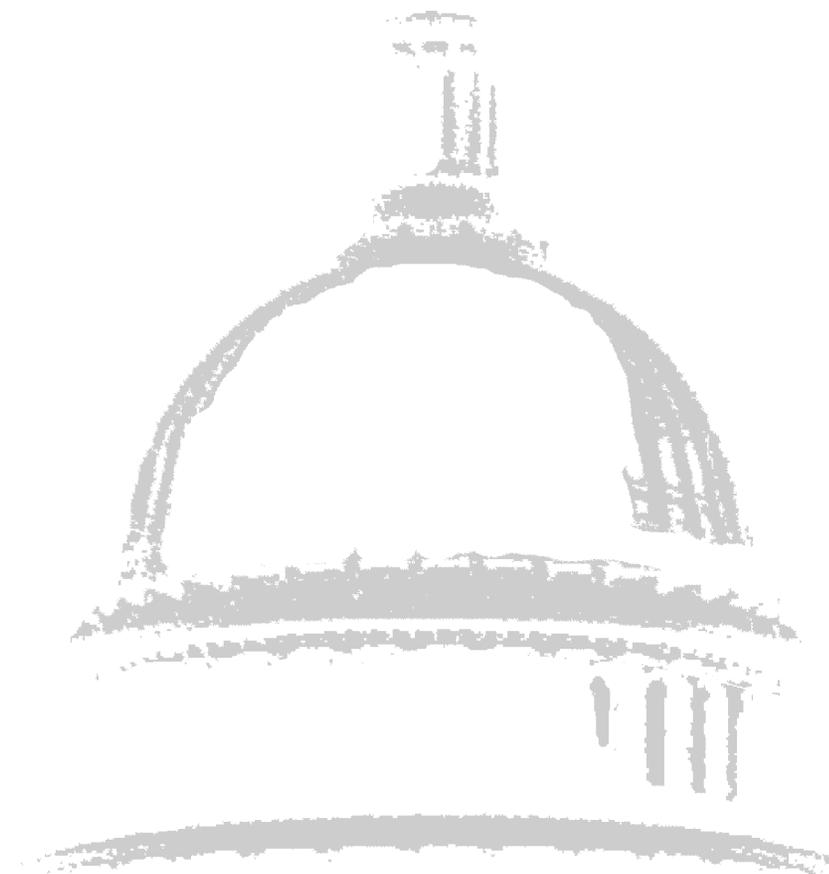




Central United States Earthquake Consortium (CUSEC)

Strategic Plan

Revised June 2003



**Central United States Earthquake Consortium
(CUSEC)**

**Report on
Strategic Planning Session
April 19, 2001
(Revised June 2003)**

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INTRODUCTION

The Central United States Earthquake Consortium (“CUSEC”, “Consortium”) recognizes the necessity to periodically evaluate its identified goals and resources, both short- and long-term, and plan accordingly in order to consolidate its multi-state, organizational effectiveness and responsiveness. Strategic planning remains imperative especially in view of the persisting challenges posed by a continually evolving environment situated in the New Madrid seismic zone, huge advances in technology, changes in the way communities live, and sustaining the economic viability of the organization. Formal strategic planning provides CUSEC the opportunity to review and strengthen its network of multi-sector partnerships that the Consortium relies on to implement its programs.

As such, the CUSEC Board of Directors, member-state program managers, and staff engaged in a one-day planning process on April 19, 2001 to determine strategies that will further enhance its organizational effectiveness. Albeit limited in scope and time, the session accomplished its major objective of establishing CUSEC’s strategic organizational thrusts, particularly in clarifying its mission and goals, constructing its organizational vision, and addressing several critical issues.

This strategic plan report includes strategic plans outlining the major initiatives CUSEC will undertake.

