



2009

**Michigan Community
Emergency Response and
Citizen Corps
Coordination Plan**

*Supporting and enhancing Michigan's homeland security,
community health, public safety, and all hazard preparedness
with responsible leadership and planning.*

October 19, 2009

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Introduction

This comprehensive coordination plan covers the development, implementation, and activities for the State of Michigan from the formation of the Michigan Citizen-Community Emergency Response Coordinating Council (hereafter referred to as MCCERCC) through October 1, 2009. MCCERCC generally acts as the statewide advisory counsel for the Michigan Citizen Corps, performs duties of a state emergency response commission in its role as the designated State Emergency Response and Community Right-to-Know designee, and participates in hazard mitigation planning and coordination.

MCCERCC members developed this plan in consultation with the Department of State Police, the Department of Community Health, the Department of Environmental Quality, the Department of Military and Veterans Affairs, the Office of the State Fire Marshal, and the other emergency management entities, including local and tribal entities.

Michigan Citizen-Community Emergency Response Coordinating Council Overview

The MCCERCC is chaired by the Emergency Management and Homeland Security Division of the Michigan Department of State Police (MSP/EMHSD) and is composed of 19 representatives including the Directors or a designee from the Michigan Departments of State Police, Agriculture, Community Health, Environmental Quality, Military and Veterans Affairs, and Transportation, the State Fire Marshal, the Executive Director of the Michigan Community Service Commission, and 11 other representatives appointed by the Governor.

Council Members - September 15, 2008 MCCERCC Meeting



Pictured from left to right. Bottom row: Eileen M. Phifer, Capt. W. Thomas Sands, Gail A. Novak-Phelps, William D. Wagoner, and Marcia Varble. Top row: Michael H. Lovelace, Larry A. Estlack, B. G. Michael McDaniel, Stuart C. Wang, Dennis S. Edwards, Kenneth J. Gembel, and Brad Deacon. Other members not pictured: Warren C. Evans, Samuel R. Hopkins, Clifford A. Messing, Musette Michael, Milton Scales, and Jackie Scott.

Vision and Mission Statements

Vision Statement: *To prevent, lessen, and prepare for emergencies or disasters.*

Mission Statement: *To support and enhance Michigan's homeland security, community health, public safety, and all hazard preparedness with responsible leadership and planning. To reduce, prevent, and prepare for emergencies or disasters.*

History:

On May 2, 2007, Governor Jennifer M. Granholm signed Executive Order 2007-18 which established the MCCERCC. This new advisory body combined the Michigan Hazard Mitigation Coordinating Council with the Michigan Citizen Corps Council and the Michigan Emergency Planning and Community Right-to-Know Commission to form a single entity chaired by the Department of State Police. MCCERCC is responsible for developing and implementing plans for the state, including the Michigan Community Emergency Response and Citizen Corps Coordination Plan. The MCCERCC membership was announced on August 29, 2007, and its first meeting was held on January 29, 2008.

Responsibilities:

The MCCERCC assists in developing, maintaining, and implementing this plan and in supporting and promoting emergency response principles, strategies and practices within governmental agencies and private sector organizations in Michigan. These responsibilities can be accomplished in a variety of ways, including:

- Public education and awareness campaigns
- Coordination of programs, information, initiatives and resources
- Development of structural and non-structural projects to enhance emergency response and volunteer coordination capabilities at the state and local levels and within the private sector
- Establishment of collaborative public/private partnerships to identify, develop, and implement specific opportunities of local, regional, or statewide application.

The primary advantage of the MCCERCC is that it fosters improved coordination of ideas, expertise, talent, programs, laws, rules and regulations, philosophies, and material resources. Such coordination manifests itself in several ways, including but not limited to:

- Better and faster delivery of programs and services (during disaster and non-disaster times)
- Less overlap and duplication of actions and activities
- Improved information flow among agencies, levels of government, and between public and private entities
- Development and implementation of multi-objective projects with fewer resources expended
- Greater understanding of issues and concerns (issues are addressed by multiple agencies with multiple perspectives)
- Greater cost savings to the taxpayers due to enhanced response and recovery capabilities, reduced future damages from disasters and reduced response and recovery costs.

The MCCERCC members will provide the coordination necessary to bring together the many disparate yet interrelated programs and activities that affect the State of Michigan in achieving enhanced emergency response and volunteer coordination capabilities within the State of Michigan.

Specialized Services:

Provisions in the Executive Order allow for the hiring or retention of contractors, subcontractors, advisors, consultants, and agents when specific issues are addressed that require specialized expertise or technical knowledge.

Charge to the Council:

The Council is charged as follows:

Act as the statewide advisory council for the Michigan Citizen Corps, including:

- Coordination of the use of volunteer resources in Michigan in furtherance of homeland security and emergency response.
- Description of volunteer recruitment and plans for volunteer management related to emergencies in times of declared states of emergency or disaster.
- Analysis of state agency coordination plans related to volunteer recruitment and emergency management.
- Detail of state, local, and tribal activities that may help in the further development of the Michigan Citizen Corps and coordination of citizen-based community emergency response efforts.
- Reporting on best practices in local and tribal citizen-based emergency response activities and recognizing accomplishments.
- Identify opportunities for local, state, tribal, and federal organizations to collaborate to accomplish the shared goals of Citizen Corps and other citizen-based community emergency response efforts.
- Assist and advise the Department of State Police, the Community Service Commission and local and tribal entities with the preparation of grant and other funding applications submitted to the USA Freedom Corps and other public and private funding sources for implementing the Michigan Citizen Corps and other citizen-based community emergency response efforts.
- Assist and advise the Department of State Police and the Community Service Commission with the establishment of policies and procedures regarding the use of grants and other funds related to the USA Freedom Corps, the Michigan Citizen Corps, and other citizen-based community emergency response efforts, subject to appropriations and applicable law.
- Assist and advise the Department of State Police and the Community Service Commission with the development, establishment, and promotion of local Citizen Corps councils, local Citizen Corps programs, and other citizen-based community emergency response and homeland security initiatives.
- Assist and advise the Department of State Police and the Community Service Commission in the development of programs and activities to promote community service related to homeland security and citizen-based community emergency response, including, but not limited to: Volunteers in Police Service, Neighborhood Watch, Medical Reserve Corps, and Community Emergency Response Teams.
- Assist and advise the Department of State Police and the Community Service Commission regarding public education, training, and volunteer opportunities related to homeland security and citizen-based community emergency response.

