



Agenda Item #: _____

Staff Report

City of Manhattan Beach

TO: Honorable Mayor Cohen and Members of the City Council

THROUGH: Geoff Dolan, City Manager

FROM: Scott Ferguson, Fire Chief
Frank Chiella, Battalion Chief

DATE: November 17, 2009

SUBJECT: Presentation of the Community Emergency Response Team (CERT) Strategic Plan

RECOMMENDATION:

Staff recommends that the City Council receive and file the attached CERT Strategic Plan and accept a presentation by CERT representatives.

FISCAL IMPACT:

There is no fiscal impact associated with the recommended action.

BACKGROUND:

It is anticipated that a major disaster such as a severe earthquake will overwhelm fire, police and public works. Across the nation, as a part of the Department of Homeland Security's Citizen Corps, citizens are partnering with government agencies to create Community Emergency Response Teams (CERT) to provide support when needed. The Manhattan Beach Fire Department recognized the important role which CERT could play in our City and began offering CERT classes in 2003.

The Manhattan Beach CERT Association (MBCERTA) was incorporated in 2008 as a non-profit organization to help improve the effectiveness of CERT training and move CERT out of the classroom and into the community. MBCERTA, in collaboration with the MBFD, has greatly accelerated the rate of CERT training and performed other activities to support the MBFD and the City of Manhattan Beach.

DISCUSSION

This inaugural Strategic Plan was created to build on MBCERTA's success and to provide increased value in serving the City and our residents. It establishes the framework and objectives for MBCERTA activities from October 2009 through December 2012.

Attachments: A. CERT Strategic Plan PowerPoint Presentation
B. CERT Strategic Plan 2010-2012

ATTACHMENT A

MANHATTAN BEACH



ASSOCIATION

"Citizens Helping Neighbors, and Our City"

**Manhattan Beach City Council
MBCERTA Strategic Plan
November 17, 2009**

Agenda



-
- **Community Emergency Response Teams**
 - **MBCERTA Vision / Mission**
 - **Strategic Planning**
 - **MBCERTA Strategic Initiatives**
 - **Annual Goal Setting**
 - **Recent Accomplishments**
 - **Strengthening The Partnership**
 - **Summary**

Who is CERT?



We Are . . .
Business Owners,
Housewives, Lawyers,
Engineers, Managers,
Doctors, Nurses,
Retirees, Civic Leaders



We are the Community. . .

Why CERT?



One Primary Objective:

Reduce the Immediate Need for Fire / EMS First Responders During an Emergency or Disaster

- Accomplished by Training the Community (CERT members) to:
 - Take Care of Themselves
 - Take Care of Family (Including Pets)
 - Take Care of / Assist Neighbors & Community

What is CERT?



*CERT is part of
DHS / FEMA
Citizen Corps in
All 50 States*

*CERT is in
Manhattan Beach
Emergency
Operations Plan*

MBCERTA and MBFD Partner to Provide CERT Capability

MBCERTA Vision / Mission



Vision: To be a deployable resource to assist the City of Manhattan Beach, California in the event of an emergency or disaster.



Mission: The Manhattan Beach Community Emergency Response Team Association (MBCERTA) is an **all-volunteer**, non-profit organization created to enhance **disaster preparedness** and **emergency response** for the **citizens** of Manhattan Beach. We accomplish this through participation in **community awareness** events, various **training** programs and **drills** and providing **volunteer support** to the **Manhattan Beach Fire** and Police Departments when a disaster strikes or **upon activation** by the Manhattan Beach Fire or Police Departments **in the event of an emergency.**

Strategy Drives Planning



MBCERTA Strategic Initiatives



To Better Serve Our Community, MBCERTA Has Established These Strategic Initiatives for 2010-2012

1

Activate and mobilize in a disaster or emergency

2

Train to assure readiness

3

Communicate effectively during a disaster or emergency

4

Enhance community outreach

5

Ensure financial viability

6

Measure successes

MBCERTA Strategic Initiatives



1

Activate and mobilize in a disaster or emergency



We must be ready to deploy when disaster strikes



MBCERTA Strategic Initiatives



Train to assure readiness

To effectively deploy in an emergency or serve the City at a community event, MBCERTA must have a critical mass of CERT-trained members who refresh and increase their skills and proficiency



Train to assure readiness



MBCERTA Strategic Initiatives



Communicate effectively during a disaster or emergency

Emergency communications and interoperability are essential to successful deployment during a disaster or emergency



