



The Salvation Army

**Salvation Army Team Emergency Radio Network
USA National Headquarters**



SALVATION ARMY TEAM EMERGENCY RADIO NETWORK (SATERN)

STRATEGIC PLAN

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SATERN Strategic Plan 2016

“You’ve got to be very careful if you don’t know where you are going, because you might not get there.”
Yogi Berra

The Strategic Planning Process Components

Table of Contents

1. Planning Team.....	Page 2
2. Program Review.....	Page 3-4
a. SWOT Analysis	
3. Vision Statement.....	Page 4
4. Mission Impact Priorities.....	Page 5-6
5. Points of Coordination.....	Page 7
6. Implementation Strategies.....	Page 8-11
7. Executive Summary.....	Page 12

Appendices

Planning Team:

- Mike Orfitelli, Facilitator – Eastern Territory Disaster Coordinator
- Flo Knox, KB3YAT - National Disaster Services Specialist
- Jessica Bettinger – National Disaster Services / Government Relations Program Specialist
- Bill Feist, WB8BZH - National SATERN Liaison / Southern Territory SATERN Coordinator
- Major Tom Dingman, K2QMU - Eastern Territory SATERN Coordinator
- Mr. Bill Shillington, W9ZCL - Central Territory SATERN Coordinator
- Major Karen Hanton, Central Territory, Training Coordinator
- Mr. Jim Puza, AE7JP - Western Territory SATERN Coordinator
- Perron Goodyear, VE3PSG - Canada & Bermuda Territory Disaster / SATERN Coordinator
- Major Rick Shirran, VE3NUZ – Former Canada & Bermuda Territory Disaster / SATERN Coordinator

Program Review

SWOT – Strengths, Weaknesses, Opportunities, Threats

- **Strengths**

- A large number of volunteers committed to SATERN
- A portion of the SATERN volunteers have technical expertise
- Potential for very positive partnerships
- Association with The Salvation Army which is respected by government, national organizations, etc.
- The large net system in place currently, and the access to other net systems operated by other amateur radio groups
- Passion of the SATERN Operators.
- Affiliation with an organization with a stellar reputation - The Salvation Army.
- SATERN's reputation among other amateur radio emergency communications groups
- Net activity / net structure
- Can provide reliable communication
- The Health & Welfare program, when operating
- Technical Expertise
- Value added (volunteers bring their own equipment, etc.)
- Bring a wide range of communications capabilities to The Salvation Army.
- Access to other emergency communications resources.
- Southern Territory (National?) SATERN Newsletter.

- **Weaknesses**

- Lack of relevancy
- Lack of operational and personal connection and for some volunteers, emphasis on social aspect only
- Lack of familiarity with The Salvation Army mission, history, culture and structure
- Lack of understanding as to who SATERN is by the mainstream Army
- Passion of our operators that is not tempered by responsibility
- Low number of deployable SATERN operators and lack of use of the operators
- The current culture of SATERN that believes SATERN is a separate organization loosely affiliated with The Salvation Army rather than an integral part of The Salvation Army
- Current method of processing new SATERN recruits
- SATERN volunteers' lack of integration with the local/Divisional Salvation Army
- Lack of professionalism. "You have an image issue with the Disaster Directors."
- Identity Crisis - SATERN members don't know who they are within The Salvation Army and The Salvation Army doesn't know who (or what to do with) SATERN
- Lack of missions for times of good communications - reliance on "When All Else Fails" scenario
- Resistance to / Lack of, cross-training within SATERN culture

- **Opportunities**

- Backing of the National Disaster Services Committee and The Salvation Army administration and the potential to grow SATERN
- Establishing partnerships with other radio and technology groups that will lead to increased services and great relevancy
- To develop additional functional services that will attract technologically oriented younger volunteers interested in technological pursuits
- We have an opportunity to change the image of SATERN within The Salvation Army and within our SATERN volunteer base
- The potential to enhance the reputation of The Salvation Army and EDS.