PLANNING OBJECTIVES

The CUSEC strategic planning process has the following objectives:

- 1) Assess major issues and opportunities that impact CUSEC's performance and ability to realize its mission/vision

Issues:

- *Each state and CUSEC must review their individual and collective capacity (size) as it relates to the requirements of their mission. Each organization must define their functions and the role that USGS and PIOs play in achieving their mission.*
- *CUSEC members must understand what impact the new Department of Homeland will have on FEMA and CUSEC.*

Opportunities:

- *Promote and develop private sector sponsorship and involvement with CUSEC and state organizations.*
- *Leverage 9/11 and other "windows of opportunity" opened by hazardous threats or events for the benefit of CUSEC and the Central United States Partnership (earthquake issue) "like" involvement.*
- *International relationships.*
- *Interaction with other consortiums.*

- 2) Determine strategic initiatives that will address identified issues and optimize opportunities and organizational capabilities to accomplish goals

Initiatives in the context of 9/11:

- *Reassess how CUSEC partners are responding to homeland security issues?*
- *Inform homeland security of CUSEC's ongoing role and remind homeland security leadership and staff of CUSEC's planning, experience and established preparedness.*
- *Reinforce idea that CUSEC is ready and available to serve as a key partner in the Department of Homeland Security.*

- 3) Develop broad action plans

Board action plans are updated in the Next Steps sections of this update.

ORGANIZATIONAL OVERVIEW

Foundation

- U.S. Congress enacted the Earthquake Hazards Reduction Act in 1977, directing the President of the United States to "establish and maintain an effective earthquake hazards reduction program."
- National Earthquake Hazards Reduction Program was created and designated lead responsibility to federal agencies – Federal Emergency Management Agency (FEMA), United States Geological Survey (USGS), National Science Foundation (NSF), and National Institute of Standards and Technology (NIST) – in providing direction, coordination, research and other support services aimed at earthquake hazard mitigation and preparedness.
- Pioneering research *by the late Dr. Otto Nuttli, the US Geological Survey, and various other state research centers* on the danger of earthquakes in the central United States prompted the seven participating states of Arkansas, Illinois, Indiana, Mississippi, Missouri, Tennessee, and Kentucky to form CUSEC in October of 1983.
- Cooperative Agreement between FEMA and the seven states was awarded on April 11, 1984, completing foundation of CUSEC.
- CUSEC, incorporated as a nonprofit entity, is led by its Board of Directors, which is composed of the directors of emergency management from the seven charter member states.

Milestones

1980s

- CUSEC established in 1984 with funding support from FEMA; Board of Directors comprised of seven State Emergency Management Directors; Erie Jones selected as first Executive Director.
- CUSEC sponsors National Earthquake Conference in St. Louis; first CUSEC office established in Marion, Illinois.
- "Six City Study" completed; CUSEC states provided with vulnerability analysis of "critical facilities;" urban search and rescue recognized as a major problem.
- Digitized Management of Resource Information (DMRI) launched - represents CUSEC's initial attempt at coordinated information management.
- FEMA/USGS Earthquake Awareness Preparedness seminars raise awareness and build constituencies in the Central U.S.
- CUSEC publishes *The Fault Line* newsletter.

1990s

- U.S./Latin-American Partnership established.
- Associate states are added to CUSEC.
- Professional Advisory Groups are formed as effort to coordinate planning among specific disciplines.
- Centers for Disease Control liaison established.
- CUSEC Corporate Sponsors program formally initiated.
- American Red Cross liaison established.
- Insurance and Mitigation project gains momentum.
- CUSEC co-sponsors National Earthquake Conference in Memphis.
- CUSEC Journal is published.
- Natural Disaster Protection Act of 1993 is introduced.
- CUSEC announces its Disaster Resistant Community model as part of its new approach to earthquake/disaster preparedness and mitigation.
- CUSEC, along with three core organizations, Institute for Business and Home Safety, Mid America Earthquake Center, and the Association of CUSEC State Geologists, set out to develop a partnership approach for addressing the earthquake risk in the Central U.S.

2003

- CUSEC celebrates 20th Anniversary
- CUSEC adds Alabama as its eighth member state.

MISSION AND VISION STATEMENTS

Vision:

To be an effective and economically sustainable multi-state organization providing leadership in reducing deaths, injuries, property damage and economic loss resulting from earthquakes in the Central United States.

Mission:

The objective of CUSEC is to provide dynamic support to multi-state response and recovery planning, resource acquisition; public education and awareness; promotion; mitigation, and research associated with earthquake preparedness in the Central United States.

ORGANIZATIONAL GOALS

Outreach Goals

Public awareness, education and promotion

To raise the level of public awareness and education of the earthquake hazard in the Central U.S.

