Hurricane Erin in August and Hurricane Opal in October. The local Red Cross performed magnificently providing disaster response in almost textbook fashion. The many services performed are documented at the Appendices; but suffice it to say, the Red Cross image in the local community was improved many fold, and its financial situation vastly improved as well.

However, many lessons were learned from the recent experience and the ISP team was made aware of a number of actions being taken by the Red Cross to implement corrective procedures and practices.

In the Recommendations section, the ISP Team has suggested a number of actions the Red Cross might take to improve its image in the community and its ability to respond to future disaster situations. A number of these were given to the local Red Cross officials as the ISP study progressed, in the hope they would help in planning "Red Cross Month" in March 1996 (see the Appendices). All of these recommendations and suggestions are included throughout the report.

There remains one major issue the Red Cross needs to resolve. Although the Red Cross has approved the combination of the Okaloosa and Walton County Chapters and actions are underway to accomplish this, the respective Emergency Management Services (EMS) (county governmental functions) are not combined. Thus, a situation may be created during disaster response when one county EMS directs the Red Cross to open shelters and the other does not. The problem as the ISP views it, is the development of disaster response plans that are well coordinated and operable between the two counties.

Finally, the ISP Team that participated on this study commends the local Red Cross organization of its outstanding performance.

The Institute for Senior Professionals' Task

The ISP was asked to accomplish a strategic planning study for the Okaloosa-Walton County Chapter of the American Red Cross by the Vice Chairman of the Chapter Advisory Board by letter, June 1995 (see the Appendices).

The request came at a time when the chapter was in transition. One Chapter Manager was departing and a new one taking over. It also came at a time when: 1.) the American Red Cross National Headquarters was about to approve combining the Okaloosa and Walton County Chapters; 2.) National Headquarters had decided to hold in abeyance rechartering the Emerald Coast Chapter (a.k.a. Okaloosa County Chapter) due to its questionable ability to survive; and 3.) National Headquarters had decided to implement an Integration Project to consolidate all four Red Cross units in the two county areas under a single manager at Eglin AFB, Florida. Needless to say, the challenge to the ISP was formidable.

Just as the ISP Team was in the midst of the fact-finding phase, Hurricane Opal struck on October 4, 1995 with the devastating force of a Category 3 Hurricane (storm surge along the coast, winds of 111-130 mph). Although it was a very damaging hurricane, it could have been worse: Opal was approaching landfall as a Category 5 Hurricane when Mother Nature intervened with a cold front from the Northwest, effectively quenching the convection energy in the center of the hurricane. Damage estimates from Hurricane Opal place it as the third most costly (in dollars) storm to hit the mainland United States, with Hurricanes Andrew and Hugo, first and second. The amazing statistic to come out of Opal was that there was only one death attributed to the storm: one person was killed in Crestview when a tornado struck a mobile home park.

It took the ISP Team about two months to re group on this project. It was deemed essential to meet with the local Red Cross staff and volunteers as they conducted a post-mortem of lessons learned from Hurricane Opal. This extremely important input is reflected throughout the strategic planning effort.

Methodology

Members of the Institute for Senior Professionals team who worked on this strategic planning effort chose an area of interest related to their individual background and expertise. Many had past experience with the American Red Cross as volunteers, or as recipients of Red Cross services, or both.

The ISP team met with American Red Cross staff and volunteers from the local Okaloosa and Walton Counties to gain their individual and collective wisdom. During this fact-finding phase, valuable insight was obtained about the past Red Cross experience in Okaloosa and Walton Counties in responding to disaster situations. The most recent experiences of Hurricanes Erin and Opal in 1995 were particularly significant.

The ISP team also met with a number of civic leaders and representatives of other agencies involved in community services, e.g., Okaloosa County Emergency Management Services; United Way of Okaloosa-Walton County; and Salvation Army. These interviews provided valuable insight about the past performance of the local Red Cross and the image within the community of the local and national Red Cross organizations.

The ISP team met often to discuss their findings and observations. Reports were given from the various teams and assessments were made of the Red Cross' ability to fulfill its vision for the future. The focus of this effort was directed at making recommendations that would best assist the local Red Cross in responding to future disaster situations, improving the Red Cross image, encouraging additional volunteerism, and recognizing and retaining all current volunteers.

Those assessments of the Red Cross functional areas contained in Chapter 7 then led to the recommendations in Chapter 8.

BACKGROUND

THE CONGRESSIONAL CHARTER

AN ACT to incorporate The American National Red Cross

SECTION 1

Whereas on the twenty-second of August, eighteen hundred and sixty-four, at Geneva, Switzerland, plenipotentiaries respectively representing Italy, Baden, Belgium, Denmark, Spain, Portugal, France, Prussia, Saxony, and Wurtemberg, and the Federal Council of Switzerland agreed upon ten articles of a treaty or convention for the purpose of mitigating the evils inseparable from war; of ameliorating the condition of soldiers wounded on the field of battle, and particularly providing, among other things, in effect, that persons employed in hospitals and in according relief to the sick and wounded and supplies for this purpose shall be deemed neutral and entitled to protection; and that a distinctive and uniform flag shall be adopted for hospitals and ambulances and convoys of sick and wounded and an arm badge for individuals neutralized; and

Whereas said treaty has been ratified by all of said nations, and by others subsequently, to the number of forty-three or more, including the United States of America; and

Whereas the said treaty has been revised and extended by a treaty or convention for the amelioration of the condition of the wounded and the sick of armies in the field, signed at Geneva, July 27, 1929, and adhered to by the United States of America, effective August 8, 1932; and

Whereas the International Conference at Geneva of eighteen hundred and sixty-three recommended "that there exist in every country a committee whose mission consists in cooperating in times of war with the hospital service of the armies by all means in its power;" and

Whereas a permanent organization is an agency needed in every nation to carry out the purposes of said treaties, and especially to secure supplies and to execute the humane objects contemplated by said treaties, with the power to adopt and use the distinctive flag and arm badge specified by said treaties, on which shall be the sign of the Red Cross, for the purpose of cooperating with the *Comité International de Secours aux Militaires Blessés* (International Committee of Relief for the Wounded in War); and

Whereas in accordance with the requirements and customs of said international body, such an association adopting and using said insignia was formed in the city of Washington, District of Columbia, in July, eighteen hundred and eighty-one, known as "The American National Association of the Red Cross," reincorporated April seventeenth, eighteen hundred and ninety-three, under the laws of the District of Columbia, and reincorporated by Act of Congress in June, nineteen hundred; and

Whereas it is believed that the importance of the work demands a

repeal of the present charter and a reincorporation of the society under Government supervision: Now therefore,

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That Clara Barton, Hilary A. Herbert, Thomas F. Walsh, Charles C. Glover, Charles J. Bell, Mabel T. Boardman, George Dewey, William R. Day, Nelson A. Miles, James Tanner, William K. Van Reypen, John M. Wilson, Simon Wolf, James R. Garfield, Gifford Pinchot, S. W. Woodward, Mary A. Logan, Walter Wyman, of Washington, District of Columbia; George H. Shields, of Missouri; William H. Taft, F. B. Loomis, Samuel Mather, of Ohio; Spencer Trask, Robert C. Ogden, Cleveland H. Dodge, George C. Boldt, William T. Wardwell, John G. Carlisle, George B. McClellan, Elizabeth Mills Reid, Margaret Carnegie, of New York; John H. Converse, Alexander Mackay-Smith, J. Wilkes O'Neill, H. Kirke Porter, of Pennsylvania; Richard Olney, W. Murray Crane, Henry L. Higginson, William Draper, Frederick H. Gillett, of Massachusetts; Marshall Field, Robert T. Lincoln, Lambert Tree, of Illinois; A. C. Kaufman, of South Carolina; Alexander W. Terrell, of Texas; George Gray, of Delaware; Redfield Proctor, of Vermont; John W. Foster, Noble C. Butler, Robert W. Miers, of Indiana; John Sharp Williams, of Mississippi; William Alden Smith, of Michigan; Horace Davis, W. W. Morrow, of California; Daniel C. Gilman, Eugene Levering, of Maryland; J. Taylor Ellyson, of Virginia; Daniel R. Noyes, of Minnesota; Emanuel Fiske, Marshall Fiske, of Connecticut; together with five other persons to be named by the President of the United States, one to be chosen from each of the Departments of State, War, Navy, Treasury, and Justice, their associates and successors, are hereby created a body corporate and politic in the District of Columbia. [The provisions in this section are those to which reference is made in Section 9.]

SECTION 2

That the name of this corporation shall be "The American National Red Cross," and by that name it shall have perpetual succession, with the power to sue and be sued in courts of law and equity, State or Federal, within the jurisdiction of the United States; to have and to hold such real and personal estate as shall be deemed advisable and to dispose of the same, to accept gifts, devises, and bequests of real and personal estate for the purposes of this corporation hereinafter set forth; to adopt a seal and the same to alter and destroy at pleasure; and to have the right to have and to use, in carrying out its purposes hereinafter designated, as an emblem and badge, a Greek red cross on a white ground, as the same has been prescribed in the treaties of Geneva, August twenty-second, eighteen hundred and sixty-four, and July twenty-seventh, nineteen hundred and twenty-nine, and adopted by the several nations acceding thereto; to ordain and establish bylaws and regulations not inconsistent with the laws of the United States of America or any State thereof, and generally to do all such acts and things as may be necessary to carry into effect the provisions of this Act and promote the purposes of said organization; and the corporation hereby created is designated as the organization which is authorized to act in matters of relief under said treaties. In accordance with said treaties, the delivery of the brassard allowed for individuals neutralized in time of war shall be left to military authority.

SECTION 3 That the purposes of this corporation are and shall be—

First. To furnish volunteer aid to the sick and wounded of the Armed Forces in time of war, in accordance with the spirit and conditions of the conference of Geneva of October, eighteen hundred and sixty-three, and also the treaties of the Red Cross, or the treaties of Geneva, of August twenty-second, eighteen hundred and sixty-four, and July twenty-seventh, nineteen hundred and twenty-nine, to which the United States of America has given its adhesion, and also of any other treaty or convention similar in purpose to which the United States of America may hereafter give its adhesion.

Second. And for said purposes to perform all the duties devolved upon a national society by each nation which has acceded to any of said treaties or conventions.

Third. To succeed to all the rights and property which have been hitherto held and to all the duties which have heretofore been performed by the American National Red Cross as a corporation duly incorporated by Act of Congress June sixth, nineteen hundred, which Act is hereby repealed and the organization created thereby is hereby dissolved.

Fourth. To act in matters of voluntary relief and in accord with the military authorities as a medium of communication between the people of the United States of America and their Armed Forces, and to act in such matters between similar national societies of other governments through the *Comité International de Secours*, and the Government and the people and the Armed Forces of the United States of America.

Fifth. And to continue and carry on a system of national and international relief in time of peace and apply the same in mitigating the sufferings caused by pestilence, famine, fire, floods, and other great national calamities, and to devise and carry on measures for preventing the same.

SECTION 4a That membership in the American National Red Cross shall be open to all the people of the United States, its Territories, and dependencies, upon payment of the sums specified from time to time in the bylaws.

The chapters of the American National Red Cross shall be the local units of the corporation within the States and Territories of the United States. The regulations with respect to the granting of charters to the chapters and the revocation of the same, the territorial jurisdiction of the chapters, the relationship of the chapters to the corporation and compliance by the chapters with the policies and rules of the corporation, shall be as determined from time to time by the Board of Governors. Such regulations shall require that each chapter shall, in the election of the governing body of the chapter and in the selection of delegates to the national convention of the corporation, adhere to democratic principles of election as specified in the bylaws.

SECTION 5 That the governing body of the corporation in which all powers of government, direction, and management of the corporation shall be lodged, shall consist of a Board of Governors numbering fifty persons, to be appointed or elected in the manner following, namely:

(a) Eight Governors shall be appointed by the President of the United States. Of the Governors so appointed, one shall be designated by the President of the United States to act as the principal officer of the cor-

poration with such title and such functions as may from time to time be prescribed in the bylaws; and the remainder shall be officials of departments and agencies of the Federal Government, whose positions and interests are such as to qualify them to contribute toward the accomplishment of Red Cross programs and objectives. Of these at least one and not more than three shall be selected from the Armed Forces.

(b) Thirty Governors shall be elected by the chapters. The Governors so elected shall be elected at the national convention under procedures for nomination and election which shall be such as to insure equitable representation of all the chapters, having regard to geographical considerations, to the size of the chapters, and to the size of the populations served by the chapters.

(c) Twelve Governors shall be elected by the Board of Governors as members-at-large. The Governors so elected shall be individuals who are representative of the national interests which it is the function of the Red Cross to serve and with which it is desirable that the corporation shall have close association.

The term of office of all Governors shall be three years, except that the term of office of any Governor appointed by the President of the United States (other than the principal officer of the corporation) shall expire if and when such Governor shall retire, prior to the date on which his term as Governor would otherwise expire, from the official position held at the time of his appointment as Governor.

Of the first Board of Governors to be selected hereunder, those Governors to be elected pursuant to subsection (b) of this section 5 shall be elected at the first national convention following the enactment of this Act, those Governors to be elected pursuant to subsection (c) shall be elected as soon as practicable following such first national convention, and those Governors to be appointed pursuant to subsection (a) shall be appointed so as to take office at the same time. The Governors so elected pursuant to subsections (b) and (c) shall be divided by lot into three classes, the terms of which shall expire at the end of one, two, and three years, respectively, so that thereafter one-third of the members of the Board of Governors elected pursuant to subsections (b) and (c) will be chosen at the time of each national convention and shall take office at such time or as soon as practicable thereafter.

The President of the United States shall fill as soon as may be any vacancy that may occur by death, resignation, or otherwise in the office of the principal officer of the corporation or in the membership of the Board of Governors appointed by him. Any vacancy that may occur in the Governors elected by the chapters pursuant to subsection (b) or in the Governors-at-large elected by the Board of Governors pursuant to subsection (c), shall be temporarily filled by appointment made by the Board of Governors, such appointees to serve until the next national convention.

The Board of Governors shall have power (i) to appoint from its own members an executive committee of not less than eleven persons, who, when the Board of Governors is not in session, shall have and exercise all the powers of the Board of Governors, and (ii) to appoint and remove, or provide for the appointment and removal of, all officers and employees of the corporation, except the principal officer designated by the President of the United States.

The annual meeting of the corporation shall be the national convention of delegates of the chapters, which shall be held annually on such date and at such place as may be specified by the Board of Governors. In all matters requiring a vote at the national convention, each chapter shall be entitled to not less than one vote. The number of votes which each chapter shall be entitled to cast shall be determined according to allocation by the Board of Governors, which shall be established on an equitable basis giving consideration both to the size of the membership of the chapters and to the size of the populations in the territories served by the chapters. Such allocations shall be reviewed at least every five years.

Voting by proxy shall not be allowed at any meeting of the Board of Governors, or at the national convention, or at any meeting of the chapters: *Provided, however,* That in the event of any national emergency which in the opinion of the Board of Governors makes attendance at the national convention impossible, the Board of Governors may permit the election of Governors by proxy at the national convention.

SECTION 6 That the said American National Red Cross shall as soon as practicable after the first day of July of each year make and transmit to the Secretary of Defense a report of its proceedings for the fiscal year ending June thirtieth next preceding, including a full, complete, and itemized report of receipts and expenditures of whatever kind, which report shall be duly audited by the Department of Defense, and a copy of said report shall be transmitted to Congress by the Department of Defense.

SECTION 7 That Congress shall have the right to repeal, alter, or amend this Act at any time.

SECTION 8 That the endowment fund of the American National Red Cross shall be kept and invested under the management and control of a board of nine trustees, who shall be elected from time to time by the Board of Governors under such regulations regarding terms and tenure of office, accountability, and expense as the Board of Governors shall prescribe.

SECTION 9 The corporation now existing as the American National Red Cross under the Act of January 5, 1905, as amended, shall continue as a body corporate and politic in the District of Columbia. The first national convention after the enactment of this amendatory Act shall be convened and held under rules and regulations prescribed by the governing body of the corporation as presently constituted. After such first national convention, the Board of Governors of the corporation from time to time shall constitute the associates and successors of the incorporators named in the said Act of January 5, 1905, and neither the said incorporators nor any associates or successors theretofore designated by them or by their successors shall have any powers or duties.

[The Act approved January 5, 1905 (33 Stat. 599), as amended by the Acts approved June 23, 1910 (36 Stat. 604), December 10, 1912 (37 Stat. 647), February 27, 1917 (39 Stat. 946), March 3, 1921 (41 Stat. 1354), May 8, 1947 (61 Stat. 80), June 25, 1948 (62 Stat. 862), and July 17, 1953 (Public Law 131, 83d Cong., 1st sess.)]

Related Provisions of the United States Criminal Code

Whoever wears or displays the sign of the Red Cross or any insignia colored in imitation thereof for the fraudulent purpose of inducing the belief that he is a member of or an agent for the American National Red Cross; or

Whoever, whether a corporation, association, or person, other than the American National Red Cross and its duly authorized employees and agents and the sanitary and hospital authorities of the armed forces of the United States, uses the emblem of the Greek red cross on a white ground, or any sign or insignia made or colored in imitation thereof or the words "Red Cross" or "Geneva Cross" or any combination of these words—

Shall be fined not more than \$250 or imprisoned not more than six months, or both.

This section shall not make unlawful the use of any such emblem, sign, insignia or words which was lawful on the date of enactment of this title. [Sec. 706, Title 18, U.S.C.]

Whoever, within the United States, falsely or fraudulently holds himself out as or represents or pretends himself to be a member of or an agent for the American National Red Cross for the purpose of soliciting, collecting, or receiving money or material, shall be fined not more than \$500 or imprisoned not more than one year, or both. [Sec. 917, Title 18, U.S.C.]

Use of The American National Red Cross in Aid of the Armed Forces

(a) Whenever the President finds it necessary, he may accept the cooperation and assistance of the American National Red Cross, and employ it under the armed forces under regulations to be prescribed by the Secretary of Defense.

(b) Personnel of the American National Red Cross who are performing duties in connection with its cooperation and assistance under subsection (a) may be furnished—

- (1) transportation, at the expense of the United States, while traveling to and from, and while performing, those duties, in the same manner as civilian employees of the armed forces;
- (2) meals and quarters, at their expense or at the expense of the American National Red Cross, except that where civilian employees of the armed forces are quartered without charge, employees of the American National Red Cross may also be quartered without charge; and
- (3) available office space, warehousing, wharfage, and means of communication, without charge.

(c) No fee may be charged for a passport issued to an employee of the American National Red Cross for travel outside the United States to assume or perform duties under this section.

(d) Supplies of the American National Red Cross, including gifts for the use of the armed forces, may be transported at the expense of the United States, if it is determined under regulations prescribed under subsection (a) that they are necessary to the cooperation and assistance accepted under this section.

LEGAL STATUS OF THE AMERICAN RED CROSS

Federal Instrumentality and Nonprofit Corporation

The American National Red Cross is a single corporation that operates in every state, territory, and possession of the United States and on U.S. military installations in several foreign countries. The American Red Cross was chartered by the United States Congress in 1905, in partial discharge of our federal government's responsibilities under the Geneva Conventions. The charter given to the Red Cross serves the same purpose as articles of incorporation for a corporation created under state law. Our charter has been codified in federal statutes, and can be found in Title 36 United States Code Sections 1-9.

