
UNIT 1: INTRODUCTION AND OVERVIEW

In this unit you will learn about:

- **The Instructors and the Participants.** Who is teaching the course and who is taking the course.
- **The *Community Emergency Response Team (CERT) Program Manager Course Preview.*** Course purpose and course learning objectives.
- **What a CERT Program Is.** How and why CERT programs were developed, core components of a CERT program, and how CERT programs interact with the emergency response system and the community.
- **The Draft Program Plan.** A template for participants to use throughout the course and continue to update after completing the course.

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COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

UNIT 1: INTRODUCTION AND OVERVIEW

Welcome

Welcome to the *Community Emergency Response Team Program Manager* course.

Course Preview

COURSE PURPOSE

The purpose of the *CERT Program Manager* course is to prepare CERT Program Managers for the tasks required to establish and sustain an active local CERT program.

This course is relevant for everyone:

- Those starting a new local program
- Those building on an existing local program

Each person should leave with new ideas to help start a new program or to revitalize an ongoing program.

COURSE LEARNING OBJECTIVES

An overall activity throughout this course will be to draft or update a basic local CERT program plan.

In addition there are 10 primary learning objectives for the *CERT Program Manager* course. These objectives describe what behaviors are expected from the participants by the conclusion of the *CERT Program Manager* course.

At the conclusion of this training, participants will be able to:

1. Define the purpose and core components of a local CERT program.
2. Use strategic planning to define the mission and goals for a local CERT program.
3. Describe the purposes and strategies for promoting a local CERT program.
4. Establish a process for working with volunteers.
5. Establish a process for working with instructors.
6. Establish a process for acquiring and managing program resources.

Course Preview (continued)

7. Build a plan for delivering and managing safe training and exercises.
8. Describe the role of policies and procedures in operating a local CERT program.
9. Develop a process for evaluating a local CERT program.
10. Describe how to sustain a local CERT program.

Each course objective also has sub-objectives, which are included on the following pages.

Course Preview (continued)

Program Manager Course Learning Objectives

At the conclusion of this training, participants will be able to:

1. Define the purpose and core components of a local CERT program.
2. Use strategic planning to define the mission and goals for a local CERT program.
 - a. Explain why a CERT program must have clearly defined goals and objectives.
 - b. Establish draft goals and objectives for a CERT program.
3. Describe the purposes and strategies for promoting a local CERT program.
 - a. Explain expected outcomes for program promotion.
 - b. Identify community organizations to target for partnership.
 - c. Identify strategies for developing and maintaining partnerships.
 - d. Explain how the process of goal setting is linked to program promotion.
 - e. Articulate CERT core messages to include in program promotion.
 - f. Identify techniques for promoting a program to various audiences.
4. Establish a process for working with volunteers.
 - a. Describe how to recruit volunteers.
 - b. Describe how to orient volunteers.
 - c. Explain why to track volunteers.
 - d. Describe methods for managing volunteers.
 - e. Identify techniques for retaining volunteers.
 - f. Identify strategies for terminating a volunteer.

Course Preview (continued)

5. Establish a process for working with instructors.
 - a. Describe how to recruit instructors.
 - b. Describe how to orient instructors.
 - c. Explain why to track instructors.
 - d. Describe methods for managing instructors.
 - e. Identify techniques for retaining instructors.
 - f. Explain what to do when terminating an instructor.
6. Establish a process for acquiring and managing program resources.
 - a. Identify types of resources needed to coordinate a CERT program.
 - b. Identify types of data that need to be collected and maintained for the program.
 - c. Develop strategies for locating and managing resources.
 - d. Identify program funding options and tips for approaching funders.
 - e. Develop a draft program budget.
7. Build a plan for delivering and managing safe training and exercises.
 - a. Identify training and exercises that are required or available for CERT volunteers.
 - b. Explain how to tailor content from *CERT Basic Training*.
 - c. Identify tasks required for managing CERT trainings.
 - d. Describe the elements of a CERT Training and Exercise Plan.
 - e. Explain how to ensure safety during training and exercises.

Course Preview (continued)

8. Describe the role of policies and procedures in operating a local CERT program.
 - a. Explain why policies and procedures are necessary for running a successful program.
 - b. Identify policies and procedures necessary for starting and maintaining a program.
 - c. Identify resources for developing program policies and procedures.
9. Develop a process for evaluating a local CERT program.
 - a. Explain what program evaluation is.
 - b. Describe the purpose of evaluating a program.
 - c. List the steps for evaluating various program components.
 - d. Identify the characteristics of a Program Report.
10. Describe how to sustain a local CERT program.
 - a. Describe the knowledge, skills, and abilities a Program Manager must possess in order to coordinate a program.
 - b. Identify elements necessary for sustaining a program.
 - c. Explain a technique for identifying program activities that contribute most significantly to program maintenance.