Strategic response will focus on:

- *Informing and educating; persuading; reminding important stakeholders and beneficiaries of CUSEC services.*
- *Positioning CUSEC as important to FEMA's reputation.*
- *Promote the CUSEC and member state "message" to and through Congress.*
- *"Earthquakes are a daily threat! The overall earthquake program has national implications."*

Message to Congress:

- *Need congressional champions*
- *Need informed advocate*
- *Need business leaders with influence . . . money and votes.*

Steps in process:

- *Educate and inform business leaders*
- *Coordinate with other organizations (SSA, AGU and NEMA)*

- **Multi-State Planning**

To foster multi-state planning for response to and recovery from a damaging earthquake in the New Madrid seismic zone

Standardized approach to state planning:

1. *All hazards*

. . . positioning earthquakes as primary hazard preparation. The idea is that a significant percentage of all hazard preparations is covered by earthquake preparation.

2. *Marketing*

Government (local, state, regional, national)

Private (business, citizens)

3. *Resource development*

Public (taxes and other public funds)

Private (businesses and foundations)

- **Mitigation**

To promote the adoption of mitigation programs, tools and techniques to reduce the vulnerability of the Central U.S. to earthquakes and other hazards

- **Research**

To promote the application of research and lessons learned to improve the level of preparedness for earthquakes

Foundation Goals

▪ **Constituency Development**

To build recognition and support for the organization and its constituencies

▪ **Resource Development**

To develop important sources of funding and seek additional sponsors to expand and accelerate outreach programs

CRITICAL ISSUES

1. Balanced Approach

The Federal Emergency Management Agency (FEMA) emphasizes that mitigation should be the primary thrust and concern of CUSEC. However, CUSEC believes that the Consortium should pursue a balanced approach in earthquake preparedness, i.e., initiating and supporting programs that accomplish all four outreach goals. Among these four goals, Public Awareness and Education should receive top priority at this stage in order to generate broad support for all initiatives.

2. Stakeholder Identification

The following were identified as the stakeholders of CUSEC:

- States (includes citizens and local governments)
- Elected Officials
- Federal Agencies
- Trade Groups and Business Community
- Academic Community
- Non-Profit Community

3. CUSEC's Roles

CUSEC serves as a “coordinating hub” for the region, performing the critical role of coordinating the multi-state efforts of the central region. Its coordinating role is largely facilitative and not as the primary implementer of emergency management functions which is the responsibility of each individual state.

Further, the Board confirmed its earlier position to contain CUSEC's activities to earthquake hazards, as this is the only shared concern among the member states. Below are the roles defined for each outreach goal.

- **Public Awareness and Education:**
 - Coordinate a unified, updated and accurate message relevant to the concerns of the region and the states. (This is to achieve consistency and help foster regional awareness on earthquake concerns and preparedness).
 - Serve as an information clearinghouse.
- **Multi-State Planning:**
 - Promote and facilitate regional aspects of all relevant planning.
 - Provide opportunities for states to address collective/respective issues.
 - Serve as an entry point for the scientific/academic community.
- **Mitigation:**
 - Promote Disaster Resistant Communities (DRC).
 - Facilitate a common understanding of appropriate/useful mitigation approaches.
 - Work with state mitigation officers to enhance preparedness aspects of mitigation.
- **Research:**
 - To facilitate translation and exchange of data and applied research (including best practices) to stakeholders and application by decision-makers.

4. Economic Sustainability

CUSEC needs to increase its budget dramatically in order to sustain its programs and build the organizational resources (staffing in particular) to support all its initiatives. The organization strives to seek additional sources of funding, decrease reliance on FEMA, and achieve its vision of economic sustainability. This also allows full flexibility and autonomy in pursuing programs.

5. Organizational Structure and Resources

Currently, the Consortium relies on five full-time staff. This is inadequate to respond fully to the strategic concerns and requirements of the organization.

6. Communicating and Building Recognition of CUSEC

Despite its accomplishment of having served the region for the past eighteen years, CUSEC still has to effectively broaden its base of support and constituency. This has precipitated the need to implement a more aggressive, sustained marketing and communication campaign of the organization and its programs.

Note: Sections 2, 3, 4, 5 and 6 are addressed in the Next Steps section of this report.