Our charter contains the official name of this corporation--The American National Red Cross. However, the more popular terms "the American Red Cross" and "the Red Cross" are universally used whenever the full legal name is not required.

The American Red Cross has the legal status of both a federal instrumentality and a qualified, tax-exempt charitable corporation. The legal status of the Red Cross as a federal instrumentality has been confirmed by unanimous decision of the United States Supreme Court in *Department of Employment vs. United States* 385, U.S. 355 (1966). As a result of its status as a federal instrumentality, the Red Cross is immune from the imposition of certain state taxes on many activities and exempted from certain types of state and local government regulation.

Our status as a federal instrumentality does not mean that the Red Cross is a part of the federal government. The Red Cross is neither a part of nor controlled by the executive branch of the United States government. It is not a government agency for purposes of most federal legislation.

The Red Cross also qualifies as a not-for-profit corporation under Section 501(c)(3) of the Internal Revenue Code. This makes the Red Cross subject to all legislative and regulatory restrictions applicable to these types of organizations. As a nonprofit corporation, the Red Cross enjoys certain exemptions from the payment of taxes; in addition, individuals who make charitable contributions to the Red Cross generally may take income tax deductions for the amount of their contributions.

Because the Red Cross is not a federal agency, no public funds are directly appropriated to carry out its services and programs. The Red Cross does receive substantial material aid and assistance from federal, state, and local governments in the form of grants and contracts. While the Red Cross associates closely with the government to promote its objectives, it is independent in its organization.

The Red Cross is financially supported by the voluntary contributions of individuals, organizations, foundations, and corporations; federated fund raising; and cost-reimbursement charges for the programs and services that are offered to the public. Based on its unique legal status, the American Red Cross has no humanitarian or charitable counterpart in the United States.

Corporation Governance

The American Red Cross is governed by a board of 50 governors. Delegates from chapters and Blood Services regions elect 30 of the members of the Board of Governors at the corporation's annual meeting. As each Board of Governors member serves a three year term, only 10 members actually stand for election at any one annual meeting. Eight members of the Board of Governors are appointed by the President of the United States, one of whom is also selected as Chairman of the corporation. The remaining 12 members of the Board are elected by the Board as members-at-large. Ultimate responsibility for the governance and control of the Red Cross rests with the Board of Governors.

Mission of the American Red Cross and Corporate Goals, 1991-97

MISSION OF THE AMERICAN RED CROSS

The American Red Cross is a humanitarian organization, led by volunteers, that provides relief to victims of disasters and helps people prevent, prepare for, and respond to emergencies. It does this through services that are consistent with its congressional charter and the fundamental principles of the International Red Cross Movement.

CORPORATE GOALS, 1991-97

- The American people can expect the American Red Cross to deliver quality, mission-related products and services in a consistent and responsive manner.
- The American people can expect the American Red Cross to provide nationwide--
 - Disaster planning, preparedness, and education;
 - Prompt relief to victims of major disasters;
 - Emergency communication between members of the United States Armed Forces and their families and supporting casework management services; and
 - International tracing services
- The American public can expect the American Red Cross to be the leading provider of--
 - Prompt relief to victims of single-family disasters;
 - Information, referral, and financial assistance to members of the United States Armed Forces and their families;
 - First aid training;
 - Cardiopulmonary resuscitation (CPR) training;
 - Swimming and lifeguard training; and
 - HIV/AIDS education.
- The American Red Cross will provide a reliable and adequate supply of blood, blood products, tissue services, and related biomedical products and services to meet the needs of those it serves, as well as to support corporate and regional biomedical research and development.
- As a member of the International Red Cross and Red Crescent Movement, the American Red Cross will mobilize the support of the American people for international disaster relief and international humanitarian law.
- American Red Cross products and services, governance and management, and paid and volunteer staff will reflect the diversity of the communities served.
- The American Red Cross will adapt its volunteer development and management practices to reflect the changing needs of volunteers.
- The American Red Cross will develop sufficient financial support by the American public to provide quality products and services consistent with its mission and will continue to demonstrate fiscal responsibility and stewardship to the American people.
- The American Red Cross will be a unified organization for its customers, clients, and contributors.

OVERVIEW OF SERVICE DELIVERY SYSTEM (SD21)

In 1988, leaders throughout the American Red Cross began a sweeping review of Red Cross programs and services to decide how to meet the changing needs of millions of people who will depend on the Red Cross in the future. This review led to far-reaching changes approved by the Board of Governors in early 1991 that are collectively known as Service Delivery for the Twenty-first Century (SD21).

These are the steps taken--and why:

- Clarify the American Red Cross Mission. The mission statement was refined and new corporate goals (Attachment 1) developed.

Why? To reflect a more focused strategic direction for the corporation.

- Set Clear Priorities. Corporate service priorities were adopted and the Red Cross committed to delivering the highest priority services in all American communities. These priorities are the **MUST, SHOULD** and **MAY** services.

MUST services are to be available in every U.S. community, even if the national organization must ensure delivery of them. **MUST** services include--

- Disaster planning, preparedness, and education.
- Prompt relief to victims of major disasters.
- Emergency communication between members of the U.S. armed forces and their families, and supporting casework.
- International tracing services to help family members locate loved ones who are foreign nationals overseas.

SHOULD services are to be widely available throughout the U.S.; the Red Cross will be a leading provider of these services. Chapters are to deliver **SHOULD** services after successfully delivering all **MUST** services. **SHOULD** services include--

- Prompt relief for victims of single-family disasters.
- Information referral and financial aid to members of the armed forces and their families.
- First aid and CPR training.
- Swimming and lifeguard training.
- HIV/AIDS education.
- Chapter support for donor recruitment, blood collection, and community education in Red Cross Blood Services regions.

MAY services address other community needs and are to be financed completely by local units. They are provided only after **MUST** and **SHOULD** services are successfully delivered. Examples are transportation services for the elderly, programs for at-risk youth, and aid to the homeless.

How the Red Cross Service Delivery System Works¹

Chapters have the primary responsibility for delivering services to their communities, recruiting volunteers, and raising funds.

Service to Armed Forces (SAF) Stations deliver **MUST** and **SHOULD** services on military installations.

State Service Councils, representing chapters and SAF stations, provide leadership for improving service delivery and fund-raising capacity within the state. They develop state service delivery and disaster response plans, allocate human and financial capacity building resources, and coordinate government and media relations activities.

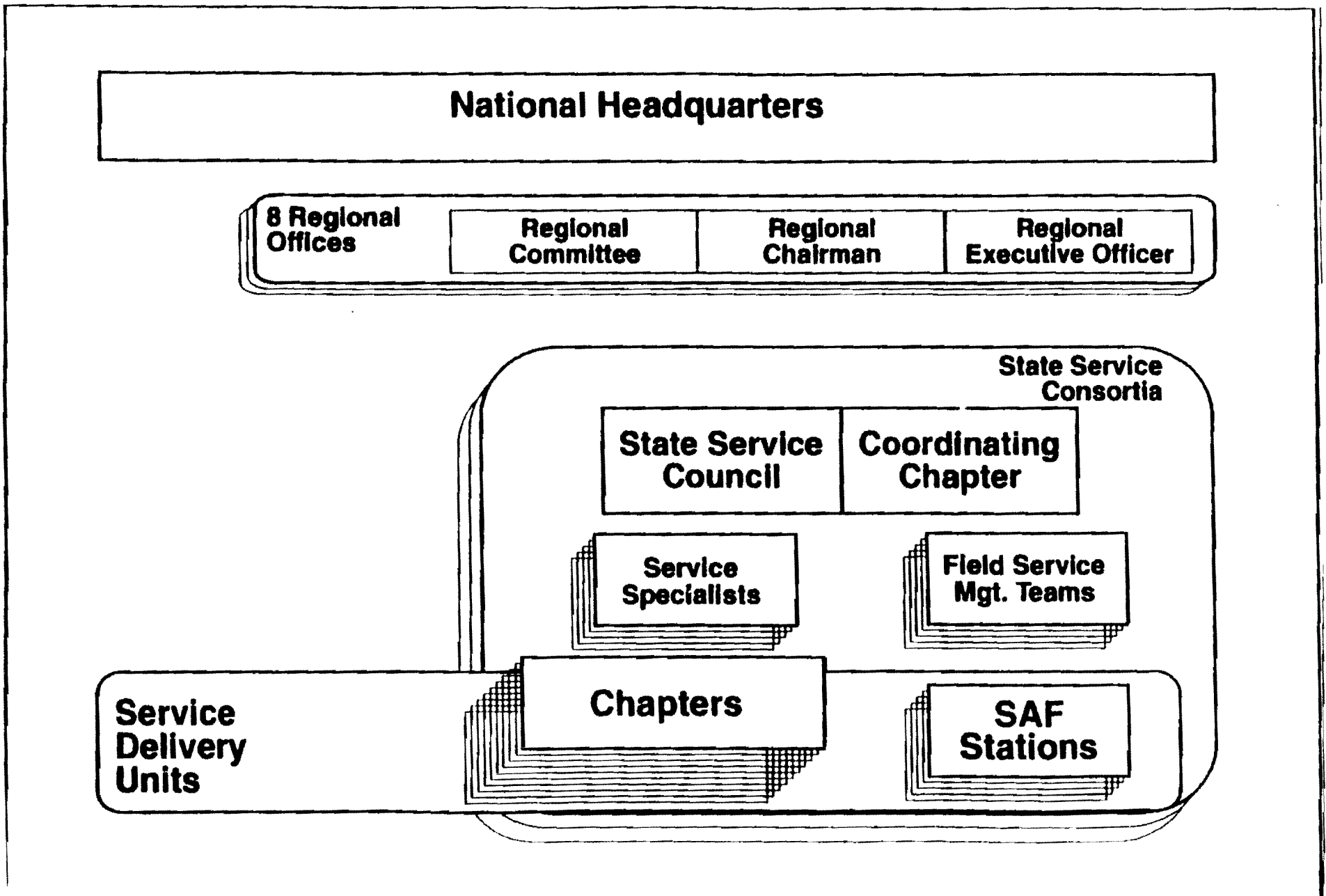
State Coordinating Chapters are the agents of state service councils in managing state-level capacity building activities on a daily basis. This includes supervising nationally paid field service teams and service specialists. In many states, other **lead units** provide guidance and support to specific functions such as disaster services or financial development.

Regional Offices (RO) evaluate chapter performance, oversee chapter rechartering, and allocate capacity building resources to state service councils. Under the supervision of national headquarters, each of the eight ROs has an all-volunteer committee, a small paid staff, and a leadership team that includes a volunteer regional chairperson and a regional executive officer.

National Headquarters implements corporate policies approved by the Board of Governors and gives guidance and support to the chapter service delivery system through technical assistance, training, materials, products, and services.

¹The structure for delivering Red Cross blood services is not described here since its governance and administration is largely independent from the chapter service delivery system. Many chapters do, however, participate in blood collection and community education activities.

AMERICAN RED CROSS ORGANIZATION



Local Red Cross

History

Some historical information was recovered from the archives at the local Red Cross office and is included here. While it makes interesting reading, what is more relevant is the Chapter's most recent difficulty (1993-94) in getting its message out to the local community. The chapter, in a related matter, lost the confidence of the United Way Funds Distribution Committee so that its funding from the United Way of Okaloosa-Walton County was reduced from \$40,000 to \$18,000. Correspondence from the United Way cited a lack of confidence in the Chapter's ability to remain financially solvent. Ironically, it was this drastic reduction in community support that almost caused the Chapter's demise.

Fortunately in 1994, after an exhaustive search, a very capable person was hired to become the Chapter Manager. Soon thereafter, the area was hit by Tropical Storm Alberto. The new Chapter Manager, staff, and volunteers responded well with timely disaster relief to the flood victims. Suddenly the community began to see the Red Cross Chapter in a more positive light. Some good publicity was given to the Chapter by the news media and the Chapter Manager launched a public speaking campaign that was by all accounts, very successful in gaining support for the Red Cross mission and articulating its good deeds and needs. Some new blood was recruited for the Chapter's Board of Directors, which helped revitalize the entire operation.

Early in 1995, a decision was made at Red Cross National Headquarters to hold in abeyance the re-chartering of the Emerald Coast Chapter. An "Integration Project" was proposed to begin on July 1, 1995 which would place the Chapter under the Red Cross Station at Eglin AFB. This would effectively consolidate four Red Cross units into one: the Walton County Chapter was to be combined with Okaloosa County; and the USAF Hurlburt Field Station already was under the Eglin AFB Station. This project was met with enthusiastic approval from the local United Way officials, who had for some years, wondered along with many in the community, why there were four separate units rather than one. This, along with many other factors including the magnificent performance of the Red Cross during Hurricanes Erin and Opal in 1995 (see the enclosed memoranda), has restored confidence in the Chapter resulting in an appreciable increase in United Way funding.

Geographic Area of Responsibility

Okaloosa and Walton Counties are coastal counties located in the north-west Florida "panhandle." They are bordered on the south by the Gulf of Mexico, the north by the state of Alabama, the west by Santa Rosa County, and the east by Bay County, Washington County, and Holmes County. Along the coastline, there are barrier islands and reefs, the Gulf National Seashore, and State Recreation Areas and Parks. The Intercoastal Waterway runs through the two counties via Santa Rosa Sound and Choctawhatchee bay. There are numerous bayous throughout the southern segment of the counties. Elevations vary from sea level on the coastline to the high point in the state of Florida of 345 feet at Lakewood in northern Walton County.

The over 2,000 square miles encompassed by the two counties consists of major residential and tourist areas in the south, the Eglin AFB Reservation in the central, and the two county seats of Crestview and DeFuniak springs to the north along with major agricultural and rural areas.

Population of the two counties is over 215,000 and growing (latest estimates show Okaloosa County with 185,000 and Walton County, 30,000.) The Red Cross, in times of disaster preparation, is directed by County Emergency Management Services (EMS) to open shelters throughout the two-county area north of Santa Rosa Sound and Choctawhatchee Bay. Evacuation routes running south to north are on State Highways 85 to Crestview and 331 through Freeport to DeFuniak Springs; the two bay bridges serve the Destin, Sandestin, and Seagrove Beach evacuation routes. Running east and west are U.S. 90 & 98, State Highway 20, and Interstate I-10.

Environmental Vulnerabilities

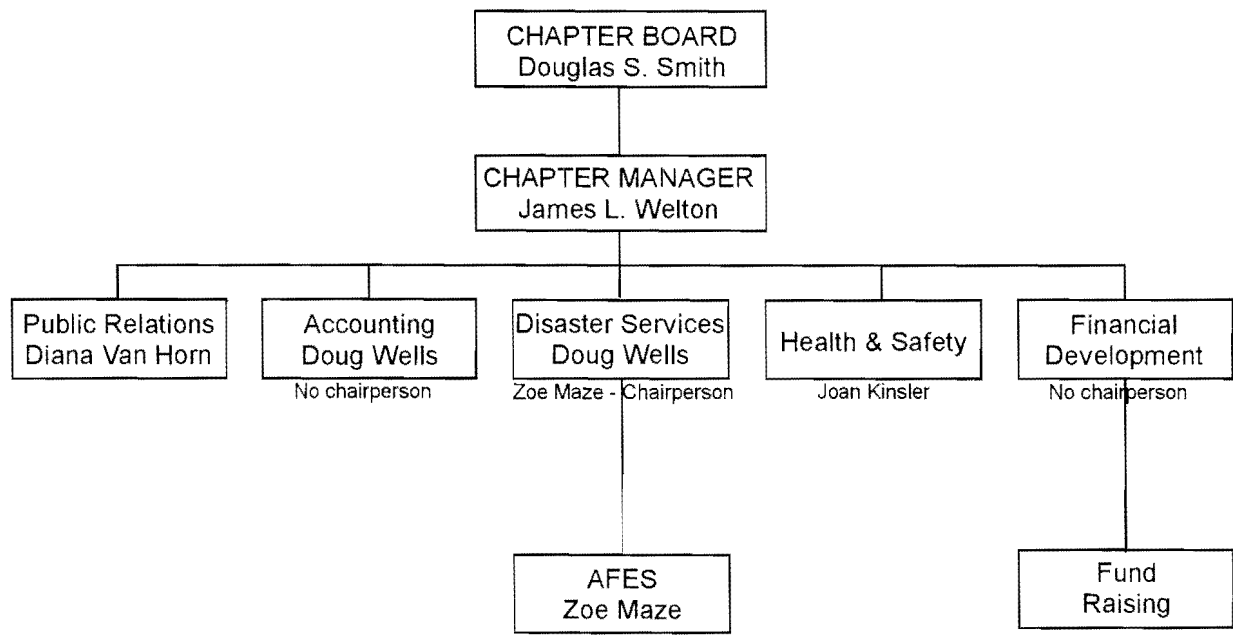
Okaloosa and Walton Counties (indeed, all of the northwest Florida coastal areas) are vulnerable to storm surge, wind damage and inland flooding from hurricanes and other severe weather phenomena. From 1871 to the present, this area has experienced 36 hurricanes that have passed within 100 nautical miles. Direct hits of hurricanes occurred in 1936, 1956, 1975, plus the two in 1995.

Experience has shown that shelters and evacuation routes may be over-saturated with the onset of severe weather. If sufficient warning and preparation are lacking, people will be caught attempting to evacuate or reach shelters. Perhaps complacency about the severity of the storms and failure to take timely action to execute family disaster plans creates the greatest threat to life.

Hurricanes may occur from: Category 1 (winds of 74-95 mph) which would cause damage to the barrier islands and require evacuation of businesses and residences that are south of U.S. 98; up to Category 5 (winds of 155+ mph) which would inundate every evacuation route, have a storm surge up to 5 miles inland, and require mandatory evacuation of all residents who are south of I-10.

Tropical storms, tornadoes, and severe thunderstorms also present a threat. Northwest Florida has one of the highest incidence of thunderstorms and tornadoes in the nation. On average, the area has 80 to 100 days with thunderstorms every year.

Other disaster situations the Red Cross must respond to are single family fires, fires from other causes, hazardous materials spills on the roads and waterways, and (rarely), freezes and droughts.



04/16/96

Vision Statement

The Okaloosa-Walton American Red Cross organization will become the **primary** community service agency responding to disasters by:

- providing immediate on-the-scene disaster relief;
- providing shelter, feeding, and emergency medical treatment;
- coordinating through Emergency Management Services **all** community service agency response to disaster victims, and;
- conducting disaster preparedness training and education programs.

Goals and Objectives

Goal 1: Improve Image

Objective: Recruit and Train Volunteers
Involve Entire Community
Create Better Community Relations

Goal 2: Raise Funds

Objective: Hire Adequate Staff
Acquire Professional Equipment
Relocate to Adequate Facility
Fully Fund Disaster Relief

Goal 3: Expand Services

Objective: Perform All Must-Do Services Now
Perform Most Should-Do Services Soon
Perform Many May-Do Services in Future

Goal 4: Build For the Future

Objective: Meet Growing Community Needs
Disaster Relief for 200,000+ People
Always Ready to Respond

Assessment

Disaster Preparedness and Crisis Management

Fund Raising

Public Affairs

Physical Facilities

Current Situation

Local Red Cross

Current

Organization

Local Organization for Disaster Preparedness and Crisis Management

Overview

Disaster Preparedness Mission

"The American Red Cross is a humanitarian organization, led by volunteers, that provides relief to victims of disasters and helps people prevent, prepare for, and respond to emergencies. It does this through services that are consistent with its congressional charter and the fundamental principles of the International Red Cross Movement."

