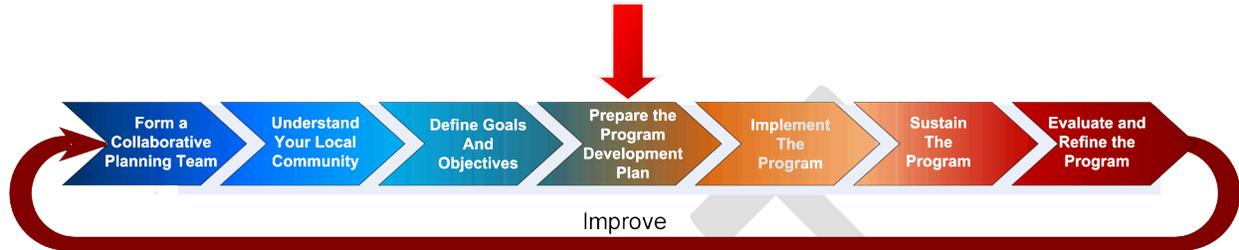


---

## Section 6. Prepare the Program Development Plan

### 6.1.Overview

After acquiring information from the previous sections, document it in the plan to implement the NET Guard Program. This section outlines how to construct a program plan.



### 6.2.Use Partners to Help Refine the Program

As the NET Guard Program continues to develop, make certain to include many community stakeholders in the process. The collaborative planning team should work with partners and experts from the community to refine the program. Bringing together a diverse skill-set into a workshop or workgroup- helps to identify, and resolve challenges that the NET Guard Program may face. Individuals with the following areas of expertise should be included:

- Program management
- Emergency management
- Recovery services
- ITC knowledge
- Volunteer management
- Community organization
- Administration
- Marketing
- Training



The goal is to augment the collaborative planning team with individuals who can help develop, build, implement, and move the program forward. NET Guard Programs must collaborate with local government emergency management to establish a dependable resource and to be included in the emergency operations plan.

---

## **6.3. Create the NET Guard Program Plan**

Although the initial planning process may start out informally, development of a written planning document allows the Program to move forward with structured policies, organization, and integration with the local emergency response and recovery services. The NET Guard collaborative planning team should work with partners and subject matter experts to develop a document that reflects their program development and can serve as the base for implementing and sustaining the NET Guard Program and the partnerships required for program support.

The remainder of this sub-section describes the plan in further detail. The list below is an outline of resources in this section and can serve as a guide for program development plan components.

### **Components of the NET Guard program plan include:**

#### **6.4. Program Management**

- 6.3.1. Refined Mission Statement
- 6.3.2. Description of the Program and Approach
- 6.3.3. Schedule, Timelines, and Milestones
- 6.3.4. Roles of the Partners
- 6.3.5. Program Organization
- 6.3.6. Team Organization
- 6.3.7. Budget and Funding
- 6.3.8. Outreach and Marketing Planning
- 6.3.9. Team Activation

#### **6.5. Volunteers Management**

- 6.4.1. Volunteer Recruitment
- 6.4.2. Volunteer Application and Documentation
- 6.4.3. Credentialing and Screening Volunteers
- 6.4.4. Volunteer Liability

#### **6.6. Equipment and Facilities Management**

#### **6.7. Training and Exercise**

- 6.6.1. Resources Needed
- 6.6.2. General Emergency Response Training
- 6.6.3. NET Guard-specific Training
- 6.6.4. Tabletop Exercises
- 6.6.5. Participation in Broader Community Exercises

#### **6.8. Addressing Known Issues and Sustainability Management**

#### **6.9. Policies and Procedures Development**

#### **6.10. Defining How the Program Will Evaluate and Measure Success**

---

## 6.4. Program Management

### 6.4.1. Refined and Document the Mission Statement

The program plan should start with the mission statement formulated during the initial planning process. Refine it as necessary to incorporate the knowledge gained as a part of the development process.

### 6.4.2. Document a Description of the Program and Approach

The program plan should provide a short overview of the program and the approach used to build, implement, and sustain it. This serves as an introduction and overview of the NET Guard Program.