- **Threats**

- Aging population of SATERN membership and consequently a generation gap within the organization
- Lack of vision for the future
- Backing of the National Disaster Services Committee and The Salvation Army Administration is finite and won't last forever without an increase in service impact
- An unwillingness to keep up with technological needs of The Salvation Army's EDS efforts will mean that we become irrelevant in a technologically driven world
- SATERN's current image among young people and among a significant part of The Salvation Army leadership

“Vision Statement”:

The future Salvation Army Team Emergency Radio Network will bring together communications expertise and disaster services response to better serve those in need.

Mission Impact Priority (1 of 3): Expansion, Growth and the diversification of services

Facilitator: Bill Feist, WB8BZH, National SATERN Liaison

SATERN leadership will diversify and expand the scope of services provided.

Rationale: To address the issues of relevancy while appealing to the younger generation, the SATERN leadership will explore various new technologies and potential services to enhance communications within disaster services. These services will integrate well into the disaster services program and strengthen the amalgamation efforts underway.

Action Strategies and Objectives:

1. Develop structure for the Health & Welfare program.
 - a. Develop structure – small committee to develop SOP's (with experience personnel on committee)
 - i. Define what H & W is
 - ii. Create sustainability
 - iii. Consider partnership with AARL
 - iv. TSA could take leadership in this area
 - v. Explore concerns that we are not duplicating other existing service
 - vi. This committee will be given some basic goals
 - b. Committee membership –nominations from each territory
 - c. Bill Feist will develop criteria to be approved by this group
 - d. Leadership – will be decided by committee
2. Develop services that are viable even when ordinary communications are still active.
 - a. Jim Puza will develop a draft to be shared and added to by SP Group
3. Identify services using new technologies, which integrate well within disaster services
 - a. Assemble a New Technology Group to evaluate developments in technologies that would aid SATERN
 - b. Repeat committee formation steps used in point #1

Mission Impact Priority (2 of 3): Expanding public and internal awareness of SATERN

Facilitator: Flo Knox, KB3YAT, National Disaster Specialist

Marketing tools will be used to educate the public and TSA of new programs and capabilities within disaster communication

Rationale: As the strategic initiatives begin to happen, it is important to get this information in the hands of the internal TSA as well as the general public and those we work with. A healthy marketing effort will dispel some of the misunderstanding about the past issues of irrelevancy while stimulating new interest in communication and technology

Mission Impact Priority (2 of 3): Expanding public and internal awareness of SATERN (Cont.)

Action Strategies and Objectives:

1. Produce a short video for distribution outside of SATERN.
 - a. Ask Kevin Ellers (Bill Shillington) – in progress
 - b. As follow up, ask Southern Territory for help (Bill Feist will be point of contact)
2. Increase the number of news releases to the national EDS website.
 - a. All responsible to post stories
 - b. Bill F will put out reminders in several places
3. Increase the circulation of the SATERN Newsletter.
 - a. Bill F will develop process to develop Territorial Email lists.
 - b. Newsletter will be sent to territories who will send to list or will be combined into one list
4. Include information about SATERN in appropriate NDTP training.
 - a. Jim Puza will develop a list of what and where
 - b. Develop a cross-training program for SATERN volunteers that want to be deployed
 - i. Hold for recommendations from Jim Puza who is doing point 4a
5. SATERN Leadership will educate its' volunteers about The Salvation Army by;
 - a. Increase the circulation of the SATERN Newsletter with educational articles about TSA
 - b. Provide periodic bulletins on the Nets about TSA and "TSA in your local area?"
 - i. Bill F will take on "a", we will all do "b"
6. Update SATERN webpage(s) within the national EDS website and promote its' use by SATERN members.
 - a. Point the SATERN.org URL or create and point a new SATERN URL, as necessary, to the SATERN webpage(s) within the national EDS website.
 - b. Make the webpage design consistent with the national EDS website's design
 - c. Use a multi-layered (multiple page) approach in designing the SATERN section of the national EDS website.

