



Unit 2: Setting a Program Vision

CERT Program Manager



FEMA





Unit Objectives



- At the conclusion of this unit, participants will be able to use strategic planning to define the mission and goals for a local CERT program:
 - Explain why a CERT program must have clearly defined goals and objectives
 - Establish draft goals and objectives for a CERT program



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Unit Topics



- The importance of setting goals
- What are program goals and objectives
- The goal setting process



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Importance of Goal Setting

- Every CERT program is different
 - No specific model in this course
- Every program must have a vision
 - Program goal describes that vision
 - Program goal is the starting point to measure progress against



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Exercise



Brainstorm Program Goals



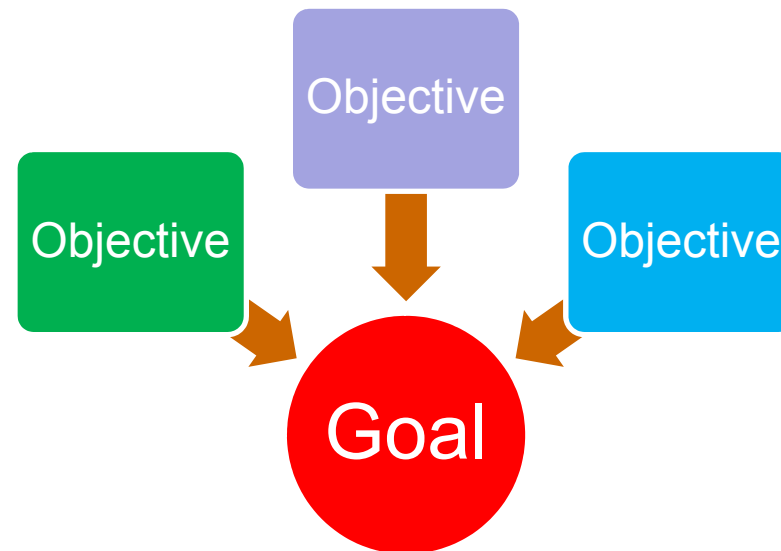
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Goals and Objectives



- Every program needs goal and objectives
 - Goal = program purpose
 - Objectives = specific activities to accomplish goal





Program Goal



- Also called mission statement
- Clear and succinct statement about program's purpose for existence
- **What** you will provide **to whom** and **where**

“The Anywhere CERT Program will assume management of disaster relief operations in the neighborhoods of CERT members until professional responders arrive.”



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Program Objective



- Describes what you will do to accomplish goal
- Effective objectives are SMART
 - Simple
 - Measurable
 - Achievable
 - Realistic
 - Timely

“Provide two *CERT Basic Training* courses each calendar year.”



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Exercise



Identify Goals and Objectives



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Exercise



Evaluate Objectives



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Goal Setting Process



- How to set program goals



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5 Goal Setting Steps



1. Identify community and sponsor needs
2. Develop draft goal and objectives
3. Test goal/objectives with sponsors and stakeholders
4. Periodically evaluate
 - a. Progress toward achieving objectives
 - b. Appropriateness of objectives
5. Develop new goal/objectives as needed



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Iterative Process



- Periodically CERT program must re-assess its goal/objectives
 - To keep in alignment with community needs
- Go back to Step 1 and repeat process
- Program goal probably will not change
- Specific objectives should be reviewed regularly and updated as needed



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#1: Identify Needs



- All program goal/objectives are local
- Program goal/objectives must be developed by local program
 - This is entity that will be implementing them
- Program goal/objectives must respond to needs of community



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What Do You Think?



- How can you find out what your community's needs are?



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Community Needs



- When you ask about your community's needs, what do you want to find out?
 - What hazards are possible in community?
 - What is emergency management system in community? Who are players?
 - Have there been other community-based public safety efforts? How successful?
 - Have some homeowners and businesses implemented preparedness measures?
 - What support is there for CERT?



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People to Talk With



- Whom do you need to talk with to find out what needs the community has?
 - Fire department; law enforcement agency
 - Emergency manager
 - Neighborhood associations
 - Community leaders
 - Transportation department
 - Local college or university
 - Businesses prepared for emergencies



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Vision-Promotion Overlap

- Have to set program's vision and promote program at same time
 - You can't promote your program without having a program vision
 - You can't set the vision for your program without getting input from other people.
 - And people can't give you input without knowing about the program



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Educate about CERT



- What its purpose is
- How it has been used around country
- How it can be an asset to department, agency, or organization
- How it can be an asset to community



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#2: Develop Draft Goals

- One overall program goal
- Several objectives
 - Program decides how many to develop

Start
Small!



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#3: Test Goal/Objectives

- Get feedback on program goal/objectives from people you talked with during assessment
- Process accomplishes two things
 - If goal has missed mark, representatives will provide that feedback
 - It encourages buy-in
 - People who feel ownership of program will be stronger supporters



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Exercise



Draft Program Plan:

Develop Program Goal and Objectives



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#4: Evaluate Progress

- Periodically ask:
 - Is the program making progress toward the objective?
 - Is the objective still appropriate for the program?



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Strategic Planning



- How does a program review its own objectives?
 - Through strategic planning
 - Where organization is going over next year
 - How organization is going to get there
 - How organization will know if it got there
 - Strategic planning resources
 - Online
 - Get help from local resource



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Two Tools



- Questions to Get You Started
- SWOT Analysis
 - **S**trengths, **W**eaknesses, **O**pportunities, **T**hreats
 - Process
 - Identify an opportunity
 - Identify internal and external factors that are helpful or harmful to making opportunity a reality



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#5: Develop New Goals

- CERT program changes as community needs change
- Update goals to reflect changes
- Repeat full goal setting process



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Unit Summary



- Goals important to all programs, ongoing and new
 - Overall program goal
 - Specific objectives
- Use 5-step goal setting process



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