MBCERTA Strategic Initiatives



4

Enhance community outreach
We will expand our contribution to our community through service at community events and collaboration with City and community agencies and organizations

MBCERTA Strategic Initiatives

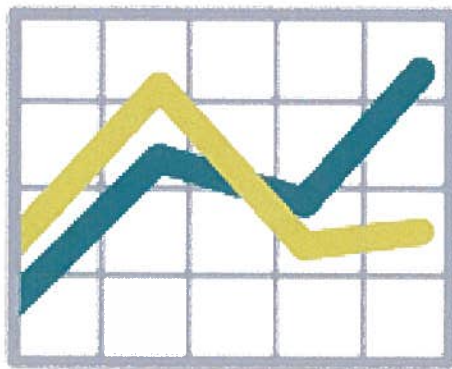


We must have financial resources and stability to be successful



Ensure financial viability

MBCERTA Strategic Initiatives



*We must measure results
and continuously improve*



Measure successes

Strategic Plan Drives Annual Goal Setting



Strategic Plan

Activate and mobilize in a disaster or emergency

- ◆ Provide capability to activate and deploy MBCERTA members
- ◆ **Provide capability to mobilize and deploy disaster/emergency supplies**
- ◆ Hold readiness exercise at least annually



Sample Flowdown:

Initiatives



Objectives



2010 Goals

2010 Goal	By	AOP
Develop/implement equipment maintenance schedule & equipment inventory	Q1	
Strategically locate vehicles in the 4 quadrants of the City	Q2	

“What Have We Done For You Lately?”



- Doubled Membership Since July 08
 - Double Again In 3 Years → 1% of Manhattan Beach Trained
- Activated Members for “Great Shakeout”
 - First Time Ever in 2008
 - 2009 at Senior Villas
- Participated in Hometown, Fair, Concert in the Park
- Provided First Aid Support, Activated by MBFD
 - 2009 Grand Prix Bike Race, Concert in the Park, 10K Run
 - “On Alert” for 6-Man/6-Woman Tournament



Strengthening the Partnership



- CERT Activation for First Aid Frees Up Paramedics for Incidents Requiring Their Expertise
 - Facilitates and Reinforces Training and CERT Readiness
- Joint Training, Drills and Exercises Strengthen Working Relationships for More Effective Response to Real Events
- Two MBCERTA Members Certified as Trainers
 - MBFD Will Continue to Oversee and Actively Participate in CERT Training
- Partnering to Increase Emergency Capability



Teaming NOW to be Ready When Disaster Calls

Summary



- Community Emergency Response Teams Are Important and Vital to Disaster Preparedness
- MBCERTA and MBFD Partner to Provide CERT for Manhattan Beach
- MBCERTA's 2010-12 Strategic Plan and 2010 AOP Help Us to be Ready to Serve Our City in an Emergency
- Please Join Us At Our Next Class!
- Thank You For Your Continued Support!



www.mbcerta.org

Email: info@mbcerta.org

310-802-5233

"Citizens Helping Neighbors, and Our City"

ATTACHMENT B



Strategic Plan 2010-2012 October 2009

Vision

To be a deployable resource to assist the City of Manhattan Beach, California in the event of an emergency or disaster.



Mission



MBCERTA is an all-volunteer, non-profit organization created to enhance disaster preparedness and emergency response for the Citizens of Manhattan Beach. We accomplish this through participation in community awareness events, various training programs and drills and providing volunteer support to the Manhattan Beach Fire and Police Departments when a disaster strikes or upon activation by the Manhattan Beach Fire or Police Departments in the event of an emergency.

EXECUTIVE SUMMARY

CERT Overview

A major disaster such as a severe earthquake will overwhelm fire, police, and public works. Across the nation, as part of the Department of Homeland Security's Citizen Corps, citizens are partnering with government agencies to create Community Emergency Response Teams (CERT) to provide support when needed. The Manhattan Beach Fire Department recognized the important role which CERT could play in our City and began offering CERT classes in 2003.

It is clearly a need for any community to have well trained citizens, such as the CERT volunteers, to assist in the early stages of a disaster while outside Fire, Police and other resources are called. CERT is a volunteer organization of trained citizens who will help themselves and their neighbors during emergencies, when public safety employees are overwhelmed during a major emergency, and cannot respond to all the calls for help.