- Recommend policies and procedures to ensure that emergency response volunteers are connected to emergency alert systems.
- Recommend policies and procedures to be used by the Michigan Citizen Corps and local Citizen Corps programs in responding to requests for volunteer assistance from other states.
- Coordinate on behalf of the Department of State Police or the Community Service Commission activities relating to reports to the federal government regarding Citizen Corps and other related activity in Michigan.

Designated as the State Emergency Response Commission under Section 301 of the federal Emergency Planning and Community Right-to-Know Act, the Council shall perform all of the duties of a State Emergency Response Commission under the Act, including:

- Appointing Local Emergency Planning Committees (LEPC) for each county of this state with the required representatives.
- Notifying the Administrator of the federal Environmental Protection Agency (EPA) of facilities subject to the requirements of the Act and of each notification received from a facility under Section 302(c) of the Act, 42 USC 11002(c).
- Reviewing plans submitted by Local Emergency Planning Committees and make recommendations to the committees on revisions that may be necessary to ensure coordination with other emergency planning districts.
- Protecting the public health, safety, welfare, and environment by facilitating the implementation of the emergency planning and community right-to-know provisions of the Act.
- Evaluating state agency responsibilities regarding hazardous materials planning, enforcement, and response, and develop recommendations to ensure efficient and effective coordination of hazardous materials planning, enforcement, and response.

The Council shall perform the following functions relating to hazard mitigation planning and coordination:

- Assisting in the development, maintenance, and implementation of the state hazard mitigation plan.
- Assisting in the development, maintenance, and implementation of guidance and informational materials to support hazard mitigation efforts of local and state government, and private entities.
- Soliciting, reviewing, and identifying hazard mitigation projects for funding
- Fostering and promoting, where appropriate, hazard mitigation principles and practices within local and state government, and with the general public.

The Council shall present a comprehensive plan beginning September 30, 2009, in consultation with the Department of State Police, the Department of Community Health, the Department of Environmental Quality, the Department of Military and Veterans Affairs, the Office of the State Fire Marshal, and the other emergency management entities, including local and tribal entities. The plan shall be updated annually and submitted to the Director of the Department of State Police and the Executive Director of the Michigan Community Service Commission no later than 60 days after the close of each fiscal year.

Volunteer Organizations with Emergency Response Focus

The State of Michigan has thousands of volunteer organizations that perform a wide array of beneficial functions in the area of emergency response. With so many multi-faceted volunteer organizations in Michigan, focus in this plan will be limited to specific Michigan organizations whose primary functions are related to emergency response, recovery and relief.

The volunteer organizations explained in detail include:

- American Red Cross (ARC) - Michigan
- AmeriCorps - Michigan
- Michigan Citizen Corps (CC)
- Michigan Voluntary Organizations Active in Disasters (MIVOAD)
- Michigan Volunteer Defense Force (MIVDF)
- Michigan Volunteer Registry (MVR)/Michigan Department of Community Health
- Radio Amateur Civil Emergency Services (RACES) - Michigan
- United Way of America - Michigan
- Volunteer Centers of Michigan (VCM).

There are twelve federally recognized tribal organizations in the State of Michigan, four of which utilize volunteers in their disaster planning. Those four organizations are:

- Saginaw Chippewa Indian Tribe
- Sault Ste. Marie Tribe of Chippewa Indians
- Little Traverse Bay Bands of Odawa Indians
- Lac Vieux Desert Band of Lake Superior Chippewa Indians.

Each one of these tribal organizations recruits volunteers in a separate and independent way. All four coordinate the use of their volunteers with the county emergency manager and participate in local and county wide drills and exercises. Recruitment practices include emails, fliers, media, word of mouth, and using high school students to participate in drills. The Chippewa County Health Department and the Sault Tribe Health Division held a simulated mass dispensing drill in April 2009 to practice triaging and pill dispensing to citizens. The Lac Vieux Desert Band of Lake Superior Chippewa Indians delivered a preparedness training program titled "Care Giving In the Absence of an Adult" at a local high school.

Coordination and Response Plans of Volunteer Resources

Coordination and the response plans associated with the use of volunteer resources in Michigan will aid in the furtherance of homeland security and emergency response.

The Michigan Emergency Management Plan (MEMP) identifies the Michigan Department of Human Services (MDHS) as the lead agency for the Human Services Emergency Support Function (HSESF). The HSESF is concerned with nine stated issues related to the provision of necessary human services for disaster victims. Coordination of volunteers and voluntary organizations is one issue specifically related to volunteer resources. Each MDHS local office must have a plan to fulfill this "lead agency" responsibility. Each MDHS local office participates with the county emergency management program headed by the county emergency management coordinator. MDHS management tasked each local office to ensure updated plans, including written standard operating procedures, are in place by September 30, 2009 to fulfill the "lead agency" responsibility, including the requirement for coordination of volunteers and voluntary organizations.

The following section provides detailed descriptions of the MDHS lead agency role responsibilities for the HSESF directly from the MEMP, and the same for the support agencies, specifically for volunteer resources.

Assigned Responsibilities of the MDHS are:

- **Coordinate an individual assistance needs assessment.** The MDHS Emergency Management Coordinator (EMC) is responsible for ensuring that an adequate assessment is conducted to determine the individual assistance needs of disaster victims. Normally, the American Red Cross and other volunteer organizations (working with MDHS County Offices) will conduct this needs assessment as part of the initial disaster assessment by local government.

If the Governor requests a "major disaster" or "emergency" declaration by the President under the federal Stafford Act, a more detailed needs assessment is conducted as part of the Preliminary Damage Assessment (PDA) process. If such a declaration is granted, a Federal Individual Assistance Officer (FIAO) from the Federal Emergency Management Agency (FEMA) and a State Individual Assistance Officer (SIAO) from the Emergency Management Homeland Security Division/Michigan State Police (EMHSD/MSP) are appointed to coordinate the provision of individual assistance to disaster victims. The FIAO and SIAO work closely with the MDHS EMC, the American Red Cross and other volunteer organizations to determine which individual assistance programs must be implemented.

- **Maintain liaison with local government and volunteer human service agencies.** MDHS County Office Directors are responsible for maintaining liaison with the local emergency management office and with local chapters of private/voluntary social service agencies and organizations (i.e., American Red Cross, Salvation Army, etc.) to establish lines of communication, share relevant information and resources, and facilitate emergency management activities.