American Red Cross Document ARAC-4512, July 1991

It would seem advisable to define disaster. It can be an occurrence causing widespread destruction and distress; a catastrophe; a sudden calamitous event bringing great damage; a cataclysm. Disaster, like beauty, could be in the "eye of the beholder." If we consider a disaster as an event or situation that is regarded as a terrible misfortune, we recognize that it can involve one person, a nation, or the world. We read that someone's highly publicized social event was a disaster. A destitute, nearly blind person who lost their only pair of glasses would be considered a disaster victim and presumably eligible for Red Cross assistance.

Preparations for responding to disasters from natural and other causes are comparable to the training and logistics the nation utilizes for national security; it differs only with regard to scale, i.e., the size of the training effort and expenditures of national treasure. While wars might be prevented, the best one can hope for in responding to disasters is that their consequences be mitigated by being prepared for essentially any eventuality. The ultimate hope always is to minimize casualties, suffering, and economic loss.

Such preparation and response efforts can be expensive. What are we willing to contribute to responses and, as importantly, to local preparations? The cause of a disaster, the locale, and the number of people affected are major factors in determining the identity of the those expected to respond and to contribute time and funds. Victims of a personal disaster such as a house fire generally can look only to volunteer groups such as the local Red Cross, United Way, or their church for assistance. A terrorist attack, like the bombing in Oklahoma City, will activate the national ARC and federal (WE) agencies.

To fulfill the Mission Statement given above, the involvement of the American Red Cross at all levels of disaster is stipulated by Paragraph 1 of the National Board of Governors' Disaster Services Policy Statements:

"The American Red Cross hereby affirms its purpose, desire, and intent to continue its service to victims of disasters. In so doing, the Red Cross will maintain its status as an independent voluntary body dedicated to performing the disaster preparedness and relief obligations entrusted to it by the Congress of the United States and will cooperate with all private and public agencies created for disaster preparedness and relief. The Red Cross at all levels will give priority to planning for and providing assistance in disasters of any size, regardless of the number of facilities involved."

The Disaster Services Policy Statement is remarkable for its prolific use of the verb "WILL" in delineating a policy for use by a disaster response organization that is overwhelmingly supported by public donations and operated by volunteers who frequently work under miserable and dangerous conditions.

Chapter Reorganization

In 1995, because of internal problems in the two local chapters, the National Office of the American Red Cross initiated a pilot project to combine the Red Cross units from Okaloosa and Walton Counties under a single manager, the American Red Cross Station/Hub at Eglin AFB, for a trial period of 18 months or so. Possible future actions can be projected:

- Remain permanently as adjuncts or satellites of the Eglin AFB Red Cross office
- Separate from Eglin control and return to individual county chapter status
- Separate from Eglin control but become a single-unit, two county office.

County and Chapter Written Plans

Before a recommendation can be made on a best course of action, it would be wise to examine the technical side of government requirements for getting into the emergency response business. Florida regulations require each county to have an Emergency Management Office which is directed to prepare, keep current and utilize a PEACETIME EMERGENCY PLAN (The Plan.) This document serves as a comprehensive guideline and operating plan for the county. It is designed to serve as a framework for emergency operations that include, but is not limited to, natural disasters, technical disasters, hazardous chemical, biological and nuclear incidents and accidents, civil unrest and national security incidents. It also serves as a guideline for public education and disaster awareness and public alerting and notification procedures.

In Okaloosa County, all county operating agencies under the jurisdiction of the Board of County Commissioners are responsible for performing their emergency activities as listed in The Plan. It also specified procedures for coordination with agencies not under the jurisdiction of the Commissioners, i.e., the School Board, the Red Cross, public information offices, radio amateurs, state police, marine patrol, coast guard, etc. Names and phone numbers of the responsible emergency management personnel in each of the nine incorporated cities in Okaloosa County as also listed.

A 1990 version of The Plan is currently being revised.

A 1994 supplement to The Plan, the Guide to Hurricane Preparedness, Response, and Recovery, for Local Governments, also written and distributed by the County Office of Emergency Services will be revised when the new Plan is published.

Both of these explicit county government documents were utilized by the Okaloosa-Walton County Chapter (formerly known as Emerald Coast Chapter) to prepare its excellent 1995 Okaloosa-Walton County Chapter Disaster Plan so as to ensure commonality of names, places, phone numbers, etc. The chapter also utilizes an ARC publication "Disaster Planning Guidance and Multi-Hazard Function Plan Format," a disaster services planning and evaluation document. The plan's format addressed emergencies of all types. It indicates how to maintain continuity in all phases of preparedness, mitigation, response, and recovery. It provides management terminology which helps in aligning ARC and government plans. It too is an excellent document.

Intercounty Operation

It becomes apparent that the Okaloosa-Walton County Chapter (formerly known as Emerald Coast Chapter) operating in more than one county encountered serious conflicts in performing its mission. At the moment it is not possible to make a comparison of Okaloosa and Walton Counties' requirements because neither a peacetime nor hurricane plan are available from Walton County, nor are there any documents available to the ISP study group from the Okaloosa-Walton County Chapter (formerly known as Emerald Coast Chapter).

It should be immediately and fully recognized that more than just wishes, hopes and aspirations must be considered when talking union. There are significant technical, financial, fiscal, and political ramifications as well as personal relationships that must be adjudicated before a union could become an effective reality. Consider just the technical problems for the moment. As noted above, the response to a disaster is dependent upon many factors - place, type, number of victims, resources available.

Local vs. Large Area Disasters

Probably close to 100 percent of a chapter's annual disaster responses are of a "local" nature and should be under the purview of a geographically designated chapter or chapter sub-unit. The concept, or definition, of "local" is left to the chapter or other authority.

For major disasters - 'major' being defined by the area and type of substance involved, numbers of victims, or dollar values in excess of \$50,000 involved for recovery - inter-chapter cooperative recovery and mitigation efforts have been mainly delineated in advance. Examples would involve the most serious threats such as earthquakes, hurricanes, floods/dam rupture, tornadoes, or large scale accidents involving fires, chemicals, nuclear materials, fuels, or biologicals.

North and South

Disparities between the north and south in both Okaloosa and Walton counties in terms of such factors as county seat, population, and tax base have led to disputes which are reflected in Red Cross operations. It would seem imperative that such problems, however minor, be eliminated.

Necessities vs. Niceties

Emergency capabilities along the Gulf Coast from St. Marks through Alabama were put to the test by Hurricane Opal. The results published to date indicate that Okaloosa's city and county agencies, volunteer groups (Red Cross, et al) and concerned citizens responded commendably to the needs of all. As always, there is room for improvement, primarily in the availability of material items to provide minimum comfort and safety under emergency conditions. If funds were unlimited, it would be possible to spend wisely millions to prepare for the next disaster one hopes never will occur. Following are items worthy of increased attention.

Special Needs Patients

There are a thousand or so 'special needs' patients whose well being requires use of specific medical items. Moving these patients under normal circumstances is difficult; under emergency conditions, it can be almost impossible. County emergency transportation vehicles cannot be made available for special needs patients on a programmed basis during disaster activities, although the county's Hurricane Plan states the county will try to evacuate those who have registered with the county. Regular school buses and consolidated transportation vehicles apparently are not suitable. Unless we are willing to write off these unfortunate people and their caregivers, serious effort must be devoted to this problem. County emergency services tries to keep a current registry on all those who need special help during an emergency. Getting a name on the list is strictly voluntary. Red Cross workers in the course of their activities might be able, as they visit different areas, to check the status of special needs patients in those areas. School buses for the handicapped and military medical buses might be available for transportation. At present, Crestview High School is the designated area for special needs patients. This problem needs serious attention from the Red Cross, because they might end up with responsibility for moving those unfortunate people. Experts should become involved.

Emergency/Auxiliary Power Sources

Electric power loss during a widespread evacuation primarily affects shelters and other emergency congregation points. Disruption of the water distribution and sewage systems can cause serious health problems. Temporary toilets can be established, but there is little guarantee that they will remain where placed. Water needs are clearly understood. Both shortages severely increase work loads on those Red Cross personnel operating the shelters. In recent years there has been significant improvement in electric generators that operate with natural gas. This would provide a significant gain in living standards during the entire period people had to remain in shelters. A major advantage one could project for such generators over gasoline and diesel fueled systems is that fuel would not have to be stockpiled; it would come from buried pipelines which should remain intact. Serious consideration should be given to establishing an emergency natural gas operated power supply for all facilities designated to house people in emergencies.

Communications

In this era of the Internet, two-way fiber optic transmission, digital-what-have-you, it seems incredible that a workable and reliable radio system cannot be devised that will allow all necessary emergency sites and personnel to do what must be done during a disaster operation. Not much else has to be said about this. As we are told in digital high definition TV commercials, "Just do it!"

Emergency Vehicles

Stockpiling and maintaining an appropriate number of emergency response vehicles (whatever that number is) for Red Cross use in a disaster situation would be a large and unnecessary expense. Throughout this area there are active duty, reserve and national guard units that have large numbers of vehicles suitable for emergency and rescue activities during disaster periods. Agreement should be attainable with Defense Department for trained Red Cross personnel to acquire predetermined vehicles at various sites when the appropriate emergency message is announced. If the U.S. can lend fleets of aircraft and flotillas of warships to foreign nations, it should be possible to convince Defense to lend a few trucks to the American Red Cross, a Congressionally chartered organization.

Warehousing

Pre-purchasing and pre-positioning shelter supplies is mandatory if large scale disaster mitigation efforts are to be successful. It is a continuing operation. It is not a 'do and forget' operation. All stored items must be checked and inventoried on a scheduled basis to detect pilferage and deterioration. Strategically located storage facilities would be better than a large central location, although it is realized that it requires more effort than use of a single facility. When time to get a shelter into operation is abysmally short, nearby supplies will assume the value of manna! Government facilities at all levels should be investigated before commercial options are considered. What is to be purchased and stored for future operations should also be studied. Lessons learned from Hurricane Opal should be critiqued.

Shelters-Short Term and Midterm

Hurricane Opal demonstrated that damage could be done to housing. In addition to the thousands who were sheltered locally, thousands more went to points around the compass. Many of them required temporary sheltering for at least several days after returning to the area. This points up the need for secondary facilities, ones not as secure or safe as those utilized during hurricane passage. Providing such quarters would open entire new vistas of supply and management, but it is a concept which must as a minimum be considered a potentially necessary activity after a 3 or higher hurricane.

Aid Stations

The North Bay Fire Commission asked the county to help in establishing an aid station for the Bluewater Bay Elementary School shelter in case access to hospitals was cut off. The Red Cross may wish to consider this as an option for other shelters.

Directories of Shelters

Police and other security officials who are on the road during evacuation activities should have available lists of all known shelters in Okaloosa, northern tier Florida counties, and those appropriate counties in Alabama and Georgia.

Rethinking Category 4 and 5 Hurricane Planning

Are current plans suitable, considering the fact that Hurricane Opal was a category 5 that hit the shore as a category 3, and did what it did?

Institute for Senior Professionals
American Red Cross Strategic Plan Committee

1. Fund Raising Recommendations (immediate, short range, and general):
 - a. Require unanimous Board approval of each Fund Raising operation
 - b. Require financial support and personal participation of all Board members
 - c. Require appointment of a Campaign Chair
 - d. Require designation of responsible staff person
 - e. Require compliance with American Red Cross paper entitled, *Disaster Relief Campaign Cabinet Chair, Job Description* (copy attached)
 - f. Require production of a Case Statement for the Emerald Coast Chapter, using appropriate portions of the American Red Cross paper entitled, *Hurricane Relief Campaign Case Statement*, (copy attached), and specific information about the Chapter's activities, needs and financial goals. The Case Statement should be used as a basis for all presentations to individuals and groups, and should be produced in a quantity sufficient to provide personal copies for each person attending. It should be attractive, professional in appearance and in content, and a sponsor, or sponsors, should be sought to defray the expense of its production.

2. Planned Giving Recommendations (long range, strategic fund raising)
 - a. Require designation of a member of the Campaign Cabinet, (see 1.e. above) to be specially trained to accomplish tasks related to this technical field.
 - b. Require all Board members to be generally familiar with the American Red Cross Codicil Club and its requirements and offerings
 - c. Require designation of a competent staff member to execute the appropriate arrangements with American Red Cross National Headquarters when required, and take action regarding inquiries from interested individuals when received
 - d. Require production of a Chapter informational brochures, modeled on the attached one from the Palm Beach County Chapter (but including more specific details)

- Attachments:
1. Agenda, ARC Strategic Planning Meeting, 10/10/95
 2. ARC paper, ref. 1.e. above
 3. ARC paper, ref. 1.f. above
 4. Codicil Club brochure, ref. 2.d. above

Public Affairs

Good, active public relations and high visibility are essential to successfully carry out the Red Cross mission in Okaloosa-Walton areas, and develop a model chapter. During the exit briefing by the previous Chapter Manager in June 1995, public awareness and community support were identified as the single most important area that the Advisory Board should concentration on.

The public needs to be aware that locally raised funds meet local needs. There is no generous federal funding annually. The primary source of funding is through the local United Way, but that doesn't preclude the necessity of the Red Cross to actively initiate, or create support activities that generate interest in all aspects of the Red Cross programs for the community. The public needs to know how the Red Cross assists families in disaster situations on a frequent basis.

The Red Cross table of organizations, needs to include a person assigned the specific duties of creating Red Cross awareness, Red Cross programs, Red Cross disaster assistance, Red Cross needs for financial support, etc.

Possible means of raising community awareness are contained in the Recommendations.

Physical Assets

General

The current site at 220 Hospital Drive was purchased and occupied in 1983. The building has a brick exterior and measures about 33 x 51 ft (1683 sq. ft.). The lot has about eight feet clearance on one side and 16 feet on the east side. The east side provides room for a driveway to the rear of the lot which contains two 8 x 10 locked storage sheds. There was also one 8 x 10 shed totaled by a fallen tree from Hurricane Erin. This shed contained the lawn mower and other supplies that should not be in the office, such as paint cans, etc. A FEMA request was submitted for funds to replace this shed.

The existing building survived Hurricane Opal very well and, although it is small, it is solid. Any future search for new facilities should include criteria that takes into account ability to stand up in this type of storm.

The land is on the books at \$17,287 and the building at \$38,721 with accumulated depreciation of \$14,540. The outstanding debt is \$29,568 on which the Chapter is paying 11 percent interest. The mortgage is paid to Vanguard Bank and Trust. Consideration should be given to a new appraisal and refinancing.

Other capital is listed at \$29,270 and other depreciation at \$25,804 for a net of \$3,466. A rough review of some items on this list indicates that the list is obsolete and some items no longer exist. Prior to the end of this fiscal year, June 30, 1996, this list will be updated and incorporated in an up-to-date financial system.

Data Processing

There are two computers systems with work stations. One is a 286 system and the second is a 386. The 286 is slow and essentially obsolete. Since Hurricane Opal the Chapter acquired a 486 system with Windows 95 and a laser printer.

The Chapter does not have all its reports on a system that National recommends. With the new 486 system a transition has begun to make all reports compatible to National by the end of this fiscal year.

Telephones

There are three telephone lines into the office, one dedicated to fax and two to voice. Since Hurricane Opal, three additional voice lines have been added which should now be adequate.

The staff and volunteers spend a lot of time on the phones as part of their activities and they were not very efficient in this area. In addition, incoming calls that might have been critical were being blocked. The system is much improved.

Office Space

An observation of the office interior makes it rather apparent that the building is fully utilized and has no room for growth. As you enter, the so-called reception area is really a work space. There is little room for people waiting to see someone and the work stations are not very private. This entry area was recently reorganized and is much more presentable.

The building has marginal handicapped access compliance. Any future remodeling would cause loss of space to fully comply.

A not-to-scale rough floor plan is attached.

Crestview

Crestview is a major center for Red Cross activity and support. We currently have office space in Crestview and future plans will be to staff this office with volunteers.

Walton County

DeFuniak Springs Red Cross had an office with United Way, but it has been terminated and needs to be replaced. The Chapter should also have a presence in Freeport. The search for this space is ongoing and will be staffed with volunteers. When the outlying offices are not staffed, "call-forwarding" is used to relay inquiries to the central office.

Military Bases

At this time, the study has not reviewed nor addressed the needs at Eglin Air Force Base and Hurlburt Field. Unless there is some specific input, it is not planned to visit these sites and include them in this portion of the study.

Emergency Equipment and Supplies

Secure space has been found in the HRS building across the street from the Chapter on Hospital Drive in Fort Walton Beach for current and future planned emergency supplies (blankets, cots, supplies, etc.)

Future Needs

The current building was acquired when the population of Okaloosa County was estimated at 121,400. At the time of the 1990 census, this was up to 143,800. Currently it is estimated at 160,000. The future growth projections are 170,000 in the year 2,000; 182,900 in the year 2005; and 195,300 in the year 2010.

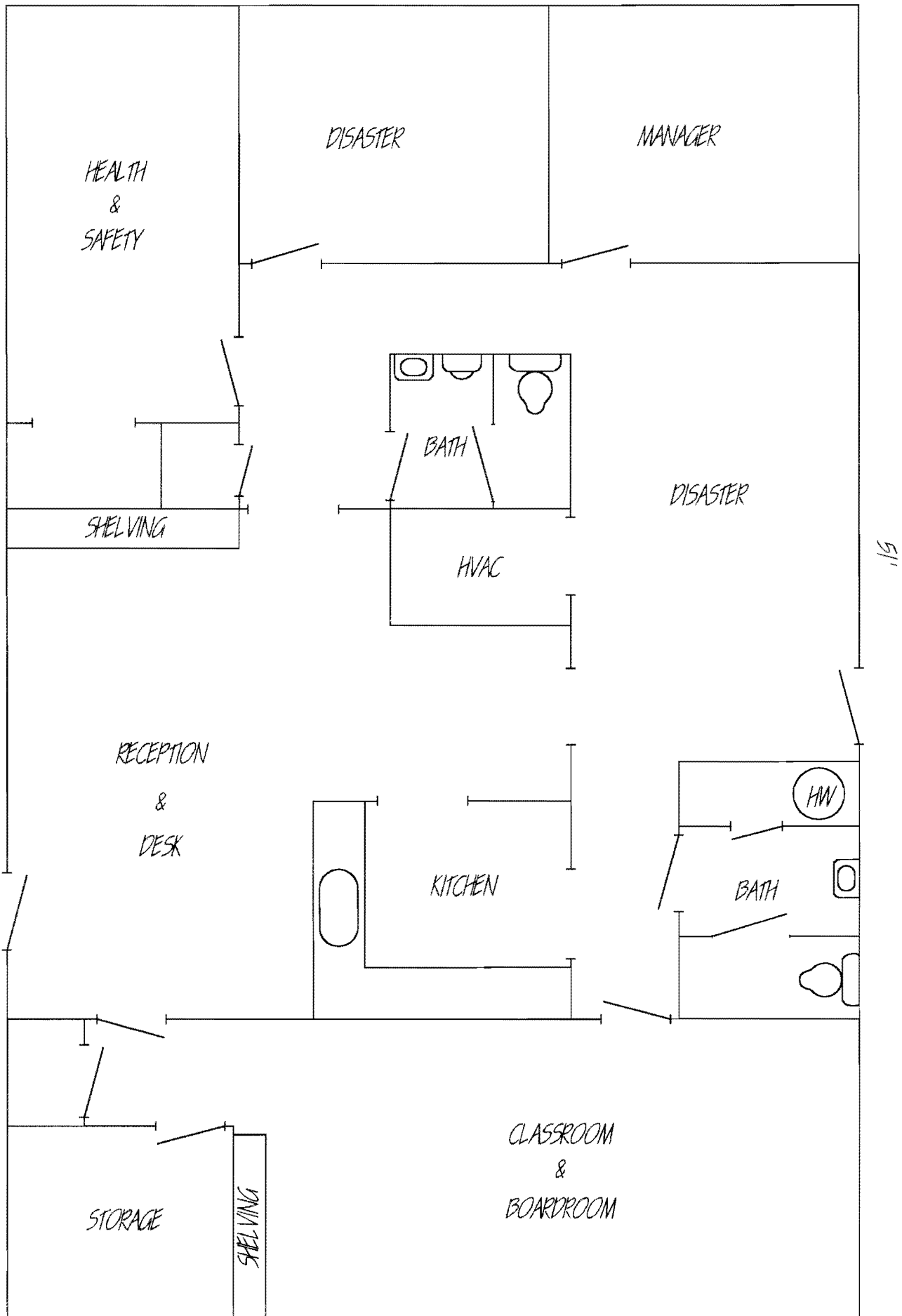
Walton County was 21,300 in 1980; 27,800 in 1990; and is projected at 32,000 now; 34,000 in the year 2000; 36,660 in the year 2005; and 39,280 in the year 2010.