-- Source: City of Manhattan Beach Fire Department website

Manhattan Beach CERT Association

The Manhattan Beach CERT Association (MBCERTA) was incorporated in 2008 as a non-profit organization to help improve the effectiveness of the CERT training and move CERT out of the classroom and into the community. MBCERTA, in collaboration with the MBFD, has greatly accelerated the rate of CERT training and performed other activities, such as providing first aid, to support the Fire Department and the City of Manhattan Beach. CERT, the government agencies associated with it, MBCERTA and its role in the City are described further in Appendix A below.

Strategic Planning

This inaugural Strategic Plan was created to build on MBCERTA's success and to provide increased value in serving the City and our residents. It establishes the framework and objectives for MBCERTA activities from October 2009 through December 2012. MBCERTA's vision to be a deployable resource to assist the City in a disaster, and its mission to enhance disaster preparedness and emergency response for our citizens, drive the strategy. The strategy will serve as the master plan for the organization for the next three (3) years and provide a framework for goal setting, decision-making and development of annual operating plans.

MBCERTA used a formal strategic planning process which culminated in establishing six (6) Strategic Initiatives. For each Initiative, Strategic Objectives are set as the actions we will take over the next three (3) years to achieve the initiative. These Initiatives with their supporting objectives comprise the strategy we will employ to achieve our vision/mission. MBCERTA also established four (4) Core Values which will guide our actions.

To be successful we must hold ourselves accountable for implementing the strategy. An overview of the Implementation Plan is provided below, with additional details in Appendix B.

STRATEGIC INITIATIVES

To better serve our community, MBCERTA establishes these Strategic Initiatives:

- 1 Activate and mobilize in a disaster or emergency**
- 2 Train to assure readiness**
- 3 Communicate effectively during a disaster or emergency**
- 4 Enhance community outreach**
- 5 Ensure financial viability**
- 6 Measure successes**

STRATEGIC INITIATIVE 1

Activate and mobilize in a disaster or emergency

We must be ready to deploy when disaster strikes



The following objectives will be met to accomplish Strategic Initiative 1:

- ◆ Provide capability to activate and deploy MBCERTA members
 - Create an Activation Plan which describes activation, mobilization, deployment and communications when MBCERTA is activated
 - Develop a set of Deployment Forms to facilitate the effective deployment of MBCERTA members and document their activities
 - Ensure that MBCERTA members are clearly identified with badges and other identification
 - Enhance the Manhattan Beach CERT training to include the Activation Plan and Deployment Forms
- ◆ Provide capability to mobilize and deploy disaster/emergency supplies
 - Provision MBCERTA vehicles with equipment and supplies including generators, rescue equipment and tools, first aid supplies, shelters, fire extinguishers, and other equipment
 - Strategically locate the vehicles in the 4 quadrants of the City
 - Develop and implement an equipment maintenance schedule and equipment inventory
- ◆ Explore alternate means of transportation during emergency operations
- ◆ Develop and implement plan for integration and interoperability with MBFD and MBPD in an emergency situation, including location of the CERT Incident Command Center
- ◆ Develop capability to address seniors, residents' special needs and pets
- ◆ Hold a readiness exercise at least annually

STRATEGIC INITIATIVE 2

Train to assure readiness

To effectively deploy in an emergency or serve the City at a community event, MBCERTA must have a critical mass of CERT-trained members who refresh and increase their skills and proficiency



The following objectives will be met to accomplish Strategic Initiative 2:

- ◆ Double the number of Manhattan Beach CERT graduates within 3 years, to ensure at least 1% of Manhattan Beach residents are CERT-trained
 - In partnership with MBFD, hold CERT classes to train at least 70 people per year
 - Recruit additional CERT students through participation in community events and outreach to community and faith-based organizations, service clubs, PTAs, and local businesses
- ◆ Provide ongoing training for MBCERTA members
 - Provide at least 1 refresher training opportunity per year
 - Provide information on additional training from other entities and groups, both classroom and on-line
- ◆ Build on MBCERTA member skills and interests to enhance readiness capability
 - Develop a key skills inventory of MBCERTA membership
 - Develop specialized teams in areas of interest and need (first aid, search and rescue, communications, etc.) for additional training and emergency deployment
- ◆ Increase membership participation in activities by at least 10% each year compared to the previous year
- ◆ Participate in at least one (1) readiness drill per year
- ◆ Keep MBCERTA membership informed of activities and opportunities through a calendar, website and quarterly newsletter
- ◆ Publicize MBCERTA successes and opportunities in local newspapers and other media