CERT PROGRAM MANAGEMENT AND COURSE LEARNING OBJECTIVES

As the learning objectives indicate, a local CERT program is much more than just conducting *CERT Basic Training*. Some experienced CERT Program Managers have estimated that in fact *CERT Basic Training* is only 20% of their work. The other key activities required for an active program will be reviewed in this course.

What Is a CERT Program?

Before getting into the details about how to manage a CERT program, you should have a clear picture of:

- How CERT programs got started
- What a CERT program is
- How CERT programs interact with the emergency response system and the community

CERT HISTORY

What was the impetus for CERT?

- Maybe as many as 10,000 (estimates vary) were killed in the 1985 Mexico City earthquake; 700 people were saved by untrained volunteers, but 100 volunteers also died trying to help.
- The City of Los Angeles Fire Department (LAFD) recognized that citizens would very likely be on their own during the early stages of a catastrophic disaster.

When was the first CERT program piloted?

The first CERT program was piloted in 1986 in Los Angeles for earthquake response.

How did the CERT Program spread?

- Other jurisdictions, including San Francisco, Portland (OR), and the State of Utah, adapted the CERT model for earthquake response in their communities. Orlando (FL) then adapted the CERT model for hurricane response, demonstrating the applicability of CERT to other hazards.
- In the early 1990s, the Federal Emergency Management Agency (FEMA) felt that the concept and the program should be made available to communities nationwide as all-hazards training.
- In 1994, the Emergency Management Institute (EMI) at FEMA began to conduct the *CERT Train-the-Trainer* course.

WHAT IS A CERT PROGRAM? (CONTINUED)

Where is the CERT Program currently housed?

Since 2003, the CERT Program has been part of the Individual and Community Preparedness Division and a partner program to the Citizen Corps Program at FEMA.

THE CERT PROGRAM

What is the purpose of the CERT Program?

At its basic level, the purpose of the CERT Program is to train and organize community members:

- To be a response asset in an emergency or disaster
- To be an extension of first responder services until professional responders arrive

CERTs are organized to respond in different venues, for example:

- Neighborhoods
- Work places
- High schools
- College/university campuses
- High-rise buildings
- Rural areas

Some local CERT programs refer to multiple individual teams across their service area, while other programs refer to all of their participants as a single team.

What Is a CERT Program? (continued)

Whether preparing for or responding to an emergency or a disaster, what are a CERT member's priorities?

CERT members always work within the limitations of their training.

- First, they help themselves and their families.
- Second, they help their neighbors, coworkers, or others nearby.
- Third, they help the larger community.

CERT AND THE COMMUNITY

As the CERT concept has taken hold across the country, CERTs have become involved in the community's preparedness and response capability.

See CERT in Action! on the national CERT Web site to read stories about local CERT response in actual emergencies (www.fema.gov/cert).

In addition to disaster response, what other activities are CERT programs involved in?

Supplemental to disaster response, CERTs are involved in a range of volunteer services such as helping with traffic management at large community events, making presentations on emergency preparedness to community groups, installing smoke detectors for low income residents, staff the first aid booth at events, etc.

What Is a CERT Program? (continued)

CERT AND THE EMERGENCY RESPONSE SYSTEM

This is the relationship between the CERT program and the emergency response system.

- No community can afford for its response agencies to staff for major disasters or even large emergencies.
- A community counts on getting help from neighboring communities and it formalizes that understanding through mutual aid agreements.
- But sometimes the neighboring communities are too busy taking care of themselves or there is damage to transportation routes, communication, or other critical infrastructure.
- At these times the CERT program augments a community's response capability.

In order to be effective, the local CERT program must establish linkages with the existing response system. Throughout this training, think about what your relationships with response agencies are or should be and how to establish or improve them.

The Draft Program Plan

During the course you will work on a Draft Program Plan that you design yourself. Developing this Draft Program Plan will not just be useful for new CERT Program Managers. It will also give experienced CERT Program Managers an opportunity to revisit decisions made previously and to revise and update them.

The Draft Program Plan begins on the next page. You will be working on the Draft Program Plan throughout the course.

There is an electronic version of the blank Draft Program Plan template with the other course materials at the national CERT Web site, www.fema.gov/cert.