MDHS Local Office Directors are responsible for maintaining liaison with the local emergency management office and with local chapters of private/voluntary social service agencies and organizations (i.e., American Red Cross, Salvation Army, etc.) to establish lines of communication, share relevant information and resources, and facilitate emergency management activities. Local Office Directors should be actively involved in local emergency management activities (plan development, training, exercises, etc.) to ensure that responsibilities assigned in local emergency operations plans can be carried out in a coordinated and effective manner.

- **Identify/coordinate volunteer resources for emergency management activities.** The Michigan Community Service Commission (MCSC) is the lead state agency for promoting and coordinating service/volunteer programs and public/private partnerships that meet a variety of local community and state needs. As the principal advocate and clearinghouse for volunteer and service programs in the state, the MCSC can assist in arranging for volunteer resources for community emergency preparedness activities such as emergency planning, training and community outreach, through the Michigan Citizen Corps program and other volunteer programs. When emergencies and disasters occur, the MCSC can assist in locating potential local sources of volunteers (through Citizen Corps Councils and other programs) to assist in carrying out necessary disaster response and recovery functions in affected communities. Requests for MCSC services are handled through the MDHS EMC.

Assigned Responsibilities of the Department of Agriculture (MDA) are:

- **As necessary, assist in food procurement and the identification and establishment of warehousing and feeding facilities to sustain the affected population following an emergency or disaster.** The MDA EMC is responsible for coordinating with the USDA regarding the identification of warehousing and feeding facilities and redistribution of food supplies to sustain the affected population following an emergency or disaster. The MDA can also coordinate with the MDHS for additional food supplies and distribution through the American Red Cross and other voluntary organizations, as well as the Michigan Department of Education (MDOE) for distribution and use of federal food earmarked for the school lunch program.

Assigned Responsibilities of the Michigan Office of Services to the Aging (MOSA) are:

- **Maintain liaison with local government and volunteer human service agencies.** Area Agency on Aging directors are responsible for maintaining liaison with the local emergency management office and with local chapters of voluntary human service agencies (i.e., American Red Cross, Salvation Army, etc.) to exchange information on services provided, operational procedures, client needs, etc.
- **Conduct a needs assessment of, and coordinate/monitor the provision of assistance to, elderly disaster victims.** Area Agencies on Aging are responsible for assisting in the identification of elderly disaster victims with special needs and coordinating the provision of assistance to meet those needs. Normally, this needs assessment is conducted in conjunction with the American Red Cross, MDHS County Offices, and other local volunteer organizations as part of the initial disaster assessment by local government.

Volunteer Recruitment for Disaster Activities

Recruitment of volunteers for emergency response, recovery, and relief activities varies widely in form and practice. Geographical areas and age groups of the volunteers may also be factors in recruitment practices.

At the state level, the Michigan Department of Community Health led a campaign to recruit volunteers on an internet-based system known as the Michigan Volunteer Registry. The campaign utilized pamphlets, key chains, and television advertisements as part of an effort to pre-register healthcare personnel and citizens to volunteer their assistance during an emergency. Volunteers can securely enter their contact information and sign up for any one of the various volunteer groups captured in the registry.

Most forms of volunteer recruitment in Michigan are left up to the local organizations that manage their volunteer groups. These forms of recruitment vary from organization to organization. Common forms of recruitment used include emails notices, web sites, flyers/pamphlets, recruitment booths at parades and other civic functions, word of mouth, and newspaper articles/advertisements. Successful volunteer recruitment practices used by the focus organizations and tribal entities are described herein.

Emergency Response Activities, Accomplishments and Best Practices

Specific emergency response activities, accomplishments and best practices of the focus organizations and tribal entities for the period of October 1, 2008 through September 30, 2009 are described herein.

American Red Cross (ARC) - Michigan

In Michigan, the American Red Cross has 26 chapters and over 5,000 volunteers. These chapters have been active in disaster response, blood drives, preparedness trainings, public outreach at local civic functions, food drives, and numerous other activities.

The American Red Cross has been the nation's premier emergency response organization since its founding in 1881 by visionary leader Clara Barton. As part of a worldwide movement that offers neutral humanitarian care to the victims of war, the American Red Cross distinguishes itself by also aiding victims of devastating natural disasters. Over the years, the organization has expanded its services, always with the aim of preventing and relieving suffering.



Today, in addition to domestic disaster relief, the American Red Cross offers compassionate services in five other areas: community services for those in need; support and comfort for military members and their families; the collection, processing and distribution of lifesaving blood and blood products; educational programs that promote health and safety; and international relief and development programs.

The American Red Cross is where people mobilize to help their neighbors—across the street, across the state, and across the country—in emergencies. Each year, in communities large and small, victims of some 70,000 disasters turn to neighbors familiar and new—more than half a million volunteers and 35,000 employees of the Red Cross. Through over 700 locally supported chapters, more than 15 million people gain the skills they need to prepare for and respond to emergencies in their homes, communities and world.

Plans for Coordination of Volunteer Resources:

The American Red Cross of Michigan has developed a State Disaster Consortium that has specific roles and responsibilities which include: state disaster planning, statewide preparedness activities, statewide disaster exercises, and development of subject matter experts in various disaster related areas. The state disaster consortium has the responsibility for developing a list of material resources. These resources are strategically located throughout the state and are deployable to disaster affected areas. All material resources are deployed and moved through the authority of the Genesee-Lapeer State Coordinating Chapter for disaster. Procedures for deployment of resources are in place as well as triggers for deployment. The Michigan Red Cross resources are available locally and statewide if needed.

The Michigan Training Institute is held annually and offers a variety of disaster courses and focuses on leadership and disaster management. In addition to the institute, disaster training is offered at chapters across the state on an on-going basis. The State Disaster Consortium maintains a list of the courses offered statewide which can be viewed at www.rsda-redcross.org. All American Red Cross volunteers must complete an application process that includes: signed code of conduct, volunteer application, background check, health status record and internal Red Cross agreements. After volunteers complete the application process, they are required to take three prerequisite courses before they begin a series of training courses that provides training in their desired activity field.

Many chapters across Michigan have and maintain 800 MHz radios. Red Cross Chapters who do not have radios have memorandums of understanding with various radio groups. Red Cross Emergency Response Vehicles are equipped with radio communications. Other forms of internal communications include standard email, cell phones, land lines and carrier pigeons.