These data are from Florida Department of Commerce reports.

Another impact in both counties, especially during the hurricane season, is the tourist load. There are over 11,000 rental units along the coast. This alone can add 30,000 to 50,000 people to the population load during the peak summer tourist season.

Combining the numbers finds that we are now about 35 percent higher than when the building was acquired and will be about 65 percent higher in the year 2010. The tourist load increased as much or more.

EAST SIDE 33'



Current Situation

As of February 1996, as mentioned in the Background, Local Red Cross, History, the Emerald Coast Chapter of the American Red Cross has not been re-chartered. Normally rechartering of a chapter is accomplished every five years, but only after the chapter conducts a thorough self-evaluation and meets well-established criteria.

In early 1995 National Headquarters decided there was sufficient questions about the Emerald Coast Chapter's viability to hold re-chartering in abeyance. Concurrently, several actions occurred: the Walton County Chapter was combined with the Emerald Coast Chapter (creating the Okaloosa-Walton County Red Cross Service Delivery Unit); and, the Integration Project was initiated. The Integration Project was implemented to place all of the Red Cross units in Okaloosa and Walton Counties under one manager, the Eglin AFB Red Cross Station Manager, for a trial period of 18 months. Thus, the overall responsibility for delivering Red Cross services in the two county area including both Hurlburt Field and Eglin AF Base was effectively consolidated. The project began July 1, 1995 and is scheduled to be completed December 31, 1996.

There are mixed opinions on how the Integration Project is progressing. Hiring still another new Chapter Manager in June 1995 (salary paid by National Headquarters under the Integration Project) who possessed an unusual amount of disaster relief experience, coupled with Mother Nature's delivery of Hurricane Erin in August 1995 followed by Hurricane Opal in October 1995, with all of the attendant aftermath, has created a new spirit of confidence and hope. The very successful performance of the local Red Cross staff and volunteers in responding to the severe storms, has brought the chapter new sources of funding and community support. There were other key players in this success story: a new Vice Chairman (volunteer) and new disaster specialists (volunteers), among others who are singled out in the correspondence at the Appendices.

The chapter's resurgence (through proven capability and financial solvency) has caused some to advocate that the chapter should be re-chartered in December 1996. Others with many years experience in the local community and familiarity with the inconsistent record of the Emerald Coast Chapter are less optimistic about its ability to make it on its own. Certainly, National Headquarters and the Regional/State Red Cross experts will want to thoroughly and thoughtfully evaluate the situation and prospects for the chapter's future success, before terminating the Integration Project.

Recommendations

The recommendations are grouped in the same manner as in the Assessment Section.

Disaster Preparedness and Crisis Management

- 1) Prepare disaster plans that will provide for intercounty (Okaloosa and Walton Counties) operational continuity
- 2) Include provision for special needs patients in disaster plans
- 3) Consider emergency/auxiliary power sources for shelters, water and sewage lift stations
- 4) Establish a modern communication system for disaster response
- 5) Obtain emergency response vehicle(s) (ERVs) on a stand-by basis through interagency agreements (i.e., with local USAF base)
- 6) Provide strategically-located storage of pre-positioned shelter supplies
- 7) Provide post-storm shelters for returning evacuees
- 8) Consider aid stations at some shelters to augment hospitals during storms
- 9) Establish a directory of shelters available in Northwest Florida, Southern Alabama, and Georgia
- 10) Rethink preparation for Category 4 or 5 hurricanes (e.g., evacuation routes)

Fund Raising: (immediate, short range and general)

- 1) Involve the Red Cross Advisory Board by unanimous approval
- 2) Encourage all Advisory Board members to participate and lend financial support
- 3) Appoint a Campaign Chair and designate a staff person
- 4) Follow guidelines from ARC paper "Disaster Relief Campaign..."
- 5) Produce a Case Statement for Okaloosa-Walton Chapter

Planned Giving: (long range, strategic fund raising)

- 1) Designate a specific member of Campaign Cabinet to lead this effort
- 2) Require all Board Members be familiar with ARC Codicil Club
- 3) Designate competent staff to handle inquiries and interact with National
- 4) Produce a professional Planned Giving informational brochure

Public Affairs: A number of suggestions are offered to improve the public image of the local Red Cross organization. These were derived from in-depth interviews with other public service delivery agencies, Red Cross staff and volunteers, and from a previous study (see the Appendices.) The suggestions follow:

- 1) A vehicle with Red Cross logo to be driven to all Red Cross calls for assistance
- 2) A speaker to present Red Cross information to all civic organizations...starting with "How many have heard the Red Cross sells doughnuts? and now for the rest of the story." Sell Red Cross...hit hard.
- 3) Additional phone lines for: Press 1 if you want to hear about Red Cross classes; Press 2 if you want Red Cross assistance; Press 3 if...
- 4) Tape recorded newsletter
- 5) Taste of Fort Walton Beach
- 6) Golf tournament
- 7) Sell orchids for Secretary's Day
- 8) Ugliest Bartender competition
- 9) Delivered pizzas all carry message about Red Cross classes
- 10) Major gifts from influential community leaders/businesses; annuity type (see Jim Chitwood and Al Weidenbusch for guidance)
- 11) Red Cross pins for captain of teams, instructors, successful class completion, i.e., CPR, First Aid, years of service, etc.
- 12) Volunteers encouraged in schools
- 13) School mini-chapters
- 14) Volunteer recognition/media coverage
- 15) Meals Ready to Eat (MRE) signs near a collection can with sample of what it contains and under what circumstances used; also for blankets, etc.
- 16) Dinner theater with a share of ticket going to Red Cross
- 17) Restaurant meals with a share of cost going to Red Cross...during Red Cross Month
- 18) Gift certificates to classes: e.g. new mother to be, baby care, etc.
- 19) Tell public what is needed and how much it costs
- 20) Suggest projects to groups
- 21) Cooperate with schools to develop and expand their community volunteer program

Physical Facilities

- 1) Relocate main Red Cross office to a facility with adequate space for reception area, meeting rooms, and training area consistent with estimated population growth
- 2) Ensure new facility has sufficient structural integrity to withstand storms
- 3) Consider a new appraisal and refinancing on current building
- 4) Install an adequate communication system connecting the emergency operations center with shelters and alternate command posts
- 5) Establish command centers in Crestview, DeFuniak Springs, Freeport, possible collocated with shelters
- 6) Develop system of post-hurricane shelters to meet creature needs for a time after the storms pass and evacuees return

APPENDICES

Correspondence

Red Cross Documents

Study: "New Blood for the Red Cross"

Acknowledgements



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P.O. Box 11003
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Tel: (205) 715-2100
Fax: (205) 715-2113

March 9, 1995

Robert M. Behr
Chapter Chairman
Emerald Coast Chapter
101 Long Pointe Drive
Mary Ester, Fl 32569

Dear Bob,

Thanks for taking the time to talk with me about the chapter and Donna's upcoming resignation. I'm pleased that our conversation has reinforced the mutual optimism we feel for the future of the chapter.

As we agreed, Rick Walter, my Deputy Regional Executive for the Southeast, will meet with your board the last Tuesday of March to more formally discuss this issue with your board and to answer questions and address concerns. He and Dick Sanders will be able to lay out the initial outline for the working relationship we envision.

Let me note here several major points that form the basis for the plan that will be discussed at your board meeting.

1. We agree with your board that the best chance for revitalizing the Emerald Coast Chapter will come through a close working relationship with the Armed Forces Emergency Services station at Eglin Air Force Base, and that we have the potential and the opportunity to create a combined service delivery unit that can provide a high level of service to your area of the Florida Panhandle.
2. Dick Sanders from Eglin is prepared to provide management oversight and function as an interim manager for the chapter over the next period of time while specific tasks are accomplished and a long-term plan for the chapter operation is established.
3. We view Mr. Sanders' primary role with the chapter, given his time constraints as Hub Station Manager, to be in the following areas: Board Development, Community Relations, Financial Development, Management Oversight, and other

R. Behr
March 9, 1995
Page 2

general management and administrative review so as to bring the chapter into compliance with all Red Cross policies and procedures. We do not view Mr. Sanders as an operational manager for the chapter during this period of time; the daily operational issues of service delivery, financial management, etc. will need to be handled by a service center manager who will report to Mr. Sanders.

4. In order to support the above-mentioned need for a service center manager, the national sector is willing to provide, through the end of fiscal year 1996 (June 30, 1996), a stipend that will fund this position. Dick will hire this individual locally with your concurrence. We will make this process as straightforward and as time efficient as possible, and will not require that you advertise in the National Red Cross Bulletin. The stipend can begin on or about April 1st.
5. Most importantly, there awaits all of you tremendous opportunities and a great deal of work in your building of a stronger and more active board, raising community awareness of Red Cross services, acquiring the fund raising base necessary to support the chapter operation, and beginning a planning process to outline the final parameters for the chapter operations.

We look forward to working with you on this new effort to revitalize Red Cross activities in Okaloosa and Walton counties.

Sincerely,



Michael L. Bennett
Regional Executive Officer

MLB/go

cc: Dick Sanders

American Red Cross
Emerald Coast Chapter
220 Hospital Drive
Fort Walton Beach, Florida 32547

May 15, 1995

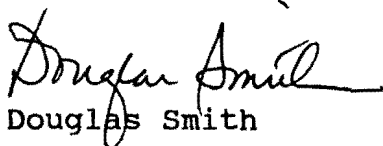
Institute for Senior Professionals
Okaloosa-Walton Community College
100 College Boulevard
Niceville, FL 32578-1294

Dear Mr. Chairman:

The American Red Cross has initiated a pilot project to combine all of the Red Cross units from Okaloosa and Walton Counties under a single manager: the Station/Hub at Eglin AFB. This project has been under consideration for some time, because it was believed this approach would provide the most effective delivery of Red Cross Services to the community. It will be known as the Red Cross Integration Project.

To implement this project, several planning and action groups will be created. We are aware of the strategic planning expertise of the ISP, and therefore request your participation in the evolution of this process. Specifically, we would ask members of the ISP to assist in the development of a strategic plan that will make the Red Cross Integration Plan become a reality.

Sincerely,


Douglas Smith

Strategic Planning
Emerald Coast Chapter
American Red Cross

Institute for Senior Professionals
Okaloosa-Walton Community College
100 College Boulevard
Niceville, Florida 32578-1294

July 4, 1995

General Douglas Smith
American Red Cross
Emerald Coast Chapter
220 Hospital Drive
Fort Walton Beach, Florida 32547

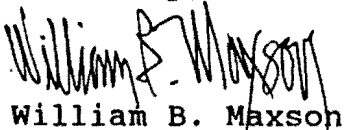
Daer General Smith:

The Institute for Senior Professionals (ISP) at Okaloosa-Walton Community College is pleased to respond to your letter of May 15, 1995. At our June meeting of the ISP, our participation in the American Red Cross Emerald Coast Chapter Integration Project was approved.

We will look forward to working with you and your staff in developing a strategic plan for the greater Okaloosa and Walton County area served by the American Red Cross.

Our point of contact for this study will be Robert Behr. You may contact him through our office at the college by calling 729-5357. Ms. Becky Tislow will assist you in getting in touch with the ISP team.

Sincerely,


William B. Maxson
Chairman

Institute for Senior Professionals
Okaloosa-Walton Community College
100 College Boulevard
Niceville, Florida 32578-1294

September 20, 1995

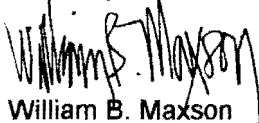
Phillip Huie
General Manager
Westwood Retirement Community
1001 Mar Walt Drive
Fort Walton Beach, Florida 32548

Dear Mr. Huie:

The Institute for Senior Professionals (ISP) at Okaloosa-Walton Community College has been requested to perform a strategic plan for the combined local Okaloosa-Walton County American Red Cross Chapters. In doing research for this project, our ISP team is aware of a study concerning the local Red Cross you lead several years ago. We would appreciate the opportunity to meet with you to discuss the direction we are taking in developing this strategic plan. Your views on how the American Red Cross can improve its stature in the community is of great importance to the plan.

If you agree, our team members Eileen Arpke and Lee Kean will make an appointment to meet with you. I look forward to hearing from you. Please contact the ISP at 729-5357.

Sincerely,



William B. Maxson
Chairman

cc: Eileen Arpke
Lee Kean
Bob Behr

17 November 1995

**AMERICAN RED CROSS
OKALOOSA-WALTON NEWSLETTER**

FOR: ALL ADVISORY BOARD MEMBERS

FROM: Doug Smith and Jim Welton

1. The Advisory Board met in September to flush out some discussion regarding goals and objectives for the coming year. Jim Welton outlined some factual data about our experiences during Hurricane Erin. The mood was positive and Jim and I promised to provide some background information to assist Board members in their role as advocates for the Chapter.

2. Our project approach was interrupted by Hurricane Opal. I was on a business trip to Northern Virginia, and Jim was left to organize and direct the volunteer staff. Dick Sanders and Liz Potter were also on board and were fully committed to disaster operations. Hurricane Opal presented the Chapter with a major challenge. Erin was just a warm-up compared to Opal. Jim, Zoe Maze, who led our Disaster Services effort, and others can recount for you the perils of the storm and the unique challenges they faced. Over in Walton County, Diana Van Horn and John Halliday did yeoman work in getting services to victims in that County. Our volunteers were great.

3. For the record, let me tell you about the services provided for Hurricane Opal.

a. On 4 October, the first night Hurricane Opal hit land, the Red Cross shelters in Okaloosa-Walton counties housed 6,418 inhabitants.

b. We opened 8 shelters, plus a jail, just to house the victims.

c. The sewer systems malfunctioned at some of the shelters and the shelter managers faced a major fix-it-up task. It was an unprogrammed disaster for them.

d. Your American Red Cross ended up feeding 175,921 meals to victims of the storm.

e. Three Service Centers were opened in our area (Destin, Freeport and Fort Walton Beach).

f. 749 individuals and families were helped in the 2 counties.

g. Emergency housing was paid for 337 families in daily rental units and 140 families in monthly rental units.

h. 19,991 family dwellings in Northwest Florida were damaged. Total units in this area with some type of Red Cross-determined damage: 8,723.

i. Approximately 1,706 families applied for Red Cross assistance. Over 1700 clean-up kits were issued; 688 home visits were completed.

j. Our clients included people from all walks of life.

4. All of the above represents a tremendous response by our volunteers. "People Helping People", was what Willie Farrow said should be our motto. We believe the people of Okaloosa and Walton Counties echoed his words by their deeds.

5. You may say, "How could I have helped?" My answer is simple. One, we need you to help us with establishing and sustaining strong community relations. We believe the two storms provided ample evidence that the Red Cross is on the job and capable of providing quality disaster services. But we can't rest on our laurels, we must try to get the community actively involved in promoting health and safety training, volunteerism, and disaster services training. Two, we need to develop a viable financial development plan. I asked for and received valuable input from Lynne Christen regarding corporate leaders we could target for donations to defray Red Cross costs. Our plan just fizzled. We needed Board members to take the lead in getting us in the door and it just didn't work.

6. The storm did not exempt our Board Members from damage. Bob Behr's family sustained severe losses, to include his home and autos. He is still recovering from Opal. Bill Maxson evacuated his family. Many of you may have had similar experiences. This is representative of what happened to many residents.

7. As far as Board Member roles are concerned, we don't need Board Members to work in the shelters, or to serve food, or to conduct damage assessment, or to run errands. We have many volunteers who show up on our doorstep when disaster strikes, and they are happy to tackle these chores. We have trained personnel to manage shelters and conduct damage assessment. So, we need Board Members to tell our story and help us get some form of financial assistance from corporations and generous citizens.

8. Here are some examples of the generosity of our community:

a. JC Penney store managers in Panama City, Fort Walton Beach and Pensacola delivered a check for \$100,000 to be divided among the 3 communities.

b. Barnett Bank delivered a check for \$150,000 to be divided equally among the 3 communities.

c. Gulf Power gave \$500,000 to cover Erin, Marilyn and Opal for 3 States. The fair share for Okaloosa-Walton Counties was \$40,000.

d. The Ford Motor Company, led by Gary Smith Ford and challenged by Barnett Bank, gave us \$100,000.

e. Sears gave \$20,000 (\$10K to Pensacola and \$10K to us).

f. Sam's Club gave us \$10,000.

g. The Northwest Florida Daily News gave us \$5,000.

h. A private citizen gave us \$10,000.

i. The Target store gave us \$2,000.

j. Beneficial Finance gave us over \$2,700.

k. Local citizens gave us gifts ranging from \$5.00 to \$1,000.00.

l. Local businesses gave us supplies or credit in lieu of cash.

m. Numerous businesses and groups are sponsoring events or sales in which a portion of the proceeds are being donated to our Chapter. We received money from car washes, car sales, video tape sales, T-shirt sales...you name it, we may get some of it.

9. The response has been heartwarming. I am so proud of this community. There are so many people who have stepped forward to help their neighbor. It is a wonderful gesture. For your info, we are obligated to pass on much of the above listed donations to our National Headquarters. We will gladly forward appropriate monies to the National Headquarters to help defray the costs associated with the operation of the Service Centers, distributing food and conducting damage assessment tasks that helped the citizens in our two counties. But we will retain monies specifically designated for use in this area. And we have plans for using it wisely. We will share those plans with you.

10. I also want to tell you a Red Lobster story. The restaurant was shut down due to hurricane damage. The employer told us if we could find tasks for the employees to do in support of the recovery effort, Red Lobster would continue to pay the employees, to include their health benefits and all other benefits. The employer provided a person to keep track of timecards, so our job was to give them tasks. The employees have been wonderful and we appreciate their work as well as the corporate decision to keep these fine people on the payroll. I will remember their generosity when I am looking for a restaurant to go to in Fort Walton Beach.

