



# 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



PM 2-1



# Unit Topics

- The importance of setting goals
- Identifying 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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# Activity



## Brainstorm Program Goals



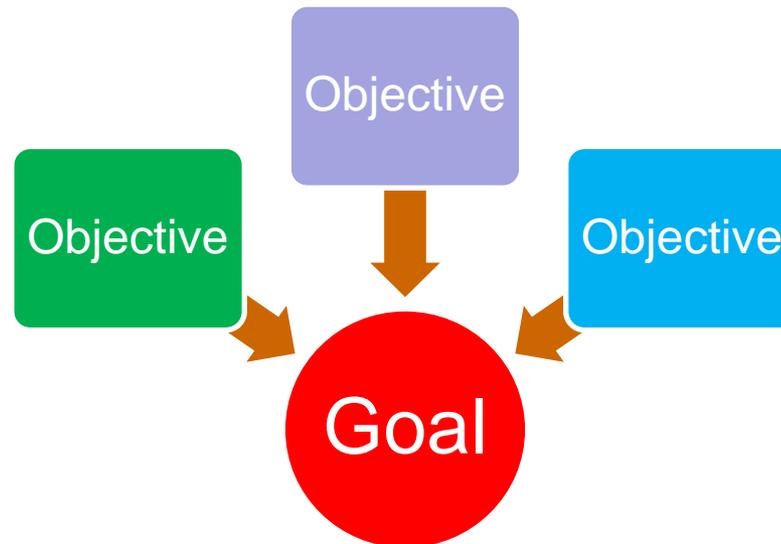
PM 2-1



# 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 XYZ 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
  - Specific
  - Measurable
  - Achievable
  - Relevant
  - Time Bound

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



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# Activity



## Identify Goals and Objectives



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# Activity



## Evaluate Objectives



PM 2-3



# 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



- CERT program must periodically 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 the 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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# Activity



## 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





# #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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