Protocols for internal communications during disaster and non-disaster times are as follows:

1. State Coordinating Chapter starts direct communication with each of the six Red Cross Regional Chapters. The state coordinating chapter will also communicate directly with the Disaster Operations Center in Washington, DC and with the Mid-Michigan Chapter in Lansing. The Mid-Michigan Chapter has the responsibility for staffing the State Emergency Operations Center (SEOC).
2. Regional Chapters will then communicate the message to each of the community chapters assigned to them.
3. Community chapters will relay the communication to their internal staff and volunteers.
4. The above process would also include the communication with non-governmental partners and state partners.

External Communication to the public will include the following methods:

1. Red Cross press releases (Print).
2. Red Cross media announcements (TV & Radio).
3. Distribution of preparedness materials and specific disaster information.
4. One centralized phone number for information: 1-866-Get-INFO.

Volunteer Recruitment for Disaster Activities:

Michigan American Red Cross (ARC) chapters are continually recruiting volunteers at the local community level. Chapters can use a variety of recruitment techniques and can find additional resources for volunteer recruitment on the Red Cross internal website called CROSSNET. Grassroots volunteer recruitment methods are the most successful. It has been proven that during times of disaster, people want to volunteer their time and money, as well as donate blood. The Red Cross capitalizes on those opportunities to train during disaster events to capturing individuals that are interested in providing humanitarian aid.

Activities:

The American Red Cross has provided mass care activities including mass feeding, bulk distribution, sheltering, and mobile feeding in Michigan for over 100 years. It has extensive mass care feeding and sheltering equipment on hand and strategically located throughout the state. The Red Cross partners with other non-profit organizations to accomplish the task at hand. Opening shelters, providing feeding and bulk distribution is the specialty of the American Red Cross. The National Shelter System is utilized to track shelter locations and mass care equipment.

All counties in Michigan have trained Red Cross volunteers who can at bare minimum initiate a disaster relief response.

Best Practices/Accomplishments:

The Red Cross has a disaster relief organizational chart that lists the jobs and activities for every volunteer on a relief operation.

The American Red Cross in Michigan helped 3,881 families displaced by fires and other disaster in 2008. They collected 392,830 units of blood in Michigan. They helped 9,594 Michigan military families stay connected during times of separation. They trained 220,286 people in first aid, CPR and AED in Michigan. They trained 120,747 individuals in aquatics safety in Michigan. They deployed 558 Michigan volunteers to assist disasters in other states. They trained over 3,000 disaster relief volunteers, making Michigan safer.

Volunteers constitute 94 percent of the Red Cross total workforce as members of board of directors, instructors teaching life-saving skills, disaster action team members, office administrators, event organizers and more.

AmeriCorps - Michigan

Michigan's AmeriCorps is a statewide program that engages members in service to the community. There are currently over 900 members serving in 18 programs across the state. Most members receive basic training in CPR and first-aid skills. In addition, members have the opportunity to attend an AmeriCorps Disaster Training facilitated by the American Red Cross.



To date, 135 current and former AmeriCorps members from across the state are now ready to respond to local or national disasters such as fires, floods, and hurricanes. During an intensive, comprehensive two-day disaster relief training, the participants learned shelter operations, mass care, CPR, first aid, and more. Successfully completing the training fulfills the eligibility requirements to become part of the American Red Cross Disaster Services Human Resource System (DSHR), which is the Red Cross system of national disaster responders.

Plans for Coordination of Volunteer Resources:

In Michigan, the AmeriCorps program coordinates the use of their volunteers through the Department of Human Services. At the local level, these volunteers could be asked to help by the local emergency managers, but would ultimately be approved by the Department of Human Services.

Volunteer Recruitment for Disaster Activities:

AmeriCorps advertises for volunteers at both the national and state level through various methods. Those methods include billboards, television, websites, word of mouth, and fliers. College campuses are frequently targeted at the national level, as volunteers can receive an educational award.

Best Practices/Accomplishments:

Training sessions are taught by volunteer instructors who share first-hand knowledge of what it is like to respond to a national disaster and volunteer in a shelter. Training participants were required to set up, open, and manage a simulated Red Cross shelter where they took turns role-playing disaster victims and relief workers. The simulation provided members with critical hands-on experience and the opportunity to understand what staying in an emergency shelter is like for the victims of disasters. This is one of the strongest components of the training because it teaches the participants to empathize, give quality care, and focus on the people they are serving. At the end of the training, the participants were encouraged to complete the Red Cross Disaster Volunteer Application so they can volunteer with their local Red Cross chapters.

Michigan Citizen Corps (CC)

In Michigan, there are 91 Citizen Corps Councils, 89 Community Emergency Response Teams, 525 Neighborhood Watch Programs, 63 Volunteer in Police Service Units, 17 Medical Reserve Corps Units and 25 Fire Corps Units. These programs cover 9,225,905 people or 93% of total state population.



These figures are based on year 2000 Census figures. Citizen Corps (CC) brings together government and community leaders to involve citizens in all-hazards emergency preparedness and resilience.

The State of Michigan has a statewide Citizen Corps Council in the form of the MCCERC, seven regional CC councils, and multiple councils at the county and city level. There are five partner programs within the CC structure: USA On Watch (commonly known as Neighborhood Watch or NW), Medical Reserve Corps (MRC), Fire Corps (FC), Volunteers in Police Service (VIPS), and Community Emergency Response Teams (CERT).

USA on Watch works to provide information, training and resources to citizens and law enforcement agencies throughout the country. In the aftermath of September 11, 2001, Neighborhood Watch programs have expanded beyond the role of crime prevention to help neighborhoods focus on disaster preparedness, emergency response, and terrorism awareness.

The Medical Reserve Corps (MRC) program strengthens communities by helping medical, public health and other volunteers offer their expertise throughout the year as well as during local emergencies and other times of community need. MRC volunteers work in coordination with existing local emergency response programs and also supplement existing community public health initiatives, such as outreach and prevention, immunization programs, blood drives, case management, care planning, and other efforts.



Van Buren County Neighborhood Watch Program Volunteers

The Fire Corps (FC) promotes the use of citizen advocates to enhance the capacity of fire and rescue departments, including fire safety outreach, youth programs, and administrative support. Fire Corps provides resources to assist fire and rescue departments in creating opportunities for citizen advocates and promotes citizen participation.

The Volunteers in Police Service (VIPS) works to enhance the capacity of state and local law enforcement to utilize volunteers. VIPS serves as a gateway to resources and information for and about law enforcement volunteer programs. VIPS is managed and implemented by the International Association of Chiefs of Police.