### 6.4.3. Document Schedule, Timelines, and Milestones

The plan should include a timeline for major steps or events in the NET Guard Program's development. At this point in the process, many of these steps have been completed; this step documents the outcomes. For future steps, outline the tasks to complete for each activity. Define the resources and people responsible for completing the task and the timeframe. Describe dependencies where they exist so the planning team is aware that the progress on one task may affect the progress of others.

Identify significant dates or milestones to track the plan's progress. Examples of milestones include:

- **Planning**
  - Planning team is established
  - Assessments are completed
  - Partnerships are defined
- **Program Development**
  - Program Manager is in place
  - Structure of the program development plan is defined
  - Mission, goal, and objectives are defined and agreed upon
  - Policies and procedures are documented, communicated, and implemented
  - Resource needs and acquisition plans are in place
  - Plans are in place for team activation, volunteer management, communications, and risk management
  - Implementation task checklist is defined
  - Program evaluation factors have been defined
  - Program development plan is complete

- 
- **Implementation**
    - Volunteer recruiting begun
    - Kick-off meeting conducted
    - Program is fully staffed
    - Staff members are trained
    - Resources acquired

An outline of tasks and will help track and manage the program development process and keep it moving forward.

#### 6.4.4. Document the Roles of the Partners

Partners can support all areas of program development and delivery and can perform multiple roles throughout the planning, building, implementing, and sustaining the program. Strong partnerships can aid with functional expertise, equipment, qualified volunteers, or other essential resources or facilities that can help the NET Guard Program.

Written agreements with partners should be in place. Agreements can take the form of agreements to charters, letters of intent, or more formal memoranda of understanding (MOU) or memoranda of agreement (MOA). These agreements should outline partner roles and responsibilities for program activities, including community outreach, recruitment of team members. Experience shows that written agreements regarding specific donated resources may require building relationships over time and experience working together sharing resources.

#### 6.4.5. Document the Program's Organization

The NET Guard Program organization must be consistent with NIMS and ICS guidelines and based on local needs. The organization of the program should define the following:

- The chain of command and formal communication relationships among staff, volunteers, and external organizations
- Leadership roles and responsibilities

All NET Guard Programs should have outlined the following roles. Additional roles relate to specific service areas. In most cases, individuals will fill multiple roles and functions. For example, the Program Manager, NET Guard Team Coordinator and Operations manager may be one person. An authorized qualified volunteer may perform all roles or functions.

**If you are effective at getting the word out, many organizations will step up to provide resources and expertise.**

- **Program Management:** The Program Manager is responsible for all aspects of the program and should have experience in delivering and managing disaster recovery, business continuity, and emergency preparedness programs.
- **NET Guard Team Coordination:** The Team Coordinator is responsible for recruitment, administration, and oversight of a NET Guard Team or Teams.

- 
- **Volunteer Management** – The Volunteer Manager is responsible for active recruitment and management of volunteers, maintaining volunteer database, and planning volunteer coverage.
  - **Operations Management:** The Operations Manager is responsible for ensuring the operational capability of the NET Guard Team including volunteer personnel. This function includes responsibility for deployment of the NET Guard team/s in emergencies and coordination with other management team members, partners, and governmental agencies. This responsibility includes establishing adequate procedures to ensure functions are performed in scope and with proper plans for security for the ITC systems and safety for volunteers.
  - **Logistics/Technical Management:** The Logistics Manager is responsible for identifying and managing the movement of equipment for use by the NET Guard Team. This function includes responsibility for procuring and maintaining equipment, and may include equipment training for volunteers.
  - **Training and Exercise Management** – The Training and Exercise Manager is responsible for scheduling and conducting training and exercises for the NET Guard Program.
  - **NET Guard Team Members:** The Team Members are responsible for performing any other ITC-related duties identified as necessary to meet goals and objectives for services.

If deployed, NET Guard teams should follow the Incident Command System as described in the Team organization section (5.4) and functions defined by the Emergency Operations Plan. If the need arises, the Team leader will add new positions and document the position description and requirements. After a deployment or an exercise or as the program grows, update the program with new positions based on lessons learned. When writing a position description, things to consider include:

- **Purpose** - How will the position help your program achieve its mission?
- **Responsibilities** - What tasks will the volunteer complete?
- **Qualifications** - What knowledge, skills, and abilities (KSAs) are required?
- **Accountability** – To whom will the volunteer report?
- **Time Commitment** - How many hours each month, quarter, or year are required to accomplish the job responsibilities?
- **Length of Appointment** - How long will the position be required? Is the job open-ended, or is it a position that is only required during an emergency?