STRATEGIC INITIATIVE 3

Communicate effectively during a disaster or emergency

Emergency communications and interoperability are essential to successful deployment during a disaster or emergency



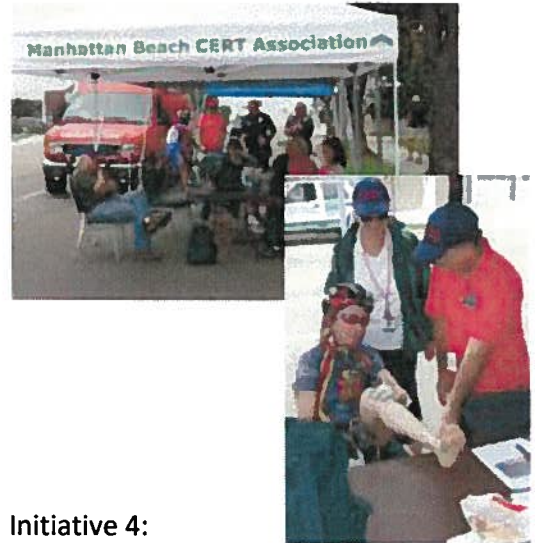
The following objectives will be met to accomplish Strategic Initiative 3:

- ◆ Develop/improve and document methods to activate MBCERTA in an emergency situation where communications may be severely limited
- ◆ Develop/improve and document methods and alternate methods to communicate, including equipment, frequencies, and additional requirements:
 - Within and between Area teams and sub-teams and the Area Incident Command Centers (AICCs)
 - Between AICCs and CERT Incident Command Center/MBFD/EOC
- ◆ Integrate utilization of existing equipment and identify needs for additional equipment, training and skills
- ◆ Perform readiness check at least annually

STRATEGIC INITIATIVE 4

Enhance community outreach

We will expand our contribution to our community through service at community events and collaboration with City and community agencies and organizations



The following objectives will be met to accomplish Strategic Initiative 4:

- ◆ As part of MBFD action planning, stand “on alert” for activation during City-wide major events and activate upon command
- ◆ Participate in at least three (3) community events per year to increase MBCERTA and disaster preparedness awareness
- ◆ Provide CERT awareness presentations to MBFD shifts
- ◆ Create joint training opportunities with MBFD, other local CERT organizations, and other agencies/entities
- ◆ Build relationships and establish partnerships and alliances with other organizations and councils
- ◆ Integrate our activities with City and emergency preparedness agencies, including “Map Your Neighborhood”
- ◆ Develop relationships with entities such as Amateur Radio Emergency Services (ARES) and Disaster Communications Service (DCS) to improve emergency communications

STRATEGIC INITIATIVE 5

Ensure financial viability

We must have financial resources and stability to be successful



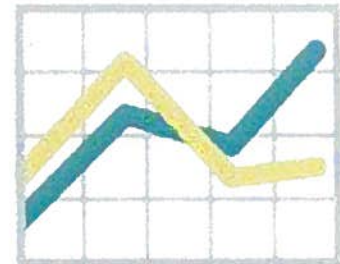
The following objectives will be met to accomplish Strategic Initiative 5:

- ◆ Develop an annual operating budget
- ◆ Establish and meet fundraising goals
- ◆ Pursue at least 2 grants

STRATEGIC INITIATIVE 6

Measure successes

We must measure results and continuously improve



The following objectives will be met to accomplish Strategic Initiative 6:

- ◆ Develop and implement a measurement system for CERT effectiveness
- ◆ Perform “How are we doing?” survey
- ◆ Write a CERT annual report to include evaluation of how we did

CORE VALUES

To guide our actions, MBCERTA establishes these Core Values:

Service: We donate our time to actively serve and improve our community, as citizens helping neighbors and our City.

Integrity & Respect: We treat the people we serve—our members, donors, and community—with integrity, respect, and professionalism.

Collaboration: We promote collaboration within the disaster preparedness community, knowing that we can achieve more for our City and its residents when we work together.

Stewardship: We accomplish our mission through the generosity of others and promote responsible stewardship of the resources entrusted to us.