The Community Emergency Response Team (CERT) program educates people about disaster preparedness and trains them in basic disaster response skills, such as fire safety, light search and rescue, and disaster medical operations. CERT members are able assist their neighborhood or a workplace following an event and assist with community preparedness.



CERT Training in Auburn Hills

Plans for Coordination of Volunteer Resources:

The Citizen Corps program coordinates all of its response efforts at the local level. The following are examples of specific Citizen Corps partner programs and their coordination response efforts:

- The Washtenaw County/Ann Arbor CERT ensures that disaster-related responsibilities are carried out in a coordinated manner by integrating the Incident Command System. This CERT team can be utilized by any local governmental entity within Washtenaw County. In the event of a disaster or emergency, this CERT team can be requested by contacting Washtenaw County CERT Coordinator who will work in conjunction with the County or City Emergency Operations Center (EOC) to coordinate response efforts.
- The Rochester Hills CERT team is deployable to anyone in the region that needs assistance. This CERT team utilizes a phone tree system to notify its members of a request for assistance.
- The Kent County MRC program receives activation and notification from the County EOC. A phone tree to notify volunteers and specific instructions using phone, email, and Internet are used to help coordinate and utilize these volunteers.
- The Macomb Township Fire Departments Fire Corps unit is coordinated by the Macomb Township Fire Department. Volunteers on this team carry radios and/or pagers with them. When the firefighters are sent out for a fire or medical call, the Fire Corps volunteers are also sent out to render assistance to the firefighters.

Volunteer Recruitment for Disaster Activities:

The Citizen Corps Program recruits through the use of pamphlets, fliers, the Michigan Volunteer Registry, and word of mouth. The majority of recruitment activities take place at the local level.

Local entities in the Macomb Township Fire Corps and the Schoolcraft County CERT and MRC programs have created a public service announcement with local cable companies for recruitment.

Activities:

The CC programs provide a variety of services and volunteer opportunities to Michigan's communities. Examples of the activities include disaster response, damage assessment, training, participation in mock exercises, response to local emergencies such as car crashes and fires, public speaking at elementary, middle, and high schools on preparedness and safety, weather spotting, assisting at local sporting events and other fund-raising, and public service campaigns.

Best Practices/Accomplishments at the Regional and Local Level:

Region 2 and Region 6 of the State of Michigan have established regional councils that meet monthly. These regional councils share resources, grant dollars, and trainers, and serve as good models for other regions.

The City of Detroit program created a calendar for tracking their activities. With assistance from the MSP, they hosted a CERT training for federal court employees in southeastern Michigan. This training was performed with the courts' response teams and was very successful. From this training, a new training is being developed for the State Farm Offices in Livonia. These are examples of Business CERT, training encouraged by the national Citizen Corps office.

The Muskegon program created "Preparedness in a Box" obtaining shoe boxes and filling them with some very basic preparedness supplies and a checklist for other items. The boxes were handed out at local schools.

Members of the Montcalm/Ionia County Medical Reserve Corps Program (MRC) developed a Family Disaster Kit for distribution in elementary schools in conjunction with the safety curriculum. Members teach a short lesson and instruct the students to go home and gather the other items needed for their family kit. The students are encouraged to share the information with their family and to practice their family's emergency plan on a regular basis. In the past two years, over 1500 kits were distributed to students in Montcalm County.

Several local programs, including the Rochester CERT Team located in Oakland County, require members to take and pass National Incident Management System classes and encourage them to take FEMA independent study classes.

Best Practices/Accomplishments at the State Level:

Collaboration with Comcast Cable to provide state Public Service Announcements.

Participation in a panel discussion on CERT training in foreign countries at the National Citizen Corps Conference in Arlington, Virginia.

One of six states to pilot a program with the National Fire Corps Office where the state Fire Corps Advocate and the state Citizen Corps program worked together, partnered in different areas, and shared resources.

Hosting four CERT trainings and four CERT train the trainer classes designed specifically for state employees.

Chair a committee in southeastern Michigan designed to perform outreach to the citizens of the Arab and Chaldean communities in Southeastern Michigan which includes preparedness workshops, CERT trainings, and participation in varying fairs, festivals, and parades.

Assisted in training citizens of the United Arab Emirates in CERT. This partnership developed from the on-going outreach to the Arab and Chaldean communities in southeastern Michigan.

Sgt. Kevin Sweeney of the Michigan State Police presented 2008 awards to outstanding performers. The Individual of the Year award was presented to Ms. Yvonne Whiteley of the Rochester Hills CERT Team and to Ms. Suzanne Rohn of the City of Dearborn CERT Team. The Team of the Year award was presented to the VanBuren County Sheriff's Office Reserve Association and the Council of the Year award was presented to the City of Detroit Citizen Corps Council.

CITIZEN CORPS AWARDS

2008 Co-Individual of the Year



Kevin Sweeney and Yvonne Whiteley

2008 Co-Individual of the Year



Kevin Sweeney, Suzanne Rohn & Capt. Brad Smith

2008 Team of the Year



Van Buren County Sheriff's Office Reserve Association

2008 Council of the Year



Detroit Citizen Corps Council

A national award entitled 2008 Fire Corps Team of the Year was given to the Macomb Township Fire Department. National Citizen Corps Achievement Awards were presented to the Detroit/Wayne County CC Council in the category of Celebrating Resilient Communities and to the Farmington Hills/Farmington CC in the category of Preparing the Public.

Michigan Voluntary Organizations Active in Disasters (MIVOAD)



Michigan Voluntary Organizations Active In Disasters (MIVOAD) is a state subsidiary of National Voluntary Organizations Active in Disasters (VOAD). VOAD is the forum where organizations share knowledge and resources throughout response and recovery to help disaster survivors and their communities. Most of the MIVOAD organizations are national in scope and local in service. MIVOAD coordinates its efforts so that the services are not all the same, but are broad enough to meet a wide variety of needs.

The national VOAD is a nonprofit membership organization founded in 1970 in response to Hurricane Camille in the Gulf Coast. Members of National VOAD include national nonprofit organizations whose mission includes programs either in disaster preparedness, response and/or recovery. Since its founding, state and local equivalents of VOAD have emerged to foster cooperation, communication, coordination, and collaboration at the state and local level--the heart of any disaster response.