- 
- **Coordination Required.** – Can the work be done independently, or do the tasks require the volunteer to rely on others in the program (e.g., volunteer communications, program promotion, training coordination)?

#### **6.4.6. Document NET Guard Team Organization**

In this portion of the NET Guard program development plan, document how NET Guard Teams are organized based on the geographic or functional structure defined in Section 5. An organizational chart may be useful in showing the functions of the Teams and the relationship between NET Guard Teams and the NET Guard Program. Documenting each team's functions and the assignment of each volunteer to a particular team is important for volunteer management and team accountability.

#### **6.4.7. Budget and Funding**

Budgeting will include equipment, personnel, and other resources required to accomplish the NET Guard mission successfully. The budget plan lists all costs associated with the NET Guard Program. In addition to equipment and personnel, include line items for expenses like travel, supplies, as well as items like background checks, and office expenses.

A number of different sources –both public and private –can provide funding or in-kind support for a NET Guard Program. However, tight budgets and competition for resources require that programs make a strong case for the resources they need and be able to be specific about the benefits to the community. A critical factor to gaining support for the NET Guard Program is to design a viable plan that meets emergency management and community needs not currently addressed, and clearly demonstrating how the NET Guard Program will fill those needs efficiently and effectively leveraging limited funding with skilled volunteers.

#### **6.4.8. Outreach and Communications Planning**

The program communications and outreach plan should be an integral part of the NET Guard program development. The members of the collaborative planning team are the foundation for initial outreach. The communication plan serves as a guide to the communication and sponsorship efforts throughout the duration of the project. The program communication plan is distinct from the operational communications of the teams.

The grass roots outreach strategy used by Citizen Corps is extremely effective in both recruiting volunteers and spreading the message of the program throughout communities. Although the NET Guard Program will rely on volunteers and community partners with specific skill sets revolving around the ITC industry, the same grass roots efforts are useful to engage the public at large as well as potential government and non-government partners of the NET Guard Program. Working through relationships already established by the Citizen Corps Council and CERT Program can help quickly spread the word about the NET Guard Program.

---

For the program to be successful, plan and discuss the types of communication, outreach materials and communication activities needed to support all aspects of the program. Consider recruiting or using an existing volunteer or partner who has a writing, public affairs communication or outreach background. Some Suggestions for communication and outreach include:

- Developing a recruiting message that catches the volunteer's attention, states the need in the community, explains NET Guard and how it will meet the community need, identify who can be a NET Guard volunteer, describe the benefits of being a volunteer and list the NET Guard point of contact.
- Determining the message delivery channels (radio, television, print, social media) that will enable you to reach your target audience(s)
- Creating and/or using materials and templates that explain the NET Guard Program
- Creating and/or using materials and/or templates explaining the volunteering process
- Creating and/or using templates for planning meetings such as invitations, slide presentations, brochures and email campaigns
- Creating and/or using templates for press releases and event announcement templates
- Using partners for guidance and direction on using existing communication and outreach channels,
- Building a website and or social media tools that can serve as both a recruitment tool and a communication platform
- Organizing and conduct recruiting events and activities with groups that may be a volunteer source, including professional organizations, colleges and universities, state volunteer registries, corporations and businesses and community groups

#### **6.4.9. NET Guard Team Activation Plan**

NET Guard teams are locally deployable through emergency operation plans (EOP). Once specific scenarios for NET Guard Program activation are identified, document them in an activation plan. Depending upon the state and local emergency management organizational structure and the structure and functions of the NET Guard Program, activation may come from several different agencies. The activation plan outlines **who** will activate NET Guard and **how** to notify program volunteers in redundant ways such as landline based telephone, cell phone, short message service (SMS) and email. In addition, consider the possibility that, in the midst of a major disaster, a formal call to activate may be delayed or may not be possible until communication is restored. Policy and procedures for self-activation are also required.