11. One last story. PIC, which is the Private Industry Council, provided us with our present receptionist. Diane Simon was a victim of the hurricane in that her place of employment was damaged and they had to let her go. PIC asked if we could employ Diane for a six months period while awaiting a suitable job offer. Diane has proven to be

a wonderful addition to our staff. We are deeply grateful to PIC for providing us a no-cost employee of the caliber of Diane. Likewise, we are happy that PIC recognized that Diane is a deserving person.

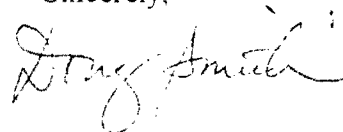
12. We want to thank Jeannie Reif, a Board Member who works for the Northwest Florida Daily News. Our coverage has been very favorable and free spot ads appear in the paper more than ever before. What a great help. We also want to thank Pat Kempf, another Board Member, for her support in urging Gulf Power to make such a generous donation. There are many other friends out there who have helped our cause. Hank Christen and George Collins at the Department of Emergency Services, Okaloosa County, have been very supportive. We remain good friends with the United Way, the Salvation Army, the Waterfront Mission, local churches and other hard working local charities. This has been a real community-wide effort.

13. Where do we go from here? We need to beef up our capability to provide cots and blankets to our shelter managers. We haven't done a satisfactory job of overcoming the obstacles that delay our receipt of emergency supplies. We intend to purchase a limited number of cots and blankets in the near future. We need to expand the numbers, training and qualifications of our shelter managers. When we face 24 hour operations, we need to be able to establish shifts with qualified personnel on every shift. We need to expand the number and quality of our Disaster Assistance Teams, so we can provide maximum coverage and support to victims of single family fires, tornadoes and other disasters. To do this we will develop a specific training plan and supporting budget. We need to "sell" our ability to conduct Health and Safety classes for local merchants, and individual groups. Our Health and Safety program can and should be self-sustaining. We have produced a "wish list" for both Disaster Services and Health & Safety. We will prioritize the list and initiate action to get things rolling.

14. We will be conducting a "lessons learned" session with the ISP group on 5 Dec. If you remember, the ISP is helping us map our strategy and action plans to achieve our goal of rechartering this Chapter. All Board Members are welcome to attend, though the meeting will be "pick and shovel" work, and will last longer than most members can afford. I propose we have an Advisory Board meeting a few days later to bring you all up to date. Jim and I will work out the details and get back to you.

15. I hope this newsletter has been helpful in bringing you up to date. I apologize for being tardy. I know I should do a better job of keeping you informed. I promise to try harder in the future. I know I still owe you the Red Cross briefing (our Story) and I will get back on it as soon as we finish our collective "thank you" messages to our deserving citizens. If you have any matters that should be brought to the attention of the ISP group or the Chapter staff, please call Jim or myself and we'll do what we can to get a response.

Sincerely,

A handwritten signature in cursive script, appearing to read "Doug Smith".



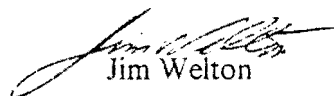
27 November 1995

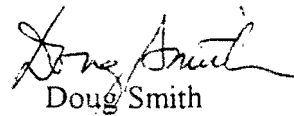
MEMORANDUM FOR: All Advisory Board Members

SUBJECT: December Meeting

1. In the Opal Newsletter, I said that Jim and I would get back to you regarding our next scheduled meeting. The purpose of this memo is to inform you of the date, and provide a little background in advance.
2. We have made a firm commitment to meet with our Chapter volunteer leaders to conduct a "Lessons Learned" discussion to share observations regarding our operations during Hurricanes Erin and Opal. We have invited Hank Christen to participate, along with members of the Institute for Senior Professionals (ISP). As you know, the ISP had begun a study to assist us in developing a strategic plan which would culminate with the rechartering of the Chapter as the Okaloosa-Walton Chapter. The meeting will take place on 5 December at 10 AM.
3. Jim and I decided we should not wait to share the results with the Advisory Board members. Therefore, we request your presence at a Board meeting to be held at 7:30 am, Friday, 8 December, at the Chapter Headquarters on Hospital Drive. Once again, we will do our best to limit the meeting to one hour, so you won't have to cancel your whole morning's schedule. We realize that December is a difficult scheduling month, but we are reluctant to hold off until after the New Year.
4. We will recap the results of the meeting and seek your participation in helping us resolve issues that appear to be appropriate for Advisory Board members.
5. We would greatly appreciate your attendance. Thank you for your support.

Sincerely,


Jim Welton


Doug Smith

Institute for Senior Professionals
Okaloosa-Walton Community College
100 College Boulevard
Niceville, Florida 32578-1294

December 19, 1995

Mr. James Welton and General Douglas Smith
American Red Cross
Emerald Coast Chapter
220 Hospital Drive
Fort Walton Beach, Florida 32547

Dear Mr. James Welton and General Smith:

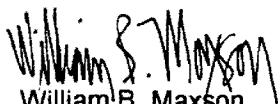
The Institute for Senior Professionals (ISP) at Okaloosa-Walton Community College has continued to meet for the purpose of developing a strategic plan for the Okaloosa-Walton County Service Delivery Unit of the American Red Cross. At the most recent ISP meeting of 12/12/95, we reviewed the post-Hurricane Opal debrief you conducted with our team present on 12/5/95. It was extremely helpful for us to gain the insights from the Red Cross people actually involved in the disaster response to the hurricane.

The ISP team will be making an interim report to your Advisory Board in mid-January 1996, with preliminary findings/recommendations. We want to be helpful as you prepare for Red Cross Month in March 1996.

In that regard, the ISP team strongly urged immediate action by the Red Cross Advisory Board as follows:

- Create a "speakers group" to carry the Red Cross message into the community
- Recreate Opal local response by Red Cross Volunteers: video, charts, etc.
- Train selected Advisory Board to take message into community
- Select best audiences; e.g. Church Groups, Rotary, Kiwanis, Lions, etc.
- Schedule Red Cross on every possible program b/w Jan-Mar
- Get this underway in early January 1996 to meet March Red Cross Month

Sincerely,


William B. Maxson
Chairman

cc: ISP Team

Memorandum for the Record, 1/5/96

From: Bill Maxson

Subject: Lessons Learned Meeting, Post Hurricane Opal

1. A meeting with local Red Cross members and the ISP Red Cross Strategic Planning Team was held at the Red Cross Chapter building on December 5, 1995 to review "Lessons Learned" post Hurricane Opal. Those in attendance were:

<u>Red Cross</u>	<u>EMS</u>	<u>ISP</u>
Dick Sanders	Hank Christen	Lee Kean
Liz Potter		Al Weidenbusch
Jim Welton		Rae Williams
Doug Smith		Eileen Arpke
Zoe Maze		Fred Holub
Doug Wells		George Wagner
		Bill Maxson

2. A summary of the meeting follows:

Communications is a serious problem. Only the fortunate arrival of a ham operator at the Crestview EOC saved the day. A comm system needs to be put in place to provide a link between the EOC, shelters, et al, that is independent of power supply. Doug Wells is working on this; it may be expensive.

Shelters were overwhelmed. The shelters need emergency power and portable sanitation facilities. Post storm shelters also are required since evacuees returning to the area may have no place to go. Sanitation lift stations may be without power for days.

Training is required for shelter managers. Agreements with the School Board are needed to insure shelter availability. State funded upgrades at schools for emergency power, shutters, et al should be considered.

Special needs patients (about 1000) in our Okaloosa-Walton County area present a serious problem that Red Cross cannot handle. Many of these patients are in private homes and will require transportation with special equipment to medical facilities or shelters.

Actions Underway:

1. Master Plan for shelters developed, including training
2. EOC backups from Red Cross being trained
3. Training for Disaster Action Teams, Family Services, and Damage Assessment
4. Facilities being reviewed, eg: Hospital Drive; Crestview; Defuniak Spgs; Freeport
5. Feeding at shelters being reviewed
6. Community relations program being developed
7. Walton County issues being addressed
8. Health and Safety service to community being expanded
9. Review of out-of-state vs. in-state assistance being reassessed

Dick Sanders closed the meeting with these observations: we need people as trained volunteers; integration of Disaster Committees and Health & Safety can be accomplished.

American Red Cross
Okaloosa-Walton Service Center
220 Hospital Drive
Fort Walton Beach, Florida 32547

January 11, 1996

Colonel Douglas L. Hardin, USAF
Commander 96Th Wing
401 W. Van Matre
Eglin AFB, FL 32542

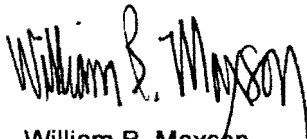
Dear Colonel Hardin:

We have been evaluating the performance of the local Red Cross organization during Hurricane Opal. There have been some valuable lessons learned and we are working hard to correct the deficiencies we discovered. Overall, we are pleased with the response we had from the community; volunteers came forward and did a magnificent job. Also, post-hurricane response from the business community has been heart warming.

There are two areas that we would request Eglin AFB assistance in resolving. First, we did not have adequate communications from the onset of the hurricane. We are interested in solutions to this problem and request your communications experts provide us with advice on the best course to follow. Second, on a more human scale, we would request the base determine if the Red Cross may purchase from the Commissary, some 5000 Meals Ready to Eat (MRE) which we would place in storage for future disaster contingencies.

Your assistance in these areas would be greatly appreciated.

Sincerely,



William B. Maxson
Advisory Board

11 January 1996

MEMO FOR: Mike Bennett

SUBJECT: ACCOMPLISHMENTS

FROM: Jim Welton

1. You asked me to provide you with a recap of Chapter/SDU accomplishments over the period July through December 1995. I compiled a list of items and topics, but I found it a bit difficult to extol the achievements as though I was the driving force that made it all happen. It is challenging to try to be modest, yet I don't want to overlook the progress the Chapter has made these past 5 plus months. So, keeping that in mind, here is a summation of the accomplishments, as seen through my eyes.

2. When I assumed the position, the Chapter was being reorganized as a sub-unit under the Eglin Hub Manager, Dick Sanders. There were very good reasons for doing this, but it was a new situation for everyone. During my orientation phase, I discovered a series of improvement opportunities involving Chapter operations. These included:

a. Financial management policies and procedures. It seems the Chapter was never completely knowledgeable regarding monies on hand. Financial statements were not available when Board meetings were conducted. It was possible some monies were commingled improperly. Designated funds were not strictly controlled. The bookkeeper was not closely monitored, or provided guidance for managing the books. The bank did not charge a monthly service fee, but the funds balance did not accrue interest either.

b. Volunteer recruitment. The Chapter had a list of volunteers, but it had not been screened in years. Addresses and phone numbers were not always valid. Disaster Services and Health and Safety maintained their own lists of volunteers, but validation processes were not adequate. The leadership ranks were very thin, basically one person deep. Backups were also very limited.

c. Chapter Board (newly named Advisory Board) responsiveness. The outgoing Chapter Board Chairman was totally frustrated regarding the assistance he had gotten from Board members. Apparently they attended meetings, but did not accomplish tasks they agreed to do in preparation for the next meeting. He said he could rely on 2 or 3 people, but that's it. The outgoing Chairman and Vice Chairman did offer to continue to function as "Advisors" and that was a help for myself and the new Chairman.

d. Employee roles and missions, and morale. In a Chapter that had only 2 part-time employees, it is hard to envision employee discord. But the Chapter had real problems in terms of trust, confidence and cooperation. Job descriptions should not have been a major issue, but it appeared to be the only solution. Also, I was told that under the new organizational structure, we would have to dismiss both part-time employees and hire one full-time person.

3. Event Chronology:

a. August.

(1) On August 2, 1995, Hurricane Erin struck the Florida Panhandle. Pensacola had the major damage, but Okaloosa-Walton Counties experienced severe winds and rain which caused moderate damage. The Chapter responded well. Three (3) shelters were opened and housed a total population of 770. Some shelter managers were away on vacation and sufficient backups were not available. This translated into long hours for the disaster volunteers. We were successful, in part, because we had 108 registered volunteers. The response by the Chapter was better than I expected. I was pleased with the attitude and spirit of the volunteers. Community leaders also gave us high marks for responsiveness and support to victims.

(2) The Chapter transitioned from a local response to the National Disaster Relief operation. We were very displeased with the response we received from State and National regarding our needs. An Erin critique was conducted and we documented our concerns to all parties. We made our point, yet we also provided assistance to the DR in Pensacola to help them closeout and transition cases back to the Chapter. Our volunteers did an outstanding job.

(3) I took time to transfer the Chapter funds to interest bearing accounts. I held an internal critique to highlight both our strengths and weaknesses in disaster operations. Since Hurricane Jerry was a potential threat, we reviewed and updated our disaster preparedness plan and briefed all our volunteer leaders. We were ready. Jerry never appeared.

b. September.

(1) The reputation of the local Red Cross Chapter was enhanced as a result of Erin. The press was more favorable and we received compliments regarding our ability to serve the community in time of disaster. We also embarked on an effort to improve our disaster preparedness. We had hard data to support the revision of how we should do business in the future. Our planning was deliberate and effective.

(2) On the downside, our disaster fund-raising effort did not achieve acceptable results. In spite of help from State, our letters requesting financial support did not generate great results. Board member participation and assistance was limited to 3 or 4 persons. We did get funding support from several local merchants and we made sure we accepted their gifts appropriately. The local Sam's/Wal Mart was especially helpful. We also made contact with the new Target Store and submitted a request for a grant.

(3) The internal operations were also scrutinized. We developed options for our accounting procedures, and met with the CPA firm to discuss which options would facilitate a more accurate and improved accounting system. We required the system to be totally in synch with the requirements of National; able to track designated and non-designated funds; and able to give us a daily view (real-time) of our financial situation.

c. October.

(1) In the midst of the effort to improve our operations, we were alerted to the potential arrival of Hurricane Opal. The predicted severity of the storm caused the local County officials to recommend evacuation to the northern part of the County. The Chapter prepared to depart the local office to move north. The storm struck and it was a major disaster. We opened 8 shelters (plus a jail) to house 6,418 persons on the night of 4 October. The population rose to over 8,000 before it was over. The Chapter provided essential services for over 72 hours. To complicate matters, the Chapter relocated to a site that experienced major damage due to a tornado. Thus, the Chapter Headquarters was operating out of cars using cellular phones. But we were able to dispatch a damage assessment team to the site of the tornado and report the results to the County. We set up our Chapter Headquarters at the Eglin AFB Red Cross Office (Dick Sanders office). We operated out of that site for almost three days before Mass Care transitioned to a Church in Niceville. Our volunteer ranks increased to 358 for Opal. The shelter managers were faced with major problems ranging from backed up sewer lines to overcrowding to food shortages to medical emergencies to a lack of blankets and other comfort items. Our victims did not complain because they saw the managers doing everything in their power to help others. On the downside, once again, we did not receive timely assistance from State until well after the 4th or 5th day. The State response was too slow, and the State was informed in detail at a recent Opal critique conducted for all the Chapters in the Panhandle.

(2) We transitioned to the National Disaster Relief operation much more smoothly than on Erin. DR 775 worked very well. We had excellent relations and tried to help in every way possible. The local press was very positive about the capability of the Red Cross to respond to a community disaster. The local United Way Executive Director heaped praise on our operation and was extremely supportive of our efforts. We worked closely with other agencies such as the Salvation Army, Waterfront Rescue, Caring and Sharing, and local church groups. We became a major force in the eyes of the County Emergency Services Department.

(3) Our disaster fund-raising effort was also much improved. We received many spontaneous contributions, but also worked hard to generate interest from other groups. We believe we were highly successful. But we realize the primary reason for our success was the demonstrated actions of our volunteers. The disaster planning we did after Erin really paid off. The leaders of our disaster services operations were terrific. The community could see our response first hand, so we did not have to tell them very much.

d. November.

(1) We transitioned from the National DR to the Chapter without incident. However, the number of cases that remained open, or were opened after the transition, was a major challenge. On some days, we opened as many as 20 new cases. Our casework load was heavy, but our volunteers did a magnificent job. In my view, the excessive work load was created by the abrupt, and uncoordinated, decision by National to close the Service Centers prematurely.

(2) Due to the contributions designated specifically for use in the local Chapter, we were able to improve our disaster preparedness planning because we could now budget for necessities we could never afford before. We now have funds to provide training for more disaster specialists; to purchase blankets for our shelters; to restock shelter boxes; and to consider purchasing non-perishable foodstuffs. The Chapter Chairman submitted a request to State, in writing, for authority to use a portion of the funds donated by a local automobile dealer to finance some specific disaster needs. The letter was sent in November, and he is still waiting for a reply. I know that volunteers can make you nervous when they get vocal, but I believe they deserve a more professional response than we have experienced. The quickest way to turn off a volunteer is to ignore them, meaning they don't count or, to tell them "they just don't know how things work".

(3) We provided speakers to tell our story to community organizations. Our speakers have addressed over 1700 members of our community. We ensured our volunteers were recognized for their efforts. We continued to review our operations to see where improvements were required. We finally had time to look at Health and Safety Services, with a view toward providing greater service and support for the community.

e. December.

(1) We have established Disaster Assistance Teams and have a training program in place. We have on-call personnel available every night to respond to single family fires. We are satisfied we are on the right track in disaster preparedness.

(2) We have revised the job descriptions of those paid staff and volunteers in Health and Safety. We established goals and objectives, and a timeline for evaluation and review. If our plan does not result in significant increases in H & S revenues (and likewise, service to the community), we will revise the plan and try another approach. H & S had an agreement with the former Board Chairman to hire a part-time person to ensure operations would improve. A person was hired, but our production decreased. The results were unacceptable to me and I have changed the approach. The costs for supporting the H & S position will be reduced quarterly until the position becomes self-sustaining. The timeline for the transition is one year.

(3) We were able to get a grant from United Way for a temporary position as Director of Disaster Services. The person came on board on January 1, 1996 and actions are ongoing. We believe this is the cornerstone for building and maintaining an effective, proactive and responsive disaster services plan.

(4) We have been working with Walton County officials to improve our relationships. In the past, Walton County has had several bad experiences with the Chapter. That was all in the past, but we have to work our way through that problem. We propose to open an office in DeFuniak Springs (the County seat) in the next month or so, to demonstrate our commitment to the County. This will not be an easy task, but it is a necessary one. To date, my trips to the County have been very positive. I believe we can restore trust and confidence that the Red Cross will be there when needed.