In Michigan, participating organizations include the American Red Cross, ACCESS, Seventh Day Adventist/Adventist Community Services Disaster Response, Church of the Brethren, International Aid, Lutheran Social Services of Michigan, Mennonite Disaster Services, Michigan Crisis Response Association, Michigan React, The Salvation Army, Christian Reformed World Relief Committee, Southern Baptist Disaster Relief, United Methodist Committee on Relief (UMCOR), Church World Services, and 211 System.

Most VOAD organizations require basic FEMA classes and incident command training to meet governmental requirements for participation in a response.

Plans for Coordination of Volunteer Resources:

As MIVOAD is made up of multiple entities, each coordinates their volunteers separately. VOAD is called into service by local EOCs, follow the incident command system and work very closely with one another to ensure that services are not duplicated.

Volunteer Recruitment for Disaster Activities:

Each organization recruits according to their policies and their reach. Several organizations within the MIVOAD are church/faith based entities. These organizations recruit through training events, mailings, appeals at organization events, fliers, and pamphlets. MIVOAD organizations are regularly increasing their volunteer pools to sustain and expand the services they provide.

Activities:

The MIVOAD organization utilizes email, cell phone, and conference calls in the event of a disaster to coordinate response efforts. VOAD has learned to work cooperatively and it is not unusual for multiple VOAD organizations to join forces and share resources. Examples of MIVOAD activities include rendering assistance after small scale wind storms by removing debris and assisting homeowners with repairs after flooding incidents.

Best Practices/Accomplishments:

MIVOAD can assist in ways that many other organizations cannot because many of the organizations within MIVOAD are non governmental. MIVOAD can assist when a federal, state, or even local emergency has NOT been declared. They can also render assistance in small scale incidents.

The MIVOAD was recognized by the City of Lansing in 2008 for providing services after wind storms damaged a large part of the Lansing area in 2008. Approximately 50 volunteers were utilized over a 3 week period and approximately 30 homeowners were assisted, including the removal of hundreds of trees and debris.

Michigan Volunteer Defense Force (MIVDF)

The Michigan Volunteer Defense Force (MIVDF) provides reliable personnel support to local and state agencies during declared emergencies. The MIVDF is an all-volunteer, uniformed public service organization which serves under the command of the Governor as Commander-in-Chief and is directed by the Adjutant General.



The MIVDF is to be used for service exclusively within the State of Michigan and only the Governor of the State of Michigan can call the MIVDF into action. The MIVDF is a Brigade composed of seven battalions whose areas of operation duplicate the districts of the Michigan State Police. Each battalion varies in size depending on the geographical and population of the area covered and has a community emergency response team (CERT) program. There are approximately 175 volunteers in the MIVDF. Members serve for a period of not less than 1 year.

Plans for Coordination of Volunteer Resources:

The MIVDF coordinates its volunteer response efforts through the seven battalions and its military structure. Personnel are alerted for duty via telephone call trees starting with the Brigadier Commander and branching out to the battalions. In addition, personal contact and a vast email database are available for notifications.

Volunteer Recruitment for Disaster Activities:

The organization has an active recruitment program with battalions having recruiters assigned (a member is selected for the position). The goal is to actively recruit military retirees and volunteers who wish to join. A recruitment brochure and briefing DVD have been developed for distribution to interested personnel.

Activities:

The MIVDF ensures that disaster-related responsibilities are carried out in two ways.

The first way is through the decision to make support of local emergency management in times of disaster one of its missions. This is accomplished through the CERT program and almost all of its current membership is CERT trained. The battalions actively pursue meeting with emergency managers within their area of responsibility along with participating in monthly meetings of the MSP/EMHSD. They actively volunteer their time in their respective areas to participate in emergency management exercises. This effort is providing emergency managers the opportunity to evaluate first-hand the capabilities of the members. In addition to CERT training, all members are required to complete the basic Incident Command System (ICS) mandated FEMA courses (AS100, 200, 700 and 800). Many members have also completed IS300 and 400 courses.

Second, responsibilities are carried out by providing direct support to the Michigan Department of Community Health's (MDCH) Office of Public Health Preparedness (OPHP). Selected members of the organization provide support to the Receipt, Store and Stage (RSS) program for handling the Strategic National Stockpile (SNS) in the state during times of a state declared medical emergency. Most recently the team members assisted OPHP in receiving and preparing for shipment of the medical materiel needed to support the possible outbreak of the H1N1 flu virus.

Best Practices/Accomplishments:

Members have participated in numerous emergency training exercises. Most notable was the Newaygo Dam exercise and the Oakland County Hospital Emergency evacuation. As indicated above, the organization recently assisted the MDCH in preparing for a possible outbreak of the H1N1 flu virus.

Michigan Volunteer Registry (MVR)

Michigan Department of Community Health

The Michigan Volunteer Registry (MVR) is an Internet-based system developed and administered by the Michigan Department of Community Health, Office of Public Health Preparedness (OPHP). The MVR enables healthcare personnel and citizens to pre-register to volunteer their assistance during an emergency. The MVR assembles volunteers based on verification of their identity, credentials, and qualifications. Those interested in volunteering can securely enter their contact information on the website. During an emergency, volunteer information will be gathered and appropriate volunteers contacted by authorized personnel. Individuals willing to assist during a disaster may choose to register in one or more of ten registry volunteer groups including Licensed Health Professions, Unlicensed Health Professions, General Support Volunteers, Michigan's State Animal Response Team, Michigan Mortuary Response Team, and the five partner Citizen Corps Programs. Nurses, physicians, behavioral health, emergency medical services personnel, ancillary support staff and all other individuals interested in assisting are encouraged to register.



The registration and notification tool is located on-line at www.MIVolunteerRegistry.org. The MDCH Office of Public Health Preparedness website also offers information about this initiative at www.michigan.gov/ophp.

Plans for Coordination of Volunteer Resources:

Operational Response Guidelines for the MVR have been drafted at the state level outlining the procedures for requesting, deploying, and managing volunteers during the successive stages of an event. Registry system administrators are responsible for solidifying local and regional deployment plans, outlining multi-jurisdictional coordination efforts, and accounting for the on-scene management practices. Plans are to account for other volunteer organizations and partnerships statewide to ensure that deployment plans are comprehensive, addressing the needs and concerns across a wide range of emergency preparedness volunteer programs at the local, regional, and statewide level.