The NET Guard Program should also identify and document protocols for potential deployment of the NET Guard Teams outside the home jurisdiction. If the proper mutual aid agreements are developed, NET Guard members can play a valuable role outside of their home jurisdiction. In this case, establish the credentials and protocols necessary with a neighboring jurisdiction.

Deployment procedures should always include accountability and deactivation procedures. Test and document the procedures to terminate an emergency response in advance of a disaster. Plans and steps for demobilization should be in place before deployment; these plans include

---

accountability for safety and well-being of volunteers, accountability for equipment, debriefings, and after-action reports.

## 6.5. Volunteer Management

This sub-section outlines the approach to recruiting volunteers, preparing them for service through training and credentialing, and retaining them for long-term service.

### 6.5.1. Volunteer Recruitment

Recruiting qualified ITC volunteers is critical to the success of the program. The process of recruiting volunteers begins with identification of the positions and skills needed. These should be related to the Program's service areas and refined by skills required to perform the functions.

Although there are common ITC skill areas and requirements for volunteer staffing, requirements for each NET Guard Program will likely be different and unique to its location. NET Guard volunteers will be a diverse group and bring a variety of skills and expectations to the team. Volunteer motivations include the desire to provide service to the community, seeking opportunities to use a variety of skills and expertise, social interaction, recognition of accomplishments and more. Effective strategies outlined below will help to recruit new volunteers and avoid common pitfalls regarding recruitment and retention:

- **Develop clear communication on NET Guard Program and volunteer role.** Describe the program mission, operations and the opportunities, expectations, and context of the volunteer. Remember that potential members are considering this volunteer job and interviewing you and your team just as you are interviewing them.
- **Establish Specific Expectations, policies, procedures.** New members need to have a handbook that outlines expectations for meeting attendance, functions to be performed, skill requirements, basic training requirements, credentialing and background checks, confidentiality requirements, liability, opportunities for advanced service as a team member and other important information. The document should contain applicable policies and procedures, communication protocols, member code of conduct, etc.
- **Be ready with plans to engage volunteers before any recruiting.** One of the most common challenges to retaining volunteers is the result of recruiting volunteers before plans are in place for credentialing, training, exercises and operations. You can recruit a few key volunteers to participate and assist as part of the planning team but recruitment of volunteers for the teams should not start until volunteers can start activities. Retaining volunteers and sustaining a program requires well-organized plans for regular activities that engage volunteers productively in the mission.
- **Consider all areas of expertise.** Not every volunteer must be an ITC expert. A NET Guard Program requires a diverse staff to support much of its operations. Individuals with skills in public communications, accounting, logistics, fundraising, volunteer recruitment and management are critical for a successful program.

- 
- **Minimize Bureaucracy and Streamline Paperwork.** Look at the processes involved through the eyes of the people you wish to recruit and simplify it as much as possible. Keep the initial application to a minimum length. Touch on the critical points such as current and past addresses, background information, references, etc., on the first page and include employment, training, education, licenses and certifications, specialized skills, positions of interest, and other documentation on the back of the second page.
  - **Recruit Continuously.** Regular recruitment should be part of the program communication plan. Outreach and recruiting can be a good activity for all members. An in-person presentation by team members to organizations is an effective method for recruiting and for program visibility and increased community support. A letter or material distributed through partner organizations is also effective. Preparing an article for the local newspaper, public service announcements, or a community flyer to canvass for new members may also yield interested candidates. Websites are an excellent way to post program information, volunteer opportunities and answers to frequently asked questions.

### 6.5.2. Volunteer Application and Documentation

All volunteers should complete an application form to provide basic information and to serve as the base for initial review of capabilities and interests. Basic application information areas include contact information, areas of interest within the NET Guard Program, relevant skills and professional background, emergency response experience, and availability. Since NET Guard functions require credentialing re the required skills, the application should be designed to include requests for information regarding the relevant skills. Some NET Guard pilot programs have used a combination of resumes' interviews and exercises to validate skills.