4 General Comments.

a. The two (2) hurricanes consumed most of our time in 1995. The storms provided an excellent opportunity for me and the new Chapter Chairman to see exactly what we have to work with in terms of resources. We learned our volunteers are eager and willing to work. We know we must provide a structured training program for the volunteers. We must continue to recruit and train new people. I believe we have established the foundation for an outstanding disaster services organization. We did not have the time to adequately evaluate the conduct of H & S services until after Opal. I have met with the principals several times and we are making positive headway. The plan we developed is an excellent start toward improving their operation. We have one contract instructor in place, in addition to the Chapter staff and volunteers. The challenge facing us is to make H & S "pay their own way". Marketing must be vastly improved. We have a resource the community really needs, but the H & S staff has not been able to exploit the capability.

b. We have captured our financial accounting picture and set procedures in place that will ensure we meet our obligations to the community and National Headquarters. We have controls in place that did not exist before. We have computer software that permits us to interface with National and report information in terms familiar to National. This should facilitate our reporting requirements as well as our records keeping. Our expected income from United Way should reflect an increase over last year. Combined with our hurricane contributions that were designated for use in the two county area, we believe our financial future is on more solid ground than in the past.

c. Our fund-raising has been successful because we had the opportunity to demonstrate our ability to respond to a major disaster. The question is, can we sustain the level of contributions we need to be effective? The Chapter has its first actual Annuity Program in place, thanks to the assistance of a professional fund-raiser who volunteered his services. We have plans to expand our fund-raising efforts for 1996. We will try our hand at a "special" golf tournament in April 1996. We have other events planned, such as a Secretary's Day flower sale, but must expand the list. Our "Direct Mail" campaigns have been somewhat successful, but I believe they too can produce more income. Only time will tell if we are successful. I would like to discuss our plans for 1996 with you face-to-face to better explain our goals and objectives. I would appreciate your views and suggestions regarding this important issue.

d. The Advisory Board remains a problem. We have a couple of dedicated volunteers who do more than their fair share. But we do not have a dynamic group of movers and shakers who can open doors and get things done. We are meeting this week to discuss a total revamp of the Board. One participant will be the Chairman of the Nominating Committee. We plan to search for members who will bring greater energy and clout to the Board.

5. Summary. During the past five plus months, the majority of my time has been dedicated to the disaster services response capability. "Chapter building" was temporarily placed on hold while we attended to real world issues. However, the Chapter's performance has clearly demonstrated we are moving forward in a positive manner and much has been accomplished.

Facsimile Cover Sheet

To: Hank Christen/George
Collins

Company: Emergency Management

Phone: 651-7150

Fax: 651-7170

From: William B. Maxson

Company: ISP/OWCC

Phone: 904/837-3644

Fax: 904/837-4831

Date: 02/01/96

**Pages including this
cover page:** 3

Comments: Hank/George. I am tardy in sending this to you. If you have any thoughts on how we can make ARC more effective in disaster response, we welcome them. Best Regards, Bill

Institute for Senior Professionals
Okaloosa-Walton Community College
100 College Boulevard
Niceville, Florida 32578-1294

January 15, 1996

Mr James Welton and General Douglas Smith
American Red Cross
220 Hospital Drive
Fort Walton Beach, Florida 32548

Dear Mr. Welton and General Smith:

Since meeting with you on December 5, 1995, the Institute for Senior Professionals (ISP) team has continued its work to develop a strategic plan for the Okaloosa-Walton Red Cross Service Delivery Unit. We submitted a recommendation to you on December 19, 1995 urging your Advisory Board take action to tell the community about the accomplishments of the local Red Cross, particularly during and after Hurricane Opal.

Now it is our collective judgement to submit an interim report of our findings to date, to assist you in your planning leading to Red Cross Month in March 1996:

Community Relations. In addition to the recommendations we made in our December 19, 1995 letter, we believe the Red Cross should conduct an awards event (luncheon, dinner, or Sunday afternoon tea) no later than early March to recognize the volunteers and benefactors who responded so magnificently during and after the hurricane. The awards should be of high quality. In conducting your public relations campaign, we recommend you consider: 1.) writing a Case Statement; 2.) including human relations pictures from the storms in your presentations highlighting the chapter's immediate and future needs; 3.) enlisting Toastmasters to assist in making timely presentations to Chambers of Commerce and other service organizations; and 4.) insuring continuing news media support right through Red Cross Month, March 1996.

Communications. It has already been reported that an adequate communications system is urgently needed to network the Red Cross with the Emergency Management Service (EMS), other county agencies, the shelters, the Emergency Response Vehicles (ERVs), and other service delivery units. We understand the Eglin AFB 96th Wing Commander has been requested to provide expert advice from their on-base communications group and that local communications vendors are being asked for technical consultation. It has been suggested the ERV's be centrally located in proximity to our area to be responsive yet not burden you with the operational expense. Also, to hold expenses down for a communication system, there may be a network available through a Ham Operators association; CB radio may also be an attractive alternative; and we recommend that both be researched.

Facilities. Although the Red Cross building in Fort Walton Beach survived the storm well, we understand it was deemed necessary to evacuate to Crestview to set-up a command center there...and that was at a make-shift location. It seems appropriate to consider several locations

in the two county area as operational command centers. It was also reported previously that emergency power was not available at some command centers and shelters. Further, at some locations, such as schools, special wiring may be required to handle the emergency power. This may involve funds from the state and local governments. Shelters became very important not just during the storm, but in the aftermath as evacuees returned and had no place to go. Thus, there seems to be a need to look at a different class of shelter for post-disaster purposes. Such items as meals, port-a-potties, cots, blankets have to be stored so they will be on-hand when they are needed.

Other Areas.

It was determined during Hurricane Opal there were about 1000 special needs patients in the two county area who require special equipment and care. These people cannot be evacuated to the shelters unless certain power and medical facilities are pre-positioned. Care givers are responsible for transporting these patients and EMS does not have the resources. Some type of plan needs to be developed to deal with this, since it is likely the number of patients being cared for at home will grow in the future.

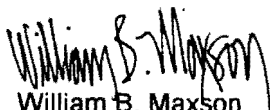
While it is not a Red Cross matter, emergency power for the sanitation lift stations is a serious problem. Another matter also not up to the Red Cross to solve, is the evacuation route structure. Congestion on our county roads may be relieved if some of the range roads on the Eglin AFB reservation were passable and could be opened as a temporary expedient.

The ISP team commends the excellent performance of the Red Cross staff and wonderful volunteers during and after Hurricane Erin and Opal. Much was done to respond to the community's needs in time of disaster and much was learned to prepare for the future. Many actions are now underway to correct deficiencies and the ISP team encourages this to continue; but, you should insure the lessons learned and corrective actions taken are documented...this includes inspection of pre-positioned equipment for operability as well as suitability of any new procedures.

The ISP team sees the Integration Project initiated by Red Cross National Headquarters in July 1995, as a very positive step forward bringing all Red Cross units in Okaloosa and Walton Countys together. The United Way and other service delivery agencies have recommended this for years. Integration of Disaster Response and Health & Safety Committees for the entire service delivery area, seems to make eminent good sense. Careful thought is recommended before the local chapter reverts back to a unit, unilateral from the Eglin AFB and Hurlburt Field Red Cross Stations.

We will be happy to meet with you to discuss any of the above. Meanwhile, the ISP team will continue work on the strategic plan and report our progress.

Sincerely,


William B. Maxson
ISP Team Member

cc: Dick Sanders
Hank Christen

The Codicil Club

...is a planned giving awareness program that offers you a unique opportunity to show your commitment to the work of the Red Cross. By including the Red Cross in your will, in a trust instrument or via an insurance policy, you can help guarantee Red Cross services for future generations.

Your Personal Values and the Palm Beach County Chapter

In planning your will, the first and most important step is a deliberate and candid reflection on your personal objectives, the needs of your beneficiaries and distribution of your estate. Perhaps you may find that financially assisting the Palm Beach County Chapter in order to provide the highest quality humanitarian services can be a very worthy and personally satisfying objective. We invite you to reflect with us on how all your objectives can be accomplished through careful and knowledgeable estate planning.

Effective Estate Planning

Your bequest to the Palm Beach County Chapter will mean we can continue to offer service excellence in meeting the needs of the people in our community. Indeed, your bequest may even contribute to a better society in America.

This very simple truth has encouraged us to start this new "Planned Giving Awareness Program" for special friends of the Chapter.

Our Planned Giving Awareness Program is designed to explain the latest techniques used in the development of effective and economical estate plans.

Seminars and Brochures

Information will describe recent changes in estate laws and how they may affect you and your estate. It will also show how a bequest to the Palm Beach County Chapter may be achieved at a modest cost to your other beneficiaries.

Your bequest to the Palm Beach County Chapter should be looked upon as an investment in the future. Like other investments, your bequest should bring you the greatest possible personal satisfaction. So please accept our invitation to learn more about us, to become involved in our activities and to carefully consider a financial investment in our future.

Please become a member of the Codicil Club and join other community leaders by proudly wearing the red, white and gold Red Cross Codicil Club lapel pin.

For more information contact :

**Palm Beach County Chapter
American Red Cross Public Support Office
825 Fern Street
West Palm Beach, Florida 33402
(407) 833-7711
FAX (407) 833-8771**

**PALM BEACH COUNTY CHAPTER
AMERICAN RED CROSS
SERVICES AND PROGRAMS**



Disaster Services:

Assistance in disaster situations including food, shelter and clothing to meet immediate needs from single family fires to major disasters.

Disaster Courses:

- Introduction to Disaster Services
- Emergency Assistance to Families
- Damage Assessment
- Mass Care (Shelter Training)

Service to Military Families & Veterans:

- Emergency Financial Assistance
- Discharge review & correction of military records
- Reporting & emergency communication
- Counseling & information for military families
- Language Bank Pool

Community Health & Safety Services:

- Community CPR (Cardio Pulmonary Resuscitation)
 - Adult, Infant & Child
- Standard First Aid/CPR
- Corporate Health Services (Workplace Programs)
- Swimming & Water Safety Courses
- HIV/AIDS Education Courses

Red Cross Youth:

- Basic Aid Training (BAT)
- Reaching Adolescents and Parents (RAP)
- Babysitting Courses
- Disaster Service Training
- Health & Safety for Primary Grades
- Chapter Aides
- Whale's Tales
- Hospital Aide Training
- School Service Projects
- Leadership Development

Office of Volunteers:

- Production Volunteers—Knit items for indigent patients in nursing homes and in hospitals.
- Friendly visiting to people homebound in nursing homes and in hospitals.
- Vial of Life—Distribution of packets containing personal medical information in case of emergency.
- Loan Closet—Maintaining a loan closet of items such as car seats, crutches and wheelchairs for short term use.

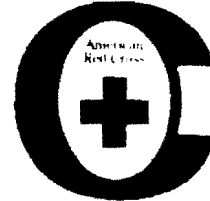
Transportation:

- Free Transportation for the elderly or handicapped for medical or human service needs.



*A United Way
Member Agency*

*When you're a member
of the
Codicil Club,
your commitment shows.*



American Red Cross



**Palm Beach County Chapter
825 Fern Street
West Palm Beach, Florida 33401
(407) 833-7711
FAX (407) 833-8771**

AMERICAN RED CROSS
Okaloosa-Walton County Chapter

HURRICANE OPAL FUND-RAISING INITIATIVE

The following is an update of where I am with the Chapter Fund-Raising Plan. This is a first for me. Al Weidenbusch is a professional fund-raiser and has generously offered his services to help us. I am asking Willie Farrow to assist also. Here is what I have put together to date. I need your help.

1. The Chapter Contact Team consists of:

- a. Doug Smith
- b. Jim Welton
- c. Al Weidenbusch
- d. Willie Farrow

2. The prospect list is as follows:

- | | | | |
|----|---------------------------------|----------------------------|----------|
| a. | Dick Manley | Vitro Services Corporation | 244-7711 |
| b. | Fred Pryor | Okaloosa Gas District | 729-4720 |
| c. | Cal Wilson | Gulf Power | 244-4700 |
| d. | James Tringas &
John Tringas | First National Bank | 243-7111 |
| e. | John McGee | First City Bank | 244-5151 |
| f. | Marvin DeBolt | NW Florida Daily News | 863-1111 |

3. The objective is to get an appointment to make a personal visit to as many of the above as possible to present the Okaloosa-Walton Chapter story. Al Weidenbusch has the fund-raising strategy prepared by National & Pensacola. The plan outlines a method for getting greater involvement from the business community to support the local chapter.

4. Since I will be gone for a week, we need Jim to work with Al to get this off the ground. I would like Willie to provide us some guidance and direction for approaching the prospects (and, if he knows them, he may elect to accompany Al and/or Jim to see the prospect). I am awaiting his return call.

5. The next opportunity relates to Seaside, FL. Ms. Beth Folta, Community Development Council, offered to start a fund-raising campaign in the Seaside Community (South Walton County). I have provided her a copy of the modified Case Statement for

Opal to give her some background. I told her that we did not have adequate data regarding the damage situation in Walton County, but we were trying to track it down. NOTE: If we have good data, we should fax it to her. Her phone number is 231-2206. She has appointed an assistant to take charge of the effort. ~~I have asked for the name and phone number of the assistant so that we may share information with her, and get periodic updates. I am awaiting her call.~~

6. In addition, Ms. Tammy ~~Jackson~~ ^{Judkin's} of Seaside (231-5424) is sponsoring a Jazz Festival for the weekend of 4-5 November. She offered to gift the Red Cross 10% of the gate. ~~In my view, we should link Ms. Jackson to Ms. Folta so Seaside has a single fund-raising effort.~~

7. I am begging for your help to cover me while I am goofing off in New Hampshire. Can you folks handle it, please? I will be forever grateful.


Doug

AMERICAN RED CROSS Disaster Relief Campaign Cabinet Chair

Job Description

The mission of the Disaster Relief Campaign Cabinet is to raise funds for the American Red Cross Disaster Relief Fund. The funds will be used to cover the cost of Red Cross disaster services for this and other disasters.

As Campaign Chair, your primary responsibilities will be to:

- Make a leadership gift of 10% or more of the campaign goal;
- Recruit and motivate other key individuals to serve on the cabinet and make significant contributions to the campaign;
- Be the spokesperson for the campaign (talk about the need to give, formally accept donations, host receptions with major gift prospects, etc.);
- Work with American Red Cross staff to ensure the success of the campaign;
- Visit the disaster site and see Red Cross relief and recovery efforts first hand to become as knowledgeable about the disaster and the Red Cross response as possible.

As opportunities arise, you will also:

- Review prospects, assign them to cabinet members, and encourage successful solicitation of each;
- Review advance copies of publicity involving your name or company;
- Provide guidance and recognition to Campaign Cabinet Members for their personal gifts and fund-raising efforts.

Red Cross staff will:

- Create and maintain prospect lists and conduct prospect research as necessary;
- Provide suggested drafts of correspondence;
- Provide updates on the progress of the relief operation and the fund-raising campaign;
- Support appropriate recognition of the Cabinet's roles and results.

AGENDA

STRATEGIC PLANNING
TUESDAY OCTOBER 10, 1995

JACK HASKINS

WELCOME
INTRODUCTIONS
REPORT - CAMPAIGN CABINET

STEVE BARNETT

CURRENT STATUS

SUSAN NOWOTNE

CASE STATEMENT
PUBLIC RELATIONS

JACK HASKINS

FOLLOW UP
REPORT MEETINGS

QUESTIONS AND COMMENTS

AMERICAN RED CROSS Disaster Relief Campaign Cabinet Chair

Job Description

The mission of the Disaster Relief Campaign Cabinet is to raise funds for the American Red Cross Disaster Relief Fund. The funds will be used to cover the cost of Red Cross disaster services for this and other disasters.

As Campaign Chair, your primary responsibilities will be to:

- Make a leadership gift of 10% or more of the campaign goal;
- Recruit and motivate other key individuals to serve on the cabinet and make significant contributions to the campaign;
- Be the spokesperson for the campaign (talk about the need to give, formally accept donations, host receptions with major gift prospects, etc.);
- Work with American Red Cross staff to ensure the success of the campaign;
- Visit the disaster site and see Red Cross relief and recovery efforts first hand to become as knowledgeable about the disaster and the Red Cross response as possible.

As opportunities arise, you will also:

- Review prospects, assign them to cabinet members, and encourage successful solicitation of each;
- Review advance copies of publicity involving your name or company;
- Provide guidance and recognition to Campaign Cabinet Members for their personal gifts and fund-raising efforts.

Red Cross staff will:

- Create and maintain prospect lists and conduct prospect research as necessary;
- Provide suggested drafts of correspondence;
- Provide updates on the progress of the relief operation and the fund-raising campaign;
- Support appropriate recognition of the Cabinet's roles and results.

AMERICAN RED CROSS
Disaster Relief Campaign Cabinet Member

Job Description

The mission of the Disaster Relief Campaign Cabinet is to raise funds for the American Red Cross Disaster Relief Fund. The funds will be used to cover the cost of Red Cross disaster services for this and other disasters.

As a Campaign Member, your primary responsibilities will be to:

- Make a leadership gift to the Disaster Relief Campaign;
- Permit your name to be publicly associated with the campaign;
- Cultivate and solicit at least three significant new contributions for the Disaster Relief Campaign;
- Be a spokesperson for the campaign (talk about the need to give, formally accept donations, etc.);
- Work with the Campaign Chair and the American Red Cross staff to ensure the success of the campaign;
- Visit the disaster site and see Red Cross relief and recovery efforts first hand to become as knowledgeable about the disaster and the Red Cross response as possible.

As opportunities arise, you will also:

- Review advance copies of publicity involving your name or company.

Red Cross staff will:

- Create and maintain prospect lists and conduct prospect research as necessary;
- Provide updates on the progress of the relief operation and the fund-raising campaign;
- Provide suggested drafts of correspondence.

AMERICAN RED CROSS HURRICANE RELIEF CAMPAIGN CASE STATEMENT

DEADLY HURRICANE OPAL DEVASTATES GULF STATES

The American Red Cross is launching one of its largest disaster fund raising campaign in years. The thousands of men, women, and children whose homes and lives have been devastated need you.

Calls for funds to help provide needed aid immediately as thousands of families along the Gulf Coast were forced to flee their homes. The savage winds and rain of Hurricane Opal slammed into the Florida panhandle on October 4, leaving a swath of destruction across at least five states. Although the extent of the damage has not yet been tallied, the high winds, surging seas, and torrential floodwaters have destroyed homes, property, businesses, and lives.

But these families are not without a place to turn. Hot meals, dry shelter, and assistance in recovering from this disaster are all being provided by the American Red Cross free of charge to those who need it most. At the height of the storm, 197 Red Cross shelters were open in Alabama, Florida, Georgia, Louisiana, and Mississippi. More than 30,000 individuals took shelter, and more than 40,000 meals were served in the first 24 hours of operations. The American Red Cross will stay with these people, and any others who may need assistance because of the storm, until their short- and long-term needs have been met. Over 5,500 homes have been damaged or destroyed by Hurricane Opal.

Hurricane Opal, the third most costly hurricane in Florida history, claiming many lives, was the latest of 17 storms in the Atlantic and Gulf of Mexico, making this the most dangerous hurricane season on record.

The Red Cross is the first to arrive on the disaster scene and the last to leave. All Red Cross help to victims is provided free. No federal funds are given to Red Cross to aid in this effort—we must depend solely on help from you.

Red Cross disaster assistance is made possible entirely by gifts of time and money from the American people. Your generous contributions make it possible for Red Cross workers to provide disaster victims with:

- * Food, shelter, and new clothing
- * Emergency first aid
- * Basic personal items, like toothbrush, comb, razor, and diapers
- * Eyeglasses, medical equipment and essential medications
- * Mental health support for people suffering from the emotional toll of disaster
- * Special outreach to people with disabilities
- * Home cleaning supplies
- * Material to make emergency home repairs
- * Basic kitchen essentials, such as pots and pans.

AGAIN - A hurricane has devastated thousands of people in our community.

With their lives in crisis, our neighbors look to the American Red Cross for emergency help.