Mission Impact Priority (3 of 3): Expanding, mentoring and growing a leadership cadre for the future.

Facilitator: Jim Puza, AE7JP, Western Territory SATERN Coordinator

SATERN will develop strategies to create leadership succession through mentoring and developing new structure / protocol.

Rationale: The present demographics of the SATERN group are heavily weighted to those with vast amounts of experience, which also means a demographic that may not support future growth without an influx of young people. Beyond that need, is the demand for future leaders who will continue to develop the communication and technology component of disaster services.

Action Strategies and Objectives:

1. Develop viable SATERN leadership at the divisional level.
 - a. Get feedback from EDS Divisional Directors on SATERN Leadership (Jim will share conf call outline)
 - b. Work with EDS Divisional Directors to see who is their SATERN Coordinator, how many members, names of members, which ones are deployable (Rationale; National SATERN is looking to validation of records)
 - c. Develop Action Strategies 2 and 3 after 1a. 1 b. have been mostly completed.
2. Develop a mentoring program for future leadership.
3. Create a leadership structure that develops leadership roles within the new services.

Points of coordination:

How will this MIP effect other aspects of service, and how will it be coordinated to be successful?

POC #1: Increased services with increased technical complexity will attract younger volunteers who have an interest in technology and communications (MIP 1 & 3)

POC #2: Developing services with new technologies will combat the “irrelevancy” weakness stated in the SWOT Analysis and bring about greater awareness of SATERN (MIP 1& 2)

POC #3: Increased awareness of SATERN initiatives will attract a greater variety in membership (age, technical abilities, etc) (MIP 2 & 3)

POC #4: Increased awareness of SATERN initiatives and services will lead to other Salvation Army personnel obtaining their FCC Amateur Radio License thereby expanding the potential leadership pool. (MIP 2 & 3)

POC #5: Developing a leadership cadre for the future – particularly at the Divisional and local level(s) - will attract, engage and retain a greater variety in membership and may lead to new ideas and services not yet considered or thought of (age, technical abilities, etc.) (MIP 1 & 3)

POC #6: Developing a leadership cadre for the future – particularly at the Divisional and local level(s) - will promote awareness of SATERN at those levels to The Salvation Army leadership. (MIP 1 & 2)

POC #7: Developing a leadership cadre for the future – particularly at the Divisional and local level(s) - will promote awareness of The Salvation Army to SATERN volunteers at those levels. (MIP 1 & 2)

POC #8: Examine the impact of the Strategic Plan on the annual National SATERN budget.

Implementation Strategies:

Implementation is perhaps the most important phase of this whole process. How many plans are you aware of that merely sit and gather dust on some shelf. Until you execute the plan, you have done nothing.

- Who needs to be aware of the planning, and to what degree?

○ To Be Informed	Executive Overview	Entire Plan
○ Salvation Army Leadership:		
1. Selected NHQ Leadership:	√	
2. Territorial Commanders:	√	
3. Divisional Commanders:	√	
4. Corps Officers:	√	
5. Local Service Center Directors:	√	
○ Salvation Army Staff:		
1. National Disaster Services:		√
2. National Disaster Committee:		√
3. National SATERN Liaison:		√
4. National SATERN Committee:		√
5. Territorial & Divisional Public Relations:	√	
6. Territorial & Divisional Development:	√	
7. Divisional EDS Directors:	√	
8. Divisional SATERN Coordinators:		√
○ Salvation Army Volunteers:		
1. EDS Volunteers:	√	
2. SATERN Volunteers:	√	
○ Partners:		
1. Government:		
a. FEMA	√	
b. FEMA Office of Emergency Communications:	√	
c. State / County EMA:	√	
2. Non-Profit:		
a. American Radio Relay League (ARRL):	√	
b. American Red Cross:	√	
c. Hurricane Watch Net (HWN):	√	
d. Maritime Mobile Service Net (MMSN):	√	
e. Military Auxiliary Radio System (MARS):	√	
f. National Hurricane Center (AR Office):	√	
g. North American Missions Board (NAMB):	√	
○ Media:		
1. National EDS Website, SATERN Page(s):	√	
2. Weekly SATERN Newsletter:		√ (over time)
3. SATERNSouth Yahoo Group:		√ (over time)
4. SATERN Nets (All Levels):	√	