Additionally, NET Guard Program Managers should consider maintaining a database or tracking system for volunteers. This will allow you to track volunteer hours, availability, update contact information, and have a listing of ITC specialties where volunteers have expertise. Establishing a tracking system early in the NET Guard Program development process will make volunteer management easier as the Program develops. Some of the information you should consider maintaining on volunteers includes:

- Contact information
- Completion dates for NET Guard and emergency response training
- Active/non-active status
- Role within team or program
- Number of service hours
- Completion dates for training and exercises
- Equipment issued
- Abilities and specialties

Tracking volunteer activities also allows for program updates and reports. NET Guard volunteers dedicate their time and energy to serving their community and once they are trained, they become

---

a valuable community asset. Volunteer programs track volunteer hours as a measurement of the value of services contributed by the program. NET Guard members can save a jurisdiction thousands of dollars or enhance other programs at little or no cost.

### **6.5.3. Credentialing and Screening Volunteers**

Credentialing is the evaluation and documentation of an individual's current certification, license, or degree; training and experience; and competence or proficiency to meet nationally accepted standards, provide particular services and/or functions, or perform specific tasks under specific conditions during an incident. Additionally, screening may include background checks, past employment verification, or other verifications.

**The credentialing and screening process typically should include the following actions:**

- Reviewing Application
- Interviewing prospective volunteers
- Checking references
- Performing criminal and other background checks
  - Methods to be used for background checks may include:
    - Background Investigation Form for law enforcement
    - Citizenship verification
    - Identifying and verifying source documents
    - Taking a photograph
    - Obtaining fingerprints
    - Verifying affiliation with other emergency response groups
- Validating volunteer capabilities
- Documenting the screening process

**Criteria for selection of applicants should include:**

- Possession of specialized skills, experience, licenses and/or certifications
- Related volunteer experience
- Completion of required training
- Satisfactory check of references, background, and character references

Define the procedures for each of these activities and document them so that it is understood who is responsible for performing each activity, and who has final authority to make decisions regarding whether or not to accept a volunteer.

**Considerations for the credentialing and screening of NET Guard volunteers include:**

- 
- Ensuring consistent policies and procedures are followed throughout the volunteer screening and selection process
  - Considering appointing a committee to screen or select volunteers
  - Planning for the length of time it takes to complete the credentialing process and what the volunteers may and may not do during this time.
  - Defining a procedure to ensure that each team member is properly credentialed verifying that all team members have proper credentials.
  - Considering obtaining support in the credentialing process from Citizen Corps or InfraGard or local law enforcement and ensure that the credentialing process is both standardized and thorough.

One of the biggest challenges in emergency management volunteer programs is retaining qualified and trained volunteers when no emergencies are occurring. In order to minimize the effects of the down time, develop strategies for regularly engaging and retaining volunteers. Further information on volunteer retention is available in Section 8.

#### **6.5.4. Volunteer Liability and Risk Management**

FEMA has learned from Citizen Corps Councils, volunteer program managers, and volunteers that liability is a significant concern and a potential barrier to volunteer involvement in emergency services. The Citizen Corps Volunteer Liability Guide, available from the Citizen Corps website ([www.citizencorps.gov](http://www.citizencorps.gov)) outlines the liability laws pertaining to emergency response volunteers. Liability for the program and volunteers includes diverse concerns that should be reviewed by local jurisdiction counsel for appropriate procedures for all jurisdiction programs that engage volunteers.

Address the liability concerns as part of the program development plan and include development of liability waivers. Although the scope of NET Guard volunteer functions and procedures exclude volunteer access to proprietary systems and minimizes or excludes access to private or personal data, the NET Guard program manager should seek guidance from counsel to ensure that procedures meet security standards. Volunteers should be trained on these standards; confidentiality agreements and/or releases may also be required.

As part of risk management, procedures and training should focus on the safety of all volunteers, particularly in disaster response. Have all legal matters reviewed by counsel for the organization sponsoring the NET Guard Program.