Red Cross volunteers are on the scene with shelter, food and compassion for the families who are desperately trying to cope with this tragedy. There is an unprecedented demand on the Red Cross again to help disaster victims here in our community.

We are in a crisis situation and need YOUR help NOW. Your contribution is crucial to give hope to families who only feel despair.

John Phelps of J. C. Penney Company has announced a generous contribution of \$100,000 as the lead gift to the Red Cross Disaster Relief Fund to help the victims of Hurricane Opal. "Assuring that the Red Cross is prepared and well funded to provide disaster relief is a very important priority for J. C. Penney." Phelps said. "I am urging corporate leaders in our communities to join us in this effort."

Hurricane Opal - the third most costly hurricane in Florida history, claiming many lives, was the latest of 17 storms in the Atlantic and Gulf of Mexico, making this the most dangerous hurricane season on record.

The Red Cross is the first to arrive on the disaster scene and the last to leave. All Red Cross help to victims is provided free. No federal funds are given to Red Cross to aid in this effort, we must depend solely on help from you.

A Red Cross representative will contact you soon to discuss your participation in this important community relief effort.

Please help to rebuild shattered lives.

Sincerely,

Jack L. Haskins
Volunteer
Chairman, Board of Directors

(letter A new & second request)

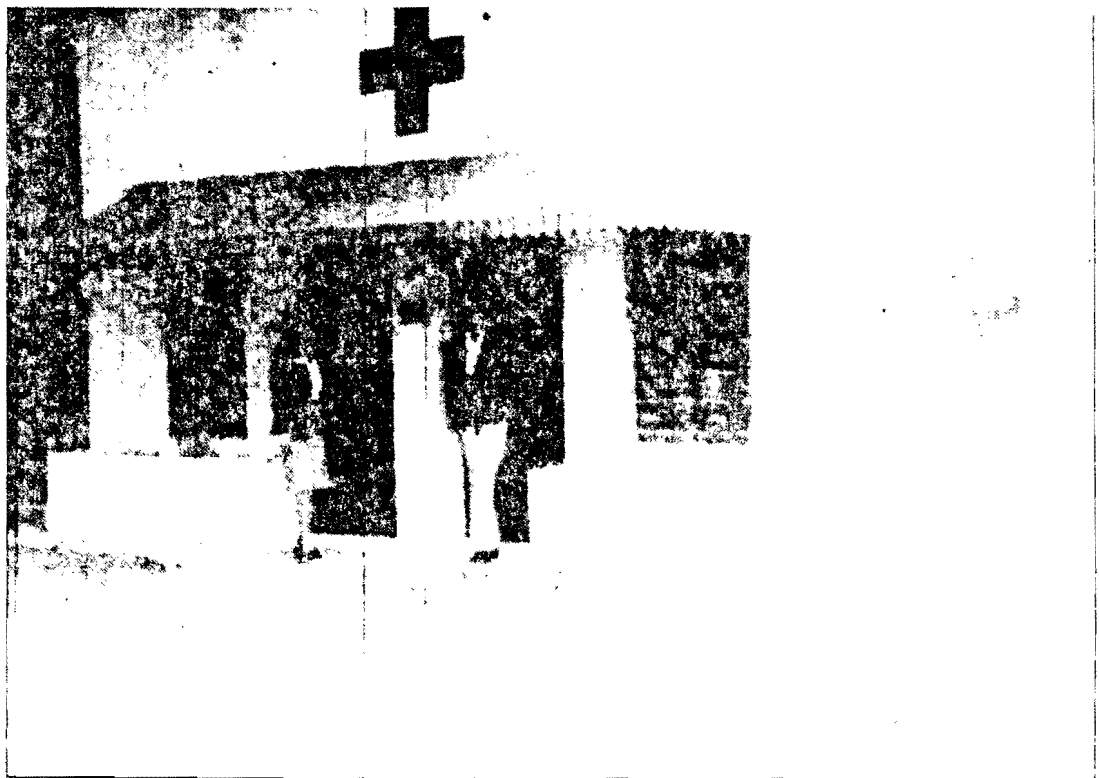
MAJOR DONOR CAMPAIGN

2	50,000	100,000
3	30,000	90,000
5	25,000	125,000
9	10,000	90,000
14	5,000	70,000
25	1,000	25,000
	GOAL	500,000



MOVING
...from the old building, right, which was home of the Okaloosa County Chapter of American Red Cross since 1968, into the new chapter home on Hospital Drive, Fort Walton Beach, is almost completed. In front of the new building are from left, past chairmen of the board, Jim S t a r k e y (1943-59-60-61), Johnny Almond, Eglin Field director, 1956-59 and 1966-71; Eva Scott, 1982; Luther Powell, 1967-68; Joey Paldino, 1979 (chapter manager 1981-83), Bruce Babbitt, 1977-78, 80; and Jack Sirney, 1975-76.

Local Red Cross to celebrate



52nd year, new location

1953
September 1953, on the corner of Beal Parkway and Main Street (Highway 98), at a monthly rental of \$40. One staff person in Crestview and one part-timer in Fort Walton Beach, with numerous volunteers, were responsible for transmitting emergency communications for families of service persons and providing relief to disaster victims. In 1953, 400 Milligan families were aided during a hurricane and subsequent flash flooding.

While James S. Starkey was chairman of the board (1953-59-60-61), the county chapter became an agency of the Community Chest in 1959. He initiated the Okaloosa County blood program in Crestview Jan. 17, 1961.

Due to Starkey's success in financial development of the local chapter, he was appointed regional fund chairman by the national organization and awarded a citation and certificate of appreciation from the National Red Cross.

Disaster service volunteers were active during the Crestview tornado in January 1962; Fort Walton

tornado, 1967; Vietnamese refugee center, May 1975; Hurricane Eloise, September 1975; Navy Boulevard tornado, December 1975; Hurricane Frederick, September 1979; and the Cuban refugee camp, 1980.

Volunteers from all services of the local chapter, which is funded by United Way and Combined Federal Campaign, worked more than 80,000 hours and trained more than 13,000 persons in 1983. Eleven persons were assisted in disaster services, 597 military families received help with emergency communications and financial aid, the chapter sponsored 61 blood drives that netted 2,344 units of blood for county hospitals, enrolled some 5,000 residents in CPR and first aid classes, gave advanced lifesaving training to more than 200 lifeguards, and gave swimming lessons to more than 1,200 children and adults.

The Fort Walton Beach office was relocated to 203 Harbeson Avenue and became headquarters for county operations in 1968. The

chapter was notified recently that it must move or pay double rent. After extensive research and community contributions, Scott said, the chapter was able to obtain a down payment for its own home on Hospital Drive.

A volunteer board of directors, Scott explained, is responsible for Red Cross services within its jurisdiction. Each program has a volunteer chairman who recruits and trains volunteers to offer services and training.

Many community leaders have shaped the local chapter into a dynamic service organization, according to the historian. Past chairmen besides Starkey and Scott (1982) include W. H. Spivey, 1918; the Rev. J. David Simpson, 1931; Luther Powell, 1967-68; Robert McKelvey, 1969; Robert L. Jenkins, 1973-74; Jack Sirney, 1975-76; Bruce Babbitt, 1977-78-80; Joette D. Paldino, 1979; Waldemar Nelson, 1981; and Marjorie Bullock, 1983.

The public is invited to the Christmas Open House, Dec. 16 from 4 to 6 p.m. to get acquainted with the new location.

AT RECENT
...territorial meeting in Mobile, Ala., were from left, Joey Paldino, chapter manager, Jim Stephensen, field service manager, Eva Scott, volunteer consultant, Bud Smith, second vice chairman, and Rae Williams, treasurer.



OKALOOSA COUNTY RED CROSS

- 1918 1st Charter 1918, Chairman W.H. Spivey. Branches Baker, Holt, Laurel Hill - Headquarters Crestview. (Evidently became inactive).
- 1931 2nd Charter, requested August 27, 1931, granted October 21, 1931. Rev. I. David Simpson, Chairman of the Board. Blood Services were under Mobile - Branch in "Bay Area".
- 1941-44 Very active during World War II in blood services, POW packages, emergency messages, surgical dressings and hospital services.
- 1952 August 22nd: Motion to move an auxiliary office to Main and Beal in Ft. Walton Beach.
November 21st: Branch office opened (free rent) in Ft. Walton Beach.
- 1953 400 Milligan families were aided during a hurricane and subsequent flash flooding. James S. Starkey was Chairman of the Board (1953-59-60-61).
Budget increased from \$12,000 to \$20,000 to move south. Bill Meigs, Bay Area Chairman.
- 1954 March 12th: Motion to set up a bed in the Chapter House to have a "colored nursing class".
Motion for Crestview and Bay Area to be independent of each other - joint meetings to be held every three months.
- 1956 Base donors gave 299 pints of blood in May; 351 pints in July.
In July - water safety was stressed, both preventive and life saving - First Aide on-going.
November 15th - reorganized Okaloosa County Disaster Committee.
- 1957 Contemplated moving civilian office from Crestview to "centrally located point nearest the heaviest load."
- 1959 James S. Starkey Chairman of Board; Red Cross became agency of the Community Chest.

- 1960's South County HQ: 203 Harbeson Avenue. The following courses were offered by Red Cross:
- Home Service
 - Home Nursing
 - First Aide
 - Blood Bank
 - Staff Aide Training
 - Disaster Training
 - Nurses Aide Training to Work in Local Hospitals
 - Water Safety
- 1961 January 17th: James Sparkey initiated Okaloosa County Blood Program.
- May 11th: Favored eventual organization of a "colored division" - Mother and Baby Care Training.
- June 8th: Water Safety reached 32,350 children and adults.
- August 1st: Budget \$18,942.
- 1962 Crestview tornado in January.
- 1963 June 13th: Capping of Gray Ladies.
- 1964 July 11th: Blue Lake, Alabama training and last year Annual Report.
- 1967-68 Luther Powell became Chairman of the Board and Main County Headquarters was moved to 203 Harbeson Avenue.
- 1967: Ft. Walton tornado.
- December 19, 1967: Report on recent tornado.
- 1969 Robert McKelvay became Chairman.
- 1971-72 Services to military families and veterans, home visits, reports to military, health & welfare reports, verification of illness, death, and other home situations; general information and written documents.
- Disaster and water safety: income \$35,758 - outgo \$31,562.80.
- MINUTES:
- 1973-74 Robert L. Jenkins became Chairman.
- December, 1974: School bus drivers receiving First Aide Course.
- December 12th: 35,000 were fed in ARC shelters during Hurricane Carmen.

1975 Disaster Report: Eloise (Hurricane) prompted six (6) shelters with 12,000 occupants.

1975: Blood donors from Eglin were processed through Red Cross. Water Safety Chairmen were: Joey Paldino in Ft. Walton Beach; Chuck and Carol Pulley overall.

Southeast Asia Refugee Operation was a huge responsibility.

January 10th: tornado.

March: Tornado struck Laurel Hill.

May 8th: Flood in N. Okaloosa in April. Vietnamese Relief Operation ongoing. Eva Scott reported over 5,000 hours put in at Field #2 in the Refugee Center. May 6,000 hours; June 2,647 hours.

June 12th: Served cold drinks, coffee and sandwiches up and down beach to rescue workers searching for drowning victims.

July 10th: Joey Paldino, Water Safety Chairman and Youth Program.

September 22nd, 23rd: Hurricane Eloise - 457 families assisted.

December 25th: Tornado in Ft. Walton Beach (5 mobile homes) - \$2,030.00 in assistance.

1975-76 Jack Sirney was Chairman when the Vietnamese Refugee Center was located at Field 3 (on the road to DeFuniak).

1976 February 12th: Helped in Guatemala Relief.

May 13th: Swine Flu Inoculation Program.

June 17th: First Aid training to school bus drivers.

All meetings - Executive Director, First Aide, Water Safety, CPR, Disaster, Blood, SMF, Volunteers Youth, Nurse's Aide , Financial Report, Some: Mother's Aide

1977 Chairman of Board - Bruce Babbitt (1977-78-80).

1978 April 4th: Explosion in Shalimar.

May 11th: Small Craft Chairman - Rae Williams - course planned for early June.

October: Board of Directors - 26 members. Port Dixie Fire and Mossy Head Train Derailment.

- 1979 September: Hurricane Frederick victims were helped.
 October 14th: Annual Meeting.

 During 70's, the Chapter grew in all categories - Board
 grew to 32 members.

 Chairman of Board, Joey D. Paldino.
- 1980 Cuban Refugee camp at Fairgrounds.

 Executive Director/Chairman - Joey Paldino (1980-1992).
- 1981 Chairman of Board: Waldemar Nelson.
- 1982 Revision of Comprehensive "Policies and Procedures" by Eva
 Scott 1/21/82.
- 1983 Annual Report - quite comprehensive.

 Chairman of Board: Marjorie Bullock.
- 1987 March 10th: Realignment of Region IV

date

~~HURRICANE OPAL INTERRUPTED - WILL FINISH WHEN THINGS CALM DOWN~~

1967-68

AMERICAN RED CROSS
Okaloosa County Chapter
P. O. Box 93

Fort Walton Beach, Florida 32548

Luther C. Powell, Chairman	Phone: 243-3322
John W. Lakin, CHAIRMAN DISASTER	Phone: 242-2974
Mrs. James O. Holmes, Executive Secretary	Phone: 243-3322
203 Harbeson Avenue, Ft. Walton Beach, Fla. 32548	

Open Monday - Friday from 0900 to 1600; after hours contact Mrs. Holmes, 243-2128 or Mrs. Barnes 242-5371.

The American Red Cross is the instrument chosen by Congress to help carry out the obligations assumed by the United States under certain international treaties known as the Geneva or Red Cross Conventions. Specifically, its Congressional charter imposes on the American Red Cross the duties to act as the medium of voluntary relief and communication between the American people and their armed forces, and to carry on a system of national and international relief to prevent and mitigate suffering caused by disasters.

All the activities of the American Red Cross and its Chapters support these duties.

Nationally and locally the American Red Cross is governed by volunteers.

Most of its duties are performed by volunteers and it is financed by voluntary contributions.

Okaloosa County Chapter, American Red Cross is a member agency of the Okaloosa County Community Chest.

The following services are offered and provided:

1. Emergency financial assistance in the form of interest free loans and/or grants and other emergency needs essential to health and welfare that are urgent and require immediate attention to members of the ARMED FORCES AND THEIR DEPENDENTS. Provides basic maintenance and emergency needs to disabled veterans and dependents, dependents of deceased servicemen and dependents of deceased veterans during period pending adjudication of first application to VA for service connected disability or service connected death benefits. Financial assistance is given for basic maintenance due to a delay of allotment checks when not the fault of the service family.

2. Emergency communication for servicemen and their families such as death, serious illness, and birth messages. Assist with communication through

AMERICAN RED CROSS

OKALOOSA COUNTY CHAPTER

XX93

OKALOOSA COUNTY CHAPTER
203 HARBESON AVE. S.E.
FT. WALTON BEACH, FLORIDA



XXXXXXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXXXXXX

Okaloosa County Red Cross Chapter is organized on a county-wide basis with the office located at 203 Harbeson Ave. S.E., Ft. Walton Beach, Florida. The local activities and programs are determined by its Board of Directors, made up of a cross section of business, professional, civic and other leadership. There are twenty-one Board Members. Mr. Luther C. Powell is the Chairman of the Board of Directors. All are Red Cross Volunteers.

Small Chapters may have no paid staff, the affairs being handled entirely by volunteers. From this, they range upward to part-time executive, to full-time directors or managers in large communities. Some communities may have one or more full-time paid directors of the various services, such as Safety, Nursing, Disaster, Service to Military Families, etc. Okaloosa County Chapter's paid staff consist of only two paid members. An executive Secretary and an office assistant.

Office hours are from 9 AM to 4 PM. Chapter phone number is 243-3322. Emergency coverage given on 24 hour basis. The contact person in the Red Cross Chapter is the Executive Secretary, Mrs. James O. Holmes, nights and week-end, home phone 243-2128. Alternate contact, nights and week-end, Office Assistant, Mrs. Edwin F. Barnes, home phone 242-5371.

The Red Cross Chapter has its own programs and objectives. Each Chapter is required to provide Disaster Services and Service to Servicemen and their families within its jurisdiction. In some communities, the Blood Program is included on the priority list. The Blood Program is included on the priority list for Okaloosa County Chapter. Nursing, Water Safety, First Aid, and other services are provided where the Chapter has this capability.

Red Cross Volunteers are usually quite dedicated to their tasks. Presently averaging 116 volunteer workers to each paid worker. Averaging many more than that for the Okaloosa County Chapter. The Chapter will not direct its volunteers to engage in activities outside of its normal functional areas. However, volunteers may be given the opportunity to participate in the activities of other agencies, as many of them do. Red Cross Volunteers are trained to meet the needs of the community when within policy they are requested by an agency through the Red Cross Chapter.

These are examples of resources represented by the local Chapter:

- (1) Disaster workers
- (2) Social Welfare Personnel
- (3) First Aid Instructors
- (4) Water Safety Instructors
- (5) Volunteers skilled in clerical, mass feeding, nursing, registration and inquiry, etc.
- (6) Public Relations
- (7) resources as a part of a national agency
- (8) experience in recruiting and training volunteers
- (9) regular training courses in First Aid, Water Safety, Mass feeding, Care of the Sick and Injured, and special disaster courses.

All services given must be requested by an individual, group or agency. When within policy, these services are provided. Other services are provided when determined by the Board of Directors that the service can adequately be performed within the capability of the Chapter. Decision depending on the availability of funds, volunteers and paid staff.

Respectfully submitted by:

Mrs. James O. Holmes, Executive Secretary

27 July 1967

Red Cross channels when there is a breakdown in communication between the serviceman and family. When requested, furnish military authorities with verified reports to assist them with decisions regarding servicemen's request for emergency leave, compassionate reassignment, overseas deferment and hardship discharge and furnish other information requested regarding the health and welfare of the servicemen and their families.

3. Counseling and guidance, when requested, to servicemen and their families in personal and family problems; assist with working family budgets and furnish information and assistance regarding federal and state legislation, allotments, insurance and other government benefits.

Other services available for Okaloosa County, Military, Civilian families and agencies:

1. Trained Red Cross volunteers to Military and Civilian Hospitals and other community agencies when requested. Provides trained Red Cross First Aid Instructors to teach first aid classes; trained Red Cross Water Safety Instructors for a progressive program of swimming and life saving, ranging from beginning swimming to instructor training; provides instructors for handicapped swimming and boating safety, and provides First Aid Stations staffed with trained volunteers and registered nurses for community activities.

2. Free Red Cross blood coverage to all residents of Okaloosa County. Others covered: All donors living outside of Okaloosa County who donate blood through the local Chapter will have free Red Cross blood coverage extended for six (6) months from the time of donation for themselves and their dependents. Any person who qualifies for this free Red Cross blood coverage who is hospitalized or will be hospitalized out of this county should contact or have their family contact the local Red Cross Chapter as soon as possible for a letter authorizing free blood coverage, with the Blood Bank or Hospital where the person is hospitalized, if the Blood Bank or Hospital participates with Red Cross through the National Blood Association.