Volunteer Recruitment for Disaster Activities:

Recruitment and outreach efforts are a mainstay of state registry activities. Enrollment continues to rise and efforts continue to be tracked according to the type and success rate. State, regional, and local registry administrators offer promotional and outreach support to their program partners and affiliates. The Office of Public Health Preparedness provides the recruitment resources and materials for distribution statewide including posters, brochures, a television commercial, conference display boards, pens, badge holders, key tags, and licensure stuffers.

Activities:

The registry has been tested and successfully utilized during several real and simulated events and alerting and notification procedures are practiced and refined. Volunteers continue to be alerted on opportunities to participate in local or statewide exercises, trainings, conferences, and educational opportunities.

In December of 2006, Michigan was one of four states that participated in a pilot exercise to examine state and federal deployment protocol of volunteers. Volunteers were identified and contacted via the registry on their willingness to deploy during a simulated 7.2 Tennessee earthquake. Lessons learned from the exercise were applied in preparation for the next exercise or unplanned event.

Best Practices/Accomplishments:

The OPHP encourages local and regional leadership to engage volunteers during non-emergency times. Statewide conferences are offered annually to recognize the importance of volunteers, as well as provide educational and networking opportunities. As volunteers are encouraged to become proficient in areas such as medical surge, mass prophylaxis, and/or pandemic influenza planning, local public health and regional leadership are encouraged to support registry and Medical Reserve Corps (MRC) participation in local trainings and exercises, as well as sponsorship of an MRC unit specific to their communities' unique risks and hazard vulnerabilities.

Since the launch of the registry in 2003, several upgrades have occurred to the registry to improve its look, functionality, and usefulness to volunteers and administrators. Credential interfaces have been accomplished allowing for the automated verification of medical licensure, status with the Office of the Inspector General, and the American Board of Medical Specialties. Additional program partners have been brought on board with the addition of the Citizens Corps, Michigan Mortuary Response Team, and the Michigan State Animal Response Team volunteer groups.

Radio Amateur Civil Emergency Services (RACES) - Michigan

RACES (pronounced race-ease) is an acronym for Radio Amateur Civil Emergency Service. It is administered by local, county, and state emergency management agencies and is a part of the Amateur Radio Service that provides radio communications for civil-preparedness purposes only. These emergencies are not limited to war-related activities, but can include natural disaster such as fires, floods, and earthquakes.



On the local level, these services are provided by ARES (pronounced air-ease) or Amateur Radio Emergency Services. ARES consists of licensed amateurs or more commonly known as HAM radio operators. They have voluntarily registered their qualifications and equipment for communications duty when called upon for public service. The only qualification, other than possession of a valid amateur radio license, is a sincere desire to serve.

Michigan has 11 District Emergency RACES Coordinators that work hand in hand with the local emergency managers. Each county is allotted a county Emergency RACES Coordinator, but many of those slots are vacant. Currently, there are approximately 2200 RACES volunteers around the State of Michigan.

Plans for Coordination of Volunteer Resources:

The RACES organizations coordinates its volunteer efforts at the state, regional and local level. RACES has one state coordinator which helps establish the RACES program state wide. This state coordinator shares best practices and helps with communication between the different chapters.

Volunteer Recruitment for Disaster Activities:

Volunteers are recruited by increasing the pool of licensed amateurs from which they are available and this is generally done through clubs although larger programs may hold aggressive licensing programs.

Activities:

Participation and aid in public service events and drills provides practice in doing this fairly routinely, even though the opportunities to do this for an actual emergency are rare. For example, the Crim Road Race in Flint often draws volunteers from five or six counties. Kent County has a very strong program and often provides resources and training to other counties.

Some counties have more formal arrangements. For example, Midland County works closely with Gladwin County which is resource-shy. When significant damage occurred last year in Gladwin, most of the damage assessment resources were provided by Midland County. The tri-cities consisting of Midland, Saginaw, and Bay City work closely together. Most drills and exercises in any of those counties involve resources from the other two.

Detailed data from local, regional, and state meetings, including contributed hours per county, is available at http://arpsc.mi-nts.org/arpsc_ecept.php.

One local RACES program, the Livingston County Armature Radio Public Service Corps (LCARPSC), is a part of the County's Disaster Field Force. The Amateur Radio Emergency Coordinator/Radio Officer works closely with the emergency manager to insure the activities of the LCARPSC are in line with the county's goals and objectives. LCARPSC is also coordinated, activated and notified through the emergency manager and the Livingston County 911 Central Dispatch/Emergency Management Department.

Best Practices/Accomplishments:

RACES groups are encouraged to report their call outs and activations using the web. Several examples of this are the Williamston tornado (<http://www.lansingarpsc.com/10182007.html>), the Potterville tornado (<http://www.lansingarpsc.com/08242007.html>), and the Fenton tornado (<http://www.arri-mi.org/?q=node/95>).

The spring 2008 severe storms brought responses from across the affected areas and a great deal of cross-county and cross-district aid. Local programs recorded an uptake of almost 9,000 volunteer hours for the month of June alone.

From January through April 2009, local programs reported responding to at least a dozen severe weather events, seven fire coordination incidents, a gas leak, and a missing child search.

United Way of America - Michigan

Michigan has 13 United Way of America chapters. The United Way is a non-profit organization that works with nearly 1,300 local offices throughout the country in a coalition of charitable organizations to pool efforts in fundraising and support. The focus of the United Way is identifying and resolving pressing community issues, as well as making measurable changes in the communities through partnerships with schools, government agencies, businesses, organized labor, financial institutions, community development corporations, voluntary and neighborhood associations, the faith community, and others. The issues focused on are determined locally because of the diversity of the communities served, however, the main focus areas include education, income, and health.



Plans for Coordination of Volunteer Resources:

United Way centers are stationed across the State of Michigan and each entity coordinates its volunteer response efforts separately. All are activated by the local emergency manager or emergency operation center.

Volunteer Recruitment for Disaster Activities:

United Way centers are organized at the local level, and recruiting methods vary from center to center. Recruiting methods used at the local level include word of mouth, fliers, pamphlets, and advertisements.

The United Way often uses 211 call centers for recruiting and recruitment through local amateur radio enthusiasts.

Activities:

The United Way assists in the set up and facilitation of volunteer centers. These volunteer centers could be run independently or jointly with Volunteer Centers of Michigan. The centers could assist in crafting memorandums of understanding (MOUs) between agencies, as well as assisting in the formulation of plans of action relating to volunteer management at a disaster scene.