### **6.6. Equipment and Facilities Management**

The amount and kind of equipment and facilities necessary for a NET Guard Program varies and depends on factors such as:

- The NET Guard Program's service areas

- 
- The size of the community in which the NET Guard Program operates
  - The existence of other agencies or groups whose efforts may overlap those of the NET Guard Program
  - NET Guard partner resources

Obtaining equipment and facilities to meet the needs of the NET Guard Program will likely be a process that involves coordination with partners and many different groups or agencies. NET Guard Programs will work with partners and use a variety of strategies and sources for acquiring needed resources including:

- Using donated surplus equipment
- Arranging for dual use of government equipment for non emergency use and deployment during emergencies
- Establishing a Mutual Use Agreement (MUA) with another organization or company
- Using equipment provided by the organizations receiving services
- Seeking grant funding or other forms of private financial support to purchase equipment

## **6.7. Training and Exercise**

Volunteers should receive a comprehensive training program outlined in the program development plan. Important components include:

- An initial orientation program that provides an understanding of NET Guard and an overview of local emergency management programs
- An understanding of the core competencies needed for the position held and the chain of command (emergency management, NIMS and ICS)
- Assistance in preparing and documenting a personal and family preparedness plan
- An explanation of the procedures for assignment, activation, reporting, and deactivation

### **6.7.1. Resources Needed**

Most of the required resources for effective NET Guard training are readily available through the Citizen Corps ([www.citizencorps.gov](http://www.citizencorps.gov)) or FEMA websites ([www.fema.gov](http://www.fema.gov)). The Emergency Management Institute (EMI) ([training.fema.gov](http://training.fema.gov)) provides more detailed training on their website.

### **6.7.2. General Emergency Response Training**

The Emergency Management Institute (EMI) offers Incident Command System (ICS) classes on a range of topics that are critical for understanding the NIMS. The courses listed below are recommended for all managerial level NET Guard program and team members:

- 
- **ICS-100** – This course offers an introduction to the Incident Command System introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training. This course describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and the National Incident Management System (NIMS).
  - **ICS-200** – This course enables personnel to operate efficiently during an incident or event within the Incident Command System (ICS). ICS-200 provides training on and resources for personnel who are likely to assume a supervisory position within the ICS.
  - **ICS-300** – This course covers organization and staffing, organizing for incidents and events, resource management, and air operation.
  - **ICS-400** – This course focuses on large single-agency and complex multi-agency/multi-jurisdictional incident response. The course addresses area command and staff issues as well as the planning, logistical, and fiscal considerations associated with complex incident management and interagency coordination.
  - **ICS-700** – This course introduces NIMS and explains the purpose, principles, components, and benefits of NIMS. The course also contains a "Planning Activity" which gives members an opportunity to complete some planning tasks during this course.
  - **ICS-800** – This course introduces The National Response Framework, (NRF), and describes how the Federal Government will work in concert with State, local, and tribal governments, and the private sector to respond to disasters.

### **6.7.3. NET Guard-specific Training**

In addition to the ICS classes, EMI offers other courses that relate closely to the mission of the NET Guard Program, including:

- **IS-802** – As part of the NRF, Emergency Support Functions (ESFs) are primary mechanisms at the operational level used to organize and provide assistance. This course introduces Emergency Support Function (ESF) #2 –Communications.
- **IS-102** – This course covers deployment basics for FEMA response partners and helps to prepare FEMA response partners for deployment to a domestic incident.

### **6.7.4. Exercises**

After the NET Guard Program is in place, conduct exercises to test its effectiveness. Guidelines on how to conduct exercises are available through the Homeland Security Exercise and Evaluation Program (HSEEP). HSEEP is a capabilities and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning. The list below outlines the four basic types of exercises NET Guard Programs are most likely to participate in.

---

## **Tabletop Exercise**

The tabletop exercise is the easiest for a NET Guard Program to conduct. A tabletop exercise simulates an emergency situation in an informal, stress-free environment. The participants gather around a table to discuss general problems and procedures in the context of an emergency scenario. The focus is on training and familiarization with roles, procedures, or responsibilities.

## **Drills**

A drill is a coordinated, supervised activity usually employed to test a single specific operation or function within a single entity (e.g., a NET Guard Team team conducts a drill for testing long-range wireless data communication).