IMPLEMENTATION PLAN

This inaugural three-year Strategic Plan establishes the framework and objectives for MBCERTA activities from October 2009 through December 2012. Detailed planning will be done on an annual basis and documented in an Annual Operating Plan (AOP), which will also include an operating budget. Appendix B contains a notional breakdown of tasks to be performed by year. This notional breakdown will be further refined in annual objective setting as part of AOP development. Progress will be reviewed at least quarterly by the Board of Directors. At the conclusion of each calendar year, an Annual Report will be written summarizing the accomplishments for the year, performance to plan against the AOP, and progress achieved toward these strategic initiatives and objectives. This report will be distributed to MBCERTA members, MBFD Leadership, Manhattan Beach City Council, sponsors and donors, and other interested parties.

The remainder of 2009 is a transition period to prepare for successful creation and implementation of the 2010 AOP. Focus will be to successfully continue ongoing activities, establish a baseline for improvement in future years, establish an operating budget, and to build the infrastructure necessary for future improvement and success. The first Annual Report, written at the conclusion of 2009, will contain accomplishments to date for MBCERTA.

This Strategic Plan is to be formally reviewed and updated in the third and fourth quarters of 2011, following the annual Board of Directors election in June and installation of new board members in July. Thereafter, it should be reviewed biannually. In the interim, if significant changes in the environment or assumptions occur, this plan should be updated accordingly as well as the corresponding AOP.

APPENDIX A

Appendix A contains information on:

- CERT Background and Government Agencies
- MBCERTA and its Role in the City
- Strategic Planning Process
- Strategic Assessments
 - Environment and Demographics
 - Resources
 - Strengths, Weaknesses, Opportunities and Threats
- References
- Acknowledgements

CERT BACKGROUND AND GOVERNMENT AGENCIES

A severe earthquake or other major disaster will overwhelm emergency services (fire, police, and public works). It may be hours or days after a catastrophic event before emergency personnel arrive. The idea to train community volunteers to assist emergency service personnel during large natural disasters began in 1985 when a group of Los Angeles City officials went to Japan to study its extensive earthquake preparedness plans. Neighborhood teams were trained in fire suppression, light search and rescue operations, first aid, or evacuation to alleviate potential devastation from a major earthquake. The City of Los Angeles Fire Department developed a similar training program for the United States which became the model for all subsequent Community Emergency Response Team (CERT) programs.



CERT is now part of the Citizen Corps, which is coordinated nationally by the Department of Homeland Security's Federal Emergency Management Agency. CERT training is currently being used in all 50 states as well as internationally. California's Secretary of Service and Volunteering includes the California Volunteers program which oversees the California Citizen Corps and CERT. CERT graduates are registered with the California Office of Emergency Services as Disaster Service Workers.

The Manhattan Beach Fire Department recognized the important role which CERT could play in the event of a disaster or emergency in our City and began offering CERT classes in 2003. The role and expectations are further explained on the department's website:

It is clearly a need for any community to have well trained citizens, such as the CERT volunteers, to assist in the early stages of a disaster while outside Fire, Police and other resources are called. CERT is a volunteer organization of trained citizens who will help themselves and their neighbors during emergencies, when public safety employees are overwhelmed during a major emergency, and cannot respond to all the calls for help. During a major emergency, when the CERT is activated, there will be a variety of jobs to be done. Safety of yourself and family is first, then the surrounding homes in your neighborhood and perhaps elsewhere in the City depending on needs and emergency workers available. Emergency Fire or Police personnel may be unable to respond to your neighborhood due to overwhelming calls for assistance for up to 72 hours. CERT members will assist their neighbors and community doing first aid, searching damaged buildings, hazard controls and routine things like keeping folks away from downed utility lines until help from the utility arrives.

-- Source: City of Manhattan Beach Fire Department website

MBCERTA AND ITS ROLE IN THE CITY

The Manhattan Beach CERT Association (MBCERTA) was established in 2008 to help improve the effectiveness of the CERT training and move CERT out of the classroom and into the community. MBCERTA is incorporated as an all-volunteer 501(c)(3) non-profit organization created to enhance disaster preparedness and emergency response for the citizens of Manhattan Beach. MBCERTA's website at www.mbcerta.org has additional information about the organization, including the By-Laws.

MBCERTA members are CERT graduates who live and/or work in the City. MBCERTA works in partnership with the MBFD to provide Manhattan Beach CERT classes. MBCERTA also provides refresher training for MBCERTA members, and other non-emergency training, drills and community participation. Since its inception MBCERTA, in collaboration with the MBFD, has greatly accelerated the rate of CERT training and performed other activities, such as providing first aid, to support the Fire Department and the City.