Best Practices/Accomplishments:

United Way Centers have established procedures formulating plans of action, establishing site memorandums of understanding (MOUs), and formulating agreements with local emergency response agencies and departments.

Volunteer Centers of Michigan (VCM)

The Volunteer Centers of Michigan (VCM) is a statewide network of 26 operational and 5 start-up Volunteer Centers serving 60 Michigan counties. Volunteer Centers mobilize people and resources to deliver creative solutions to community problems. Through the convening of organizations, the promotion of community service, and the matching of volunteers to nonprofit programs and events, Volunteer Centers take a leadership role in addressing key community issues.

The mission of the VCM is to strengthen, develop and connect volunteer centers throughout the state. The vision of the VCM is to ensure all volunteer centers have the capacity to positively impact every Michigan community and their citizens through volunteerism. Volunteer Centers are set apart by the inclusiveness within the whole community. They serve all nonprofits and all residents and their service is not limited to a particular issue, group of people, or type of activity.

In 2007-2008, the Volunteer Centers of Michigan referred over 32,917 citizens to volunteer opportunities and have worked with over 3,158 nonprofit organizations and 681 businesses.

Plans for Coordination of Volunteer Resources:

Volunteer Centers of Michigan are stationed across the State of Michigan. Each entity coordinates its volunteer response efforts separately. All are activated by the local emergency manager or emergency operation center.



Volunteer Recruitment for Disaster Activities:

Each volunteer center maintains its own operation plans and performs its own recruiting. Methods vary from local agency to local agency. Methods for recruiting include pamphlets, fliers, emails, and word of mouth.

The Volunteer Center of Greater Kalamazoo maintains a website with an online database of volunteer opportunities that is visited by over 25,000 community members annually and recruits volunteers for approximately 300 local nonprofit organizations.

Activities:

Volunteer Centers are responsible for handling unaffiliated volunteers that respond to a general call for help and set up volunteer reception centers in a time of disaster or critical emergency in local communities. They connect people with opportunities to serve, build the capacity for effective local volunteering, promote volunteering, and participate in strategic initiatives that mobilize volunteers to meet local needs.

Best Practices/Accomplishments:

The Volunteer Center of Greater Kalamazoo has the capability to send e-mails to over 3,000 community volunteers requesting help in times of emergencies or disasters. They have the ability to target specific skills and interests, if needed.

Summary and Plan

In summary, there are a large number of governmental agencies and private sector organizations that strive to improve Michigan's preparedness to handle major emergencies. These agencies and organizations support a wide range of programs that educate the residents of Michigan about the importance of preparedness measures. They also support multiple programs that encourage the participation of volunteers in community outreach, as well as training exercises, that enhance Michigan's overall disaster preparedness, prevention, and response capabilities. These programs are consistent with the mission of the Citizen Corps to harness the power of every individual through education, training, and volunteer service to make communities safer, stronger, and better prepared to respond to the threats of terrorism, crime, public health issues, and disasters of all kinds.

Michigan is fortunate to have a large array of volunteer organizations capable of rendering assistance in the event of emergencies or disasters. Due to the wide variety, there is a clear need to harmonize the large number of independent volunteer organizations with partially overlapping missions that respond to disasters. Policies and programs to promote collaboration should be expanded. In an ever-changing world, the emergencies and disasters that present the greatest risk to Michigan's welfare, as well as the preparations to handle them, must be assessed on a continuing basis. Recent national experience with natural and weather-related disasters has demonstrated the need for improved coordination in the activation and utilization of emergency response resources. Terrorism caused disasters continue to be a large concern and motivation for improved preparedness. The current global H1N1 pandemic presents a new threat that strains Michigan's prior preparations for community health emergencies.

The priorities for MCCERCC during 2010 with regards to Citizen Corps are:

- Continue risk and needs assessments on an ongoing basis to guide priorities for leadership, planning and resource utilization.
- Standardize and expand state-wide volunteer registration and credentialing.
- Support activities and conferences that increase volunteer participation in Citizen Corps programs and Citizen Corps affiliate programs.
- Expand and standardize the training of Citizen Corps and other volunteer programs.
- Strengthen local and state coordination by establishing integrated procedures and clarifying roles and responsibilities in the management and utilization of volunteers during an emergency.
- Encourage local and county Citizen Corps councils to work with local and county emergency operations centers to improve the coordination and utilization of Citizen Corps and other volunteer resources.
- Encourage the implementation of Citizen Corps programs and affiliate programs into local, regional, and state response plans.

MCCERCC will continue to support Michigan's homeland security, community health, public safety, and all hazard preparedness with responsible leadership and planning.

Authorities and References

The following is a list of Federal, State, and other key authorities related to MCCERCC. Other references are included.

Federal Authorities:

- Public Law 93-288, as amended, the Robert T. Stafford Disaster Relief and Emergency Assistance Act
- National Response Framework (NRF)
 - ESF #5 (Emergency Management)
 - ESF #6 (Mass Care, Emergency Assistance, Housing, and Human Services Annex)
 - ESF #7 (Logistics Management and Resource Support Annex)
 - Catastrophic Incident Annex
 - Private Sector Coordination Annex
- Fiscal Year 2004-07 Emergency Management Performance Grant (EMPG) Guidance

State Authorities:

- Act 390, Public Acts of 1976, as amended, the Emergency Management Act
- Michigan Emergency Management Plan
- Executive Directive 2005-9 (September 29, 2005), “Adoption of the National Incident Management System (NIMS) for Emergency Incident Management in Michigan”
- State (Michigan) Homeland Security Strategy

Key Enabling Authorities:

- Executive Order 2007-18 (establishing MCCERCC)
- Executive Directive 2002-1 (Homeland Security)

Other References:

- Michigan Annex to the FEMA Region V Regional Response Plan
- Michigan Disaster Donations Management Plan
- Michigan Strategic National Stockpile (SNS) Procedures
- American Red Cross – State of Michigan (Michigan State Police) Statement of Understanding
- Michigan AmeriCorps: <http://www.michigan.gov/mcsc/0,1607,7-137-8074-24883--,00.html>
- Michigan Volunteer Defense Force: <http://www.mivdf.org>
- National Voluntary Organizations Active in Disaster: <http://www.nvoad.org/Home/tabid/36/Default.aspx>
- Volunteer Centers of Michigan: <http://www.mivolunteers.org/about.asp>

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Director Dennis S. Edwards

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(October 2009)

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