Unit 2. Program Goal and Objectives

Instructions:

1. New Program Managers: Draft an overall program goal and 1-2 objectives for your program. These would be a starting place for the discussion you will have with program sponsors and stakeholders.
2. Existing Program Managers: Enter your program's overall goal and two objectives. Ask yourself if the objectives are achievable and appropriate. If not, how might the objectives be revised?

Overall program goal:

Objectives (remember to make them SMART: specific, measurable, achievable, relevant, time bound):

- 1.
- 2.

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People who should review the goal/objectives (include an individual's name, an agency/organization name, or both):

1.	7.
2.	8.
3.	9.
4.	10.
5.	11.
6.	12.

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Unit 2. Program Partners

Instructions:

1. Existing Program Managers: Identify organizations that already provide important partnerships.
2. All Program Managers: Identify organizations in your community that could be targeted for partnership.

Current or Potential Partners

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

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Unit 3. Promoting to Target Audiences

Instructions:

Complete the matrix with ideas for your CERT program.

Stakeholder/Partner	Promotional Message	Promotional Strategies

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Unit 4. Working with Volunteers

Recruitment

Instructions: Complete the matrix with ideas for your CERT program. Do not include “word-of-mouth.”

I could try to recruit volunteers here.	I could use these elements in the recruitment message.
	Opening: Statement of need: Statement of solution: Why volunteer could do job: What’s in it for the volunteer:
	Opening: Statement of need: Statement of solution: Why volunteer could do job: What’s in it for the volunteer:
	Opening: Statement of need: Statement of solution: Why volunteer could do job: What’s in it for the volunteer:

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Retention

Instructions:

Record ideas for retaining volunteers. Add to the list as you think of new ideas throughout the course.

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Unit 5. Working with Instructors

Instructions: Complete the matrix with ideas for your CERT program.

These are great instructors I use or would like to use.

1.	4.
2.	5.
3.	6.

I could also look for instructors from these organizations.

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Ideas I want to remember for orienting instructors

Ideas I want to remember for tracking instructors

Ideas I want to remember for managing instructors

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Ideas I want to remember for retaining instructors

Other

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Unit 6. Procuring and Managing Resources

When procuring program resources, I need to think about these management issues:

Resources	Factors to Consider

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Some data collection and recordkeeping things I need to do:

Data or Records to Be Collected	Best Ways to Collect and Access Data/Records

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Unit 7. Training and Exercises

My draft scenario for *CERT Basic Training*, Unit 5.

Some ideas for tailoring training to my community:

1.
2.
3.
4.
5.

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Sample Training Schedule

Week 8 Before Training	Week 7 Before Training	Week 6 Before Training	Week 5 Before Training

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Week 4 Before Training	Week 3 Before Training	Week 2 Before Training	Week 1 Before Training

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Draft Training and Exercise Plan

Objective	Plan for Meeting Objective	Logistical Needs to Meet Objective	Risk to Members	Evaluation of Objective

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Unit 8. Policies and Procedures

(Experienced Program Managers) Do your policies and procedures need to be revised? Consider these indicators:

- An increase in the number of injuries or ineffective team operations
- More questions on what are “normal operations” or a feeling of general confusion
- Requests from CERT members for more training on a particular procedure
- Inconsistent performance of CERT members
- Increase in the stress levels of CERT members
- Complaints about poor performance from the sponsoring agency, partners, or the community

Things I need to research and people I need to talk to before we develop (revise) policies and procedures:

Topic of Policy/Procedure	Research Needed	Individuals to Be Consulted

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Topic of Policy/Procedure	Research Needed	Individuals to Be Consulted

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Thoughts I had about the policies and procedures we need to develop (policies/procedures or elements that are specific to our program, e.g., how will our CERT members be activated?):

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

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Unit 9. Program Evaluation

My specific goals and objectives for achieving them (remember to make objectives clear, concise, and measurable)

Goal #1.

Objective #1:
Objective #2:
Objective #3:

Goal #2.

Objective #1:
Objective #2:
Objective #3:

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Goal #3.

Objective #1:
Objective #2:
Objective #3:

Ideas for evaluating my Goal #___.

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Unit 10. Keeping the Program Going

Three areas where I do well (three strengths):

1.
2.
3.

Three areas where I want additional training:

1.
2.
3.

Three areas I might want to delegate or share:

1.
2.
3.

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Ideas for tasks/activities to add or redesign to make my program maintenance efforts most efficient:

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UNIT SUMMARY

In addition to covering the standard course introduction topics (course purpose and learning objectives), this unit provided an overview of what a CERT program is. Finally, the unit introduced the Draft Program Plan that participants will work on during the course.