MBCERTA provides volunteer support to the Manhattan Beach Fire and Police Departments when a disaster strikes or upon activation by the Manhattan Beach Fire or Police Departments in the event of an emergency. MBCERTA members are registered by the MBFD with the California Office of Emergency Services as Disaster Service Workers. CERT is referenced in the City's Emergency Operations Plan. MBFD activates MBCERTA during a disaster or emergency in accordance with the Manhattan Beach CERT Activation Plan. Under the City of Manhattan Beach Emergency Services Ordinance No. 1259, CERT volunteers become part of the emergency organization of the City. In the Incident Command System, they report to the Fire Department.

STRATEGIC PLANNING PROCESS

To build on its success and provide increased value in serving the City and residents of Manhattan Beach, the MBCERTA Board of Directors (BOD) established a Strategic Planning Committee consisting of stakeholders from the Manhattan Beach Fire Department, the MBCERTA BOD, and MBCERTA membership. The formal process used to develop the plan included a strategic planning workshop and multiple planning committee meetings. During the workshop, the team discussed MBCERTA's vision, mission, and accomplishments in the context of a set of strategic questions designed to stimulate thinking about long-term strategic planning and how to chart a course for the future. The team also performed strategic assessments to determine the resources and strengths MBCERTA can bring to bear to execute a strategy, as well as weaknesses to be overcome.

MBCERTA's vision to be a deployable resource to assist the City in a disaster, and its mission to enhance disaster preparedness and emergency response for our citizens, drive the strategy. The strategy will serve as the master plan for the organization for the next three (3) years and provide a framework for goal setting, decision-making and development of annual operating plans.

The strategic planning process culminated in the establishment of six (6) Strategic Initiatives which directly support MBCERTA in achieving its mission. For each Strategic Initiative, Strategic Objectives are set as the actions we will take over three (3) years to work to achieve the initiative.

STRATEGIC ASSESSMENTS

Environment and Demographics

The City of Manhattan Beach is 19 miles southwest of Los Angeles and 3 miles south of Los Angeles International Airport. A beach city with 2 miles of coastline, it is located on the southerly end of Santa Monica Bay. The City is 3.88 square miles, with a population in the 2000 census of almost 34,000 in ~15,000 housing units. Elevations range from sea level to 245 above sea level; terrain is a combination of hills and flat areas. Neighboring cities include El Segundo to the north, Hawthorne to the east, Hermosa Beach to the south, and Redondo Beach to the east and south.



The City's 2008 Hazard Mitigation Plan identified four natural hazards which pose potential threats to the City: earthquakes, floods, landslides, and tsunamis, with earthquakes presenting the greatest potential impact. Additional background information can be found in the Hazard Mitigation Plan. To summarize, there is a high probability of a large magnitude earthquake in Southern California. Impact to the City will depend primarily on the magnitude and proximity to the epicenter, although the City could also sustain damage from a more distant earthquake such as Santa Monica experienced in the Northridge Earthquake.

Resources

MBCERTA currently has over 175 members who are CERT graduates and live and/or work in the City. Of these, 100 have been issued Family Radio Service (FRS) Radios for use in an emergency.

MBCERTA has 4 vehicles (3 trucks and 1 trailer) which have been outfitted with light rescue, first aid, and survival materials, including AEDs, generators, firefighting water pumps, rescue equipment and tools, first aid supplies, shelters, fire extinguishers, communications equipment, etc. Acquisition and outfitting of the vehicles were made possible by the generous donations of the City and our sponsors.

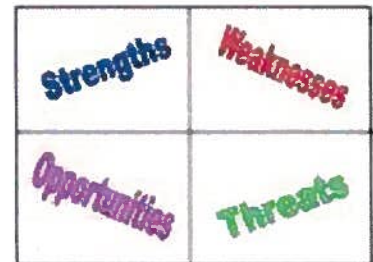
The latest list of sponsors is available on the website at www.mbcerta.org.



Strengths, Weaknesses, Opportunities and Threats

A situation assessment was performed to identify MBCERTA's Strengths, Weaknesses, Opportunities and Threats.