Implementation Strategies (continued):

- **Implementation Goals for 2016:**
 - **MIP #1:** SATERN leaders will diversify and expand the scope of service provided.
 - **Action Step #1:** Develop a structure for the Health & Welfare Program
 - Create a Message Handling Committee by 31 December 2016.
 - The Committee's task will be to develop Standard Operating Procedures (SOPs) and protocols for SATERN will manage and handle all message traffic, regardless of priority, by no later than 30 November 2016.
 - **MIP #2:** Expanding public and internal awareness of SATERN.
 - **Action Step #2:** Increase the number of news releases to the national EDS website.
 - Create a Message Handling Committee by 31 December 2016.
 - The goal will be to increase the number of articles in the SATERN News section by an average of at least one article per month.
 - **Action Step #6:** Update SATERN webpage(s) within the national EDS website and promote its' use by SATERN members.
 - Create a Website Committee by 31 December 2016.
 - The goal will be to develop a SATERN section within the national EDS website that will contain all of the information needed by SATERN volunteers and to develop strategies for pointing SATERN volunteers to that section by 30 November 2017.
 - **MIP #3:** Expanding, mentoring and growing a leadership cadre for the future.
 - **Action Step #1:** Develop viable SATERN leadership at the Divisional level.
 - Inform the Divisional EDS Directors of the Strategic Plan by no later than 31 March 2017 with the preference being for 31 December 2016.
 - **OTHER:**
 - **Plan Progress Review:** Progress toward the goals set within the Mission Impact Priorities will be reviewed at the National Disaster Services Committee in December of 2016.

- **Implementation Goals for 2017:**

- **MIP #1:** SATERN leaders will diversify and expand the scope of service provided.
 - **Action Step #1:** Develop a structure for the Health & Welfare Program
 - Complete a Standard Operating Procedure (SOP) for handling all forms of messages – Emergency, Priority and Health & Welfare.
 - Coordinate the development of that SOP, including message forms, with other emergency communications partners.
 - This is to be completed by no later than 30 November 2017 with:
 - ❖ a first preference for it to be done by the Quarterly meeting of 20 April 2017 so that it can be presented at the Hamvention in May 2017 and be ready to implement by the beginning of the 2017 Hurricane Season
 - ❖ or a second preference for it to be done by the Quarterly meeting of 20 July 2017 so that it is ready to be implemented for what is usually the most active part of the hurricane season.
- **MIP #2:** Expanding public and internal awareness of SATERN.
 - **Action Step #2:** Increase the number of news releases to the national EDS website to at least an average of one per month.
 - **Action Step #3:** Increase the circulation of the SATERN newsletter to a nationwide circulation by 30 November 2017.
 - **Action Step #4:** Include information about SATERN in appropriate National Disaster Training Program (NDTP) training.
 - **Action Step #5:** SATERN leadership will educate its' volunteers about The Salvation Army.
 - Include a minimum of at least one article per month in the SATERN newsletter about The Salvation Army.
 - Provide periodic bulletins on SATERN Nets about the ongoing work of The Salvation Army, especially in the area of disaster relief.
 - **Action Step #6:** Update SATERN webpage(s) within the national EDS website and promote its' use by SATERN members.
 - Develop a SATERN section within the national EDS website that will contain all of the information needed by SATERN volunteers.
 - Develop a small cadre of volunteers who are capable of making modifications to the website when necessary.
 - Develop strategies for pointing SATERN volunteers to the SATERN section
 - Complete the task by no later than 30 November 2017.
- **MIP #3:** Expanding, mentoring and growing a leadership cadre for the future.
 - **Action Step #1:** Develop viable SATERN leadership at the