## **Functional Exercises**

The functional exercise simulates an emergency in the most realistic manner possible, short of moving real people and equipment to an actual site. As the name suggests, its goal is to test or evaluate the capability of one or more functions in the context of an emergency event. Functional exercises usually take place in a classroom or Emergency Operations Center and include various forms of message traffic (written, telephone, radio). Although these exercises attempt to recreate a realistic environment, they do not involve any real time response. responders or emergency officials responding to an incident in real time).

## **Full-Scale Exercises**

A full-scale exercise is an exercise that takes place on-location using as much equipment and personnel as possible that would be used in a real event. The full-scale exercise combines the interactivity of the functional exercise with a field element. It differs from a drill in that a drill focuses on a single operation and exercises only one organization.

## **6.8.Policies and Procedures Development**

Written policies and procedures are necessary so that the entire team is aware of them, new members can learn them easily, and all can refer to policies for guidance. The documentation listed below relates to the work done up to this point in the NET Guard program development plan:

- Acceptable participation in the program
- Maintaining active status
- Standards of behavior
- Following the team chain of command
- Deferring to professional responders
- Maintaining any equipment issued
- Communication and Recruitment

- Volunteer Credentialing and Screening
- Liability Policy
- Training and Certifications
- Procurement
- NET Guard membership database development and maintenance
- Activation and Deployment
- Equipment setup in an emergency situation
- Collaborative and cooperative relationships with other agencies

Having well -written and tested policies and procedures ensures that when the NET Guard Teams are activated, it will be done smoothly, professionally, and successfully.

### **6.9. Defining How to Evaluate the Program and Measure Success**

The performance of the NET Guard Program should be regularly reviewed against its goals and objectives, and include training, deployment exercises, funding, communication, and volunteer recruitment. Define measurable objectives for any aspect that can be quantified and reviewed. Like the rest of the NET Guard plan, the goals section should be dynamic and updated regularly to reflect any changes that could potentially impact the Program.

### **6.10. Tools to Help Develop the Program Development Plan**

Tool Kit items relating to this section of the NET Guard Guide are listed below.

<b>Title or Description</b>	<b>File Name</b>	<b>Public/ Private</b>
Citizen Corps Volunteer Liability Guide	Citizen Corps Volunteer Liability Guide.pdf	Either
City of Austin Confidentiality and Non-Disclosure Agreement	City of Austin Confidentiality and Non-Disclosure Agreement.pdf	Either
City of Austin Liability Waiver	City of Austin Liability Waiver.doc	Either
City of Austin NET Guard Budget	City of Austin Budget.xls	Either
City of Austin NET Guard Volunteer Policy	City of Austin NET Guard Volunteer Policy.pdf	Either

Colorado Emergency Preparedness Partnership Goals, Overview, and Working with NET Guard	Colorado Emergency Preparedness Partnership.pdf	Private
CNCS and HandsOn Network Handbook on Volunteer Management	Hands On Network and CNCS - Volunteer Management Guide.pdf	Either
Credentialing - Information Systems Manager/Network Manager/Computer Specialist Job Aid	InfoSysMgrNetworkMgrComputerSpecJobAid.pdf	Either
Credentialing - Logistics and Communication Center Manager Job Aid	Log_CommunicationsCenterManagerJobAid.pdf	Either
Credentialing - Spectrum Manager Job Aid	SpectrumManagementSpecialistJobAid.pdf	Either
Credentialing - Communications Manager Job Aid	CommunicationsRequirementsManagerJobAid.pdf	Either
Credentialing - Communications Unit Leader Job Aid	CommunicationsUnitLeaderJobAid.pdf	Either
Credentialing - FEMA National IT Cadre Credentialing Plan	FEMA National IT Cadre Credentialing.ppt	Public
FEMA ESF #2 Overview PowerPoint	FEMA - ESF2 Communications Briefing.pptx	Either
Public/Private Alliance Unit (FBI) – InfraGard National Members Alliance	Public-Private Alliance Unit (FBI) InfraGard National Members Alliance.ppt	Either
NET Guard Charter (Hamilton County, IN Pilot).doc	NET Guard Charter (Hamilton County, IN Pilot).doc	Either
NET Guard Job Aid for Network Administrator.docx	NET Guard Job Aid for Network Administrator.docx	Public