Key strengths of the organization include a dedicated core of members, including 3 members who are currently on the Manhattan Beach City Council, working in a community with a strong commitment to volunteerism, involvement and care. We have had a good response to our requests for donations. We have developed internal training capability, including two trainers certified to teach both the CERT training and CPR/AED and First Aid. The role of and need for CERT is recognized and supported by the MBFD. We have also developed relationships with key external organizations such as the Redondo Beach CERT Association.



Weaknesses center on the need for greater involvement, including more involvement from a larger number of MBCERTA members as well as more visible involvement and participation in the community. We also need to improve our visibility, communications and involvement with both the MBFD and MBPD.

Opportunities are in two primary areas: continuing to build skills and awareness through ongoing CERT classes and extending our relationships and outreach to supplement and build on activities already available through other agencies and organizations.

Threats include attrition in membership due to lack of interest or inactivity, and loss of or lack of funding for ongoing activities. Emergency communications, including interoperability, was also identified as a major issue to be worked.

The Strategic Initiatives and Objectives which have been established build on our strengths and opportunities while working to mitigate the weaknesses and counter the threats identified during the planning process.

REFERENCES

1. City of Manhattan Beach, Emergency Operations Plan, February 2, 2009
2. City of Manhattan Beach, Hazard Mitigation Plan, Draft November 5, 2008
3. City of Manhattan Beach Fire Department, "Emergency Preparedness", <http://www.ci.manhattan-beach.ca.us/Index.aspx?page=130>, June 4, 2009
4. City of Manhattan Beach Fire Department, "The Manhattan Beach CERT Program", <http://www.ci.manhattan-beach.ca.us/Index.aspx?page=1061>, August 5, 2009
5. Manhattan Beach Community Emergency Response Team, Activation Plan, Revision 5, September 18, 2009

ACKNOWLEDGEMENTS

MBCERTA would like to express our gratitude and appreciation to the following for their dedication, time, commitment, enthusiastic support, and valuable contributions in creating this inaugural Strategic Plan:

George Butts

Carol Curry

Wayne Powell

Jane Mitchell

David Lessick

Susan Jones

Frank Chiella

Paul Curry

Gary Stabile

Vickie Ruch

Linda Cunningham

Miriam Shakter

APPENDIX B

Appendix B contains a notional breakdown of tasks to be performed each year for 2010 through 2012 in order to achieve the Strategic Initiatives and Objectives. Detailed planning is to be done on an annual basis and documented in an Annual Operating Plan (AOP). The notional breakdown shown in the Appendix will be further refined in annual objective setting as part of AOP development.

2010 (Update for 2010 AOP)

Q1	What	Initiative	Who
	Establish and approve 2010 AOP, including 2010 operating budget	All	BOD
	Establish fundraising goals	Financial Viability	BOD
	Baseline 2009 membership participation	Train	BOD
	Establish interim key performance measures	Measure	BOD
	Establish dates for community events participation for the year	Outreach	BOD
	Recruit for CERT training class	Train	PR Committee
	Hold CERT training class (weeknight version)	Train	Training Committee
	Publicize successes & opportunities	Train	PR Committee
	Identify & pursue fundraising opportunities & donors; bring in funding	Financial Viability	Funding Committee
	Publish inaugural annual events calendar	Train	BOD
	Publish inaugural newsletter	Train	BOD
	Develop/implement equipment maintenance schedule & equipment inventory	Activate & Mobilize	Equipment Committee
	Develop a training module for CERT training for the Activation Plan & Deployment Forms	Activate & Mobilize	Training Committee
	Brief CERT awareness to MBFD shifts	Outreach	BOD
	Review / baseline current state of Emergency Communications	Communicate	Emergency Comms Cttee
	Document existing relationships in disaster preparedness community	Outreach	BOD
	Explore alternate means of transportation during emergency ops	Activate & Mobilize	BOD
	Start to develop plan for joint training with MBFD	Outreach	Training Committee
	Start to develop plan for integration & interoperability with MBFD	Activate & Mobilize	BOD
	Determine requirements for website upgrade	Train	BOD

Q2

	Hold refresher training for MBCERTA members	Train	Training Committee
	Set expectations / requirements for Annual Readiness Exercise	Activate & Mobilize/Train	BOD
	Publicize successes & opportunities	Train	PR Committee
	Strategically locate vehicles in the 4 quadrants of the City	Activate & Mobilize	Equipment Committee
	Review & update Activation Plan & Deployment Forms	Activate & Mobilize	BOD
	Develop initial set of key skills & interests to use for member inventory	Train	BOD
	Determine top priority disaster prep organizations/agencies to establish partnerships with	Outreach	BOD
	Establish initial relationships with key Emergency Communications entities	Outreach	Emergency Comms Cttee
	Start to develop plan for Emergency Communications	Communicate	Emergency Comms Cttee
	Complete plan for joint training with MBFD	Outreach	Training Committee
	Complete initial plan for integration & interoperability with MBFD	Activate & Mobilize	BOD
	Upgrade website per requirements from Q1	Train	BOD