3. Provides and maintains a County Disaster Preparedness and Relief program. When five (5) families or more are involved, it provides emergency assistance, i.e., food, clothing, shelter, medical and nursing assistance to all in need. This is a mandatory program for all Red Cross Chapters. The disaster program combines emergency assistance with recovery aid for all persons without adequate resources. ALL RED CROSS DISASTER ASSISTANCE GIVEN IS AN OUT-RIGHT GIFT.

Counseling and referral service is provided to all residents of Okaloosa County and to transients passing through.

Chapter worker is on 24 hour call to service emergencies.

9715 Woodland Ridge Drive
Temple Terrace, Florida 33637
September 23, 1995

Rae Williams
Post Office Box 8
Valparaiso, Florida 32580

Dear Rae,

Here is the information that I think you want. I personally think that the consolidation is a good idea especially with the unit of authority being at Eglin. This puts pressure on the National Headquarters to take a more realistic look at the funding base of the local economy instead of putting pressure on a local chapter to try to get blood out of a turnip.

I called Bud Smith this morning because I know he has pictures of the Chapter house and some old pictures of Eva. He also has a picture of the Eva Scott memorial. He said the only writing on it was 'Eva M. Scott Memorial Building'. I remember that it was engraved on a pink marble plaque that was mounted on a brick stand. I do not remember the name of the man that did the brick work of the stand but he did not charge us anything. The garden around the memorial was in the shape of a cross and we planted azaleas in each square. You will be able to tell by the pictures. He said he was going to call you today and make arrangements to get the pictures and any other information out to you. I think it is wonderful that you are reconstructing the history and the memorial! There *was* a notebook that included pictures that I spent hours putting together with all the historical information - who knows where it ended up!

Donna Woodward told me that they 'lost' the disaster plan that Bruce worked so long and hard on. That was quite a detailed plan and had everything so organized, it's too bad because it is hard to reinvent the wheel....and it's been so long I do not remember the details of it. The most important piece was the agreement between the different agencies (the Red Cross; the School Board; the County nurses, Peggy Collins; the Sheriff's Department; the EMS; the Salvation Army; and the Ham Radio folks; etc.) and a list of their individual responsibilities. The recall roster was updated every year, the shelters visited and if needed the shelter boxes were replenished with forms, pencils, blood pressure cuffs, first aid items, etc. There was an annual meeting with the disaster team at each school in addition to the County Disaster meeting that was the ideal place and time to resign the Disaster Agreement since all the agencies were present. An excellent resource for this type of disaster plan reconstruction might be C.F. Reynolds who is now at OWCC in charge of dual enrollment. He used to be the shelter manager at Fort Walton Beach High School years ago. He was very organized and he knows the school system, as the previous Assistant School Superintendent, plus he was on the Red Cross Board of Directors and very familiar with Red Cross policy. He would be a fountain of wisdom in this area if he were agreeable to help.

It was so good catching up with you yesterday. I hope this information helps. I will see you in a couple of weeks.

Love,

Joey

POINTS OF CONSIDERATION

ADVANTAGES OF ONE UNIT OF AUTHORITY:

1. **STANDARDIZATION** - ALL 4 UNITS: (OKALOOSA, WALTON, HURLBURT AND EGLIN). WOULD MAINTAIN CONSISTENCY IN THE DELIVERY OF THEIR CASEWORK AND IN THE **COST OF CLASSES**.
2. **CONTROL** - INVENTORY
ACCOUNTABILITY OF ALL 4 UNITS
QUALITY OF SERVICE DELIVERY
ONE BOARD OF DIRECTORS TO INCLUDE REPRESENTATION FROM ALL 4 UNITS
3. **INFORMATION DISSEMINATION** - ALL VOLUNTEERS AND STAFF WOULD HAVE THE **SAME** INFORMATION FROM THE NATIONAL HEADQUARTERS AND FROM THE UNITED WAY
4. **FUND RAISING** - THE FUND RAISING EFFORT WOULD BE MORE ORGANIZED AND EFFICIENT IF ALL 4 UNITS WERE WORKING TOGETHER INSTEAD OF SEPARATELY.
5. **UNITY** - THERE WOULD BE A MORE UNITED, COOPERATIVE SENSE OF WORKING TOGETHER RATHER THAN SEPARATE UNITS COMPETING AGAINST EACH OTHER.

ISSUES TO BE ADDRESSED:

1. **DISASTER PLAN** - INCLUDE ALL UNITS OF RED CROSS
COORDINATE VOLUNTEER AND RESOURCES (FEDERAL, STATE, COUNTY, MILITARY, & LOCAL).
2. **FUND RAISING** - SINCE THE MILITARY SECTOR HAS IN THE PAST BEEN DEPENDENT ON THE NATIONAL FUNDING BASE, A CONSCIENTIOUS EFFORT WOULD NEED TO BE MADE IN ORDER TO EDUCATE ALL OF THE VOLUNTEERS AND THE CLIENTS OF THE FUNDING BASE.

THE CHAPTERS ARE RESPONSIBLE FOR RAISING FUNDS IN ORDER TO OPERATE. THEIR REVENUE BASE INCLUDES THEIR UNITED WAY ALLOCATION, ANY FUND RAISERS THAT THEY CONDUCT (IN LINE WITH UNITED WAY GUIDELINES), AND THE MONEYS THEY COLLECT FROM COST RECOVERY (CHARGES FOR CLASSES AND RESALE).

THEIR REVENUE BASE COVERS THEIR OWN OPERATING EXPENSES AND THEIR FAIR SHARE. THIS FAIR SHARE IS THEIR QUOTA TO BE SENT TO NATIONAL HEADQUARTERS. THE COLLECTIVE FAIR SHARE FROM THE CHAPTERS IS USED TO FUND DISASTER OPERATIONS, NATIONAL STAFF AND OPERATIONS, AND THE MILITARY INSTALLATIONS. THE FAIR SHARE IS CALCULATED BY THREE FACTORS. ONE OF THE MOST SIGNIFICANT FACTORS IS THE MEAN INCOME OF THE POPULATION SERVED IN THEIR JURISDICTION. IN OKALOOSA COUNTY THIS INCLUDES THE MILITARY INSTALLATIONS YET THE MILITARY INSTALLATIONS HAVE TRADITIONALLY BEEN OFF-LIMITS FOR FUND RAISING EVENTS BY THE LOCAL CHAPTERS.

IN THE CASE OF OKALOOSA COUNTY, THE FAIR SHARE PERCENTAGE IS SIGNIFICANTLY INCREASED BECAUSE OF THE MEAN INCOME OF THE MILITARY PERSONNEL YET THEY CANNOT APPROACH THE MILITARY FOR DONATIONS. THIS HAS PLACED A TREMENDOUS BURDEN ON THE CHAPTER BECAUSE THE NATIONAL HEADQUARTERS WOULD NOT TAKE THIS FACTOR INTO CONSIDERATION AND THE LOCAL MEAN INCOME IS MUCH LESS THAN THE MEAN INCOME OF THE MILITARY PERSONNEL. THE MILITARY RED CROSS VOLUNTEERS WERE EXTREMELY INSENSITIVE TO THIS ISSUE BECAUSE THEIR MIND SET WAS THAT THEIR OPERATIONS WERE FUNDED BY THE NATIONAL HEADQUARTERS (AN UNLIMITED FUNDING SOURCE OR AT THE VERY LEAST, FUNDS TO CONSISTENTLY COVER THEIR OPERATIONS.)

MANY FOUGHT THE IDEA OF COST RECOVERY BECAUSE AFTER ALL, THE NATIONAL HEADQUARTERS HAD THE MONEY TO OFFER THESE CLASSES AND TRADITIONALLY THE RED CROSS NEVER CHARGED FOR ANY OF THEIR SERVICES. THEY WERE NOT AWARE, NOR DID THEY CARE, WHERE THE NATIONAL FUNDING BASE **ORIGINATED**. THIS WAS AN ESPECIALLY SENSITIVE ISSUE SINCE THE D.O.D. WAS CUTTING BACK ON MANY OF THEIR PREVIOUS BENEFITS AND NOW RED CROSS WAS GOING TO CHARGE FOR THEIR SERVICES???!?

POSSIBLE

SOLUTIONS: AT THE MONTHLY INPROCESSING ORIENTATION FOR ALL NEW INCOMING MILITARY PERSONNEL AT BOTH MILITARY INSTALLATIONS, PRESENT NOT ONLY THE RED CROSS SERVICES AVAILABLE BUT ALSO INCLUDE A BRIEF SYNOPSIS OF THE FUNDING BASE OF RED CROSS AND WHY IT IS SO IMPORTANT TO SUPPORT THE AGENCY THAT CONSISTENTLY PROVIDES CASEWORK SERVICES TO THE MILITARY PERSONNEL **STRESS DESIGNATED DONATIONS** TO THE LOCAL RED CROSS THROUGH UNITED WAY AND THE CFC!!!

EDUCATE ALL RED CROSS VOLUNTEERS ON THE FUNDING BASE AND REQUEST THEIR ASSISTANCE IN EDUCATING THE PUBLIC AND THE CLIENTS WHOM THEY SERVE.

SOLICIT THE HELP OF THE UNITED WAY IN ORDER TO SOMEHOW HELP PRESENT THE RED CROSS STORY DURING THE CFC (COMBINED FEDERAL CAMPAIGN) SINCE THEY WORK IN PARTNERSHIP WITH THE MILITARY COMMAND DURING THIS FUND RAISING EFFORT.

RECRUIT KNOWLEDGEABLE RED CROSS VOLUNTEERS TO SERVE ON THE UNITED WAY BOARD, ESPECIALLY THE ALLOCATION COMMITTEE SO THAT RED CROSS INTERESTS ARE BEST CONSIDERED AND SERVED.

NEW BLOOD FOR THE RED CROSS
IMPROVING PUBLIC POSITION

New Blood for the Red Cross: Improving Public Position

Background of study

We interviewed Red Cross volunteers at random, the local RC chapter's executive director, officials of similar emergency/enabling agencies and members of the general public, about 50 individuals in all. We did not interview all individuals suggested by the chapter director, as the purpose of the study was to formulate suggestions for improving the chapter's public position and not analyze management techniques.

However, we did analyze management to the extent necessary for suggesting ways in which the director could make more time for the public relations efforts required to secure higher community visibility.

We also studied two videotapes supplied by the local chapter on the responsibilities of board members and the rewards of volunteerism. From sources interviewed on those tapes we were able to contact another five individuals around the country for information on what makes an ideal or model chapter.

Research additionally entailed perusal of current periodicals and films on marketing techniques pertinent to charitable and/or enabling agencies.

The problems:

Funding is perceived by the chapter director as the major difficulty confronting the local RC chapter. But, as with most organizations whose incomes depend on donations, the root problem is public perception. Without an excellent public image, funding always will be a problem, far more of a problem than is necessary.

This is financially a crucial year for the Red Cross. The chapter will be forced to assume greater responsibility for funding due to intensified demands on Okaloosa County's United Way, the RC's primary funding source. The Red Cross will be expected to improve public relations to assist United Way in meeting the umbrella organization's monetary objective, as well as to strengthen its own position in the community.

A key point Red Cross/Emerald Coast must convey to the public is that the local chapter needs money to serve local needs. Most people assume that as a national organization, the RC chapter is funded nationally rather than the other way around. Compounding this problem in a military community

is that due to RC's presense on base, military personnel assume the organization is funded by the federal government. People additionally presume that as a United Way agency, RC financial needs are fully covered.

A serious image problem dates back to World War II. Nearly everyone with whom we spoke who was not directly connected with the Red Cross (some 35 individuals) regurgitated tales about RC personnel selling coffee and donuts on the battlefields during World War II and profiteering with donated cigarettes similar to black marketers. The RC has perfectly credible explanations for these unfortunate stories, but they still pervade, particularly among retired military. They do not ennoble the organization.

A factor in the local chapter's problematic public profile is the split personality characteristic of the national organization. Videos on volunteerism are stilted, self-serving and one-sided with the only testimonials on the organization's behalf delivered by members of the organization, salaried and volunteer. The scenes are reminiscent of tea time with the Junior League and Harvard Club. In startling contrast is the Red Cross Course Catalogue, an upbeat, highly colorful, graphically excellent, informative piece of commercial journalism. This contrast suggests contradiction of purpose and probably is partially to blame for the local director's hesitation to recommend changes to national headquarters. Many of our suggestions to the director in interview elicited the response that such had been made to national headquarters only to be quashed.

For whatever reason, the director admits feeling intimidated by national, which, added to other influences, culminates in an attitude of "We're doing all we can under the circumstances." Until that attitude changes, little effort can be made to promulgate the Red Cross as a more substantive pillar of the community than it currently is perceived.

The major obstacle to improved public relations is lack of a person to supervise the campaign. The director, the logical choice, does not believe she has the time to undertake such effort. Volunteers can provide assistance, but only in rare circumstances succeed as directors of such sophisticated ventures. Either they lack the background and skills required for marketing campaigns or cannot devote the necessary time without jeopardising their own professional considerations. Frequently it is a combination of the two that makes volunteer public relations riskier than a horse race.

Recommendations

1. Develop a Big-People Network. People give to people, not to causes. It's the same axiom as the one governing politics: Big people give to other big people believed to exert influence. This network operates finger-in-ring with an aggressive volunteer force and unrelenting public relations program. Each faction feeds the image and the image convinces and reconvinces the Big People they need the Red Cross for their own gain as much as the RC needs them.

The RC board already contains this element, but their combined energy - synergy, if you will - is not focused as directly as it could be. Either the director should take a more active role in supervising those directors willing to work or one of the board members should be appointed to coordinate them in a type of "A-Team," a "Super Board" with set objectives and dates for enhancing the organization's image. This "A-Team" could bring in volunteer consultants, selected from the community's creme de la creme of marketing and public relations specialists, but additions to the group should be considered cautiously. Major projects tend to be accomplished more efficiently and effectively with small groups, as opposed to large committees.

2. Review the process for selecting board members and appoint in the future only those individuals with demonstrated success for getting positive things done and sincere interest in the Red Cross, as well as a "Mover and Shaker" reputation.

3. Make serving on the board a prestige appointment, something people will strive for rather than merely accepting to fill in a line on the executive resume. Announce appointments to the board by calling a news conference or staging another type of attention-getting activity. Have an artist design a board of director's service certificate unique to the Emerald Coast chapter. Give this certificate only to those directors who truly contribute to the organization. Sponsor a contest for the certificate design, giving the chapter additional exposure and ensuring excellence of artwork.

4. Secure funding from a benefactor for a special series of ads featuring soldiers on World War II battlefields and headings that say something to the effect of: "... So you still think we cheated the GIs out of donuts and smokes ..." Then explain the circumstances of the stereotypes, go into today's Red Cross and end with a pitch for involvement.

5. Help the director rearrange priorities and gain more time for public representation of the agency. Time now taken by case work, an average 60 cases a month, can be freed by turning the responsibility over to volunteers. Two volunteers now are trained for case work (emergency communications between military personnel and their families) and can be used as teachers to expand this part of the work force as needed. Along with this, reevaluate all of the director's responsibilities with the objective of reassigning as many as possible to volunteers, thus freeing her to represent the organization and enhance its public profile. It might prove beneficial to set quotas and/or goals for the director.

6. Despite the chapter director's belief that national headquarters is resistant to change, a national director said on video that the organization needs to be always on the cutting edge. Take national up on the challenge and suggest changes in local chapter policy, such as letting Eglin take over all case work, thus freeing the civilian chapter for its public profile improvement campaign. The local director said she once proposed the same change to national which found the suggestion "inconceivable." Now that national is on record as susceptible to change, this is the time to approach headquarters again.

7. Strengthening health services would broaden RC's reputation throughout the community. These services touch people directly by fulfilling their needs and subsequently will broaden RC's support base. Another axiom applicable here is "People give to people (themselves), not to causes."

8. Use national's photos and graphics from the catalogue and other RC publications to design local public service announcements and ads on available courses. Get media commitments to publicize the courses according to a quarterly or annual schedule, with, for example, the sailing instruction emphasized May through September, first aid underscored during the holiday season, and so forth. Members of the local media will be grateful for the professional graphics and RC will begin developing a reputation as an all-around lifeline as well as a bloodline.

9. Do not miss any more opportunities to tell your story. Every time the local chapter is called on to assist in an emergency anywhere in the world, call the media and send out a news release. Such efforts might result in only one line in a long story or lengthy broadcast - or maybe nothing at all - but the total of consistent media contact eventually will be far greater than the sum of the times you tried for publicity.

10. Publicize the blood donors individually and the companies sponsoring the collections. Determine which of the smaller publications in the area will publish this information. If no one is willing to publish all the names, work out a compromise, such as publishing "quart clubbers" or "gallon guys and gals" and the firms or organizations they represent.
11. Begin a Volunteer of the Month program and submit the name with a brief biography to the local secondary media.
12. Develop a Red Cross page in the two local business journals with texts showing how the organization can enhance corporate images.
13. Arrange with the Hurlburt Commando and Eglin Eagle (assuming RC/Emerald Coast maintains a presence on base) to soften statistical accounts of case work with personality/family profiles. Protect the identities of those helped, but use the information, possibly as composites, to humanize the organization. Ask that whenever military publications mention the Red Cross they include the statement it is not a federally funded organization, but a local United Way agency.
14. Develop an agenda to speak before the top 50 (at least) employers in Okaloosa County by year's end. Implore them to support the organization by holding RC classes and give them incentives for doing so. Synopses of these speeches can be reprinted on the business journal pages. The director, carefully chosen board members and/or volunteer consultants could share this responsibility. The point is, don't let a week pass that some important group is not reminded the Red Cross is vital.
15. Develop an agenda to speak in schools on the personal rewards of being a volunteer consultant. Emphasize the professional contacts, communication skills and managerial expertise that can be gleaned from working as a volunteer. Use this same approach to recruit young managers and executives from such groups as chamber of commerce leadership trainees.
16. Recruit for courses among the Scout troops whose members love earning badges. In cooperation with the executive directors in Scouting, provide incentives, such as reduced costs and special certificates of completion.
17. Spend money to make money. Offer courses other than disaster free, just for good will and to let corporations outside the RC family see their benefit. Aggressively approach companies; don't wait for them to come to

the chapter.

18. The most important suggestion is "Let the People Tell Your Story." Don't publicize testimonials by RC staff and volunteers - promote the organization through first-person accounts from people using the service. A third and final axiom - "People Relate to People, not to causes." Keep the Red Cross, Emerald Coast Chapter in the limelight all the time and do it through the people, whom national calls the "customers." It is as good a word as any and, after all, the most effective form of advertising still is word of mouth. What the RC must remember to consistently and aggressively do is to keep the mouths wagging.

ACKNOWLEDGEMENTS

Many people contributed to this Strategic Planning Study. At the risk of unintentionally leaving out someone who helped, the contribution of the following is gratefully acknowledged:

Eglin AFB	Mr. Bob Arnold and Ms. Bernisha Bridges
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Westwood Retirement Community	Mr. Phil Huie
Former Red Cross Chapter Manager	Ms. Joey Paldino
Current Red Cross Staff and Volunteers	Mr. Jim Welton
.	General Doug Smith
.	Ms. Zoe Maze
.	Mr. Doug Wells
.	Mr. Dick Sanders
.	Ms. Liz Potter
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.	Hon. Bob Behr
.	Mr. Fred Holub
.	Mr. Lee Kean
.	Gen. Bill Maxson
.	Ms. Jane Meigs
.	Ms. Annette Register
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