STRATEGIC PLAN

Goals	Strategies	Success Measures
Public Awareness and Education	<ul style="list-style-type: none"> ▪ Develop organized awareness and educational campaigns for each identified stakeholder and target group. ▪ Establish a regional information clearinghouse utilizing various, accessible technologies for the repository, exchange and communication of information. ▪ Promote coordinated Earthquake Awareness Weeks (or events) across all states, collectively and in each state. ▪ Leverage enhanced net technologies. 	<ul style="list-style-type: none"> ▪ National recognition of CUSEC and other similar consortia. ▪ Regional support for CUSEC and state-initiated programs.
Multi-State Planning	<ul style="list-style-type: none"> ▪ Expand participation of state agencies (aside from EMA directors and earthquake program managers) by including other concerned state agency officers, i.e. from public information, mitigation, planning, etc. ▪ Plan for and establish specific mechanisms and methodologies to address regional issues such as housing/shelter, transportation, hospital and other mitigation aspects. 	<ul style="list-style-type: none"> ▪ More comprehensive and detailed planning documents. ▪ Increased planning meetings involving multi-disciplinary representation. ▪ Coordinated multi-state emergency responsiveness.

Central United States Earthquake Consortium

Critical Issues

Mitigation	<ul style="list-style-type: none"> ▪ Continue developing mitigation programs (both structural and non-structural) that assist states in adopting new mitigation technologies and methodologies. ▪ Promote DRC projects across the states. 	<ul style="list-style-type: none"> ▪ Increased number of new mitigation solutions and products adopted by states. ▪ Rise in the number of DRCs.
Research	<ul style="list-style-type: none"> ▪ Strengthen partnerships with other organizations generating research and providing/sharing relevant information. ▪ Facilitate establishment and coordination of a regional research response plan (tie-up with information clearing house). ▪ Encourage and support more applied research (vs. basic) for regional and individual state purposes. 	<ul style="list-style-type: none"> ▪ Increasing number and adoption of best practices regarding earthquake mitigation and preparedness relevant to region and individual states. ▪ Increased number of symposia/events/grants for applied research.
Resource Development	<ul style="list-style-type: none"> ▪ Build a strong “funding case” that shall boost development of additional, consistent funding stream, particularly from the following: <ul style="list-style-type: none"> a. Dues (charter and associate members) b. Other federal agencies c. Congressional relations d. Private sector (corporate/non-profit) e. Grants (corporate/foundation) ▪ Implement sustained marketing, public relations and fund-generation campaigns. ▪ Increase the number of CUSEC staff and external network of consultants/resource groups. 	<ul style="list-style-type: none"> ▪ Increased budget (funding) to a significant amount. ▪ Additional funds for programs. ▪ Decreased reliance on FEMA for program funding, more for operational expenses.

<p>Constituency Development</p>	<ul style="list-style-type: none">▪ Leverage state EMA resources; state agencies to help promote Consortium and related programs.▪ Implement more effective communications campaign utilizing and evaluating various media – journals, white papers, website, mass mailing, inserts, workshops, video productions, brochures.▪ Expand effective network of partnerships and sponsorships among stakeholders.	<ul style="list-style-type: none">▪ Broadened reach of audience.▪ Increased stakeholder recognition of CUSEC.▪ Increase in active partners and affiliated support programs.
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NEXT STEPS

Action Plan:

Action	Expected Outcome	Required Resources	Timing	Responsible Person
A. Raise profile of CUSEC with Congressional Representatives through organized personal contact of directors with state elected officials and/or business or other influential persons. Suggested name: <u>Project Hope!</u>	Additional resources and visibility. Position CUSEC as important player in support of NEHRP and Homeland Security.		Visits complete: Feb. 15, 2002	Each State Director
B. Prepare “promotion” message that will educate, persuade and remind key constituencies: + congressional representatives + congressional staff persons + influential business leaders	Political and legislative support of directors, program managers and CUSEC staff in their ability to provide proactive programs and coordinate activities.		Promotion plan complete: Dec. 20, 2002 Final plan approved: Feb. 1, 2002	PIOs, CUSEC staff, other organizations and agencies
C. Follow up on contacts made during <u>Project Hope!</u> at the March board meeting.	Plan for future based on results of <u>Project Hope!</u> Develop a better understanding of how to proceed with available resources and possibility of future resources.		March, 2003	Board with CUSEC Executive Director and staff
D. Update Strategic Plan with minutes of Summit	Organize information based on current realities as discussed at the Summit		December 10, 2002	Phil Bartos (UCA) Facilitator Conway, Arkansas

End of Report