Ongoing	Initiative
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2010 (Update for 2010 AOP)

What	Initiative	Who
Q3		
Recruit for CERT training class	Train	PR Committee
Hold CERT training class (weekend version)	Train	Training Committee
Plan for Annual Readiness exercise	Activate & Mobilize/Train	Training Cttee w/help
<i>To address Activation objective</i>	"	"
<i>Include ID check ("Ensure MBCERTA members are clearly Identified...")</i>	"	"
<i>To address Train to assure readiness objective</i>	"	"
<i>To address Communications readiness objective</i>	"	"
Publicize successes & opportunities	Train	PR Committee
Identify & pursue fundraising opportunities & donors; bring in funding	Financial Viability	Funding Committee
Complete plan for Emergency Communications	Communicate	Emergency Comms Cttee
Start to develop plan to address seniors' needs	Activate & Mobilize	Training Committee
Establish initial relationships with top priority disaster prep organizations/agencies	Outreach	BOD
Hold joint training session with MBFD	Outreach	Training Committee
Pilot MBCERTA members key skills inventory	Train	BOD
Develop a training catalog with info on additional training from others, both classroom & online	Train	Training Committee
Q4		
Hold annual Readiness exercise (test Activation, IDs, Training, Emergency Comms)	Act&Mob/Train/Comm	Training Committee
Publicize successes & opportunities	Train	PR Committee
Identify & pursue fundraising opportunities & donors; bring in funding	Financial Viability	Funding Committee
Baseline 2010 measures for incorporation into 2011 AOP	Measure	BOD
Write Annual Report	Measure	BOD
Start implementation of Emergency Communications plan	Communicate	Emergency Comms Cttee
Complete plan for seniors' needs for implementation in 2011	Activate & Mobilize	Training Committee

	Ongoing	Initiative
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2011 (Update for 2011 AOP)

What	Initiative	Who
Ongoing activities		
Jan-June		
Conduct "how are we doing survey" & identify areas for improvement	Measure	BOD
Implement plan for seniors' needs	Activate & Mobilize	Training Committee
Start to develop plan for broader participation with disaster prep orgs/agencies	Outreach	BOD
Develop measurement system for MBCERTA effectiveness	Measure	BOD
Plan for joint training with other local CERT organizations and other agencies/entities	Outreach	Training Committee
Complete plan for broader participation with disaster prep orgs/agencies	Outreach	BOD
Review pilot of MBCERTA member key skills inventory & plan for broader deployment	Train	BOD
Pilot "specialized teams" based on key skills	Train	BOD
Start to develop plan to integrate our activities with City, MYN, disaster prep agencies	Outreach	BOD
Identify agencies/organizations with grant funding available	Financial Viability	Funding Committee
Expand plan for integration and interoperability with MBFD & include MBPD	Activate & Mobilize	BOD

July-Dec

Major Readiness Exercise to include other CERTs, etc.	Act&Mob/Train/Comm	Training Committee
Develop improvement plan based on "how are we doing survey"	Measure	BOD
Develop plan to address special needs & pets	Activate & Mobilize	BOD
Implement plan for joint training with other local CERT orgs and other agencies/entities	Train	Training Committee
Implement plan for broader participation with disaster prep orgs/agencies	Outreach	BOD
Deploy key skills inventory across entire MBCERTA membership	Train	BOD
Review pilot of "specialized teams" and recommend plan for implementation in 2012	Train	BOD
Complete plan to integrate our activities with City, MYN, disaster prep agencies	Outreach	BOD
Complete development of measurement system for MBCERTA effectiveness	Measure	BOD

2012 (Update for 2012 AOP)

What	Initiative	Who
Ongoing activities		
Annual readiness exercise	Act&Mob/Train/Comm	Training Committee
Implement plan for special needs & pets	Activate & Mobilize	BOD
Implement plan to integrate our activities with City, MYN, disaster prep agencies	Outreach	BOD

Ongoing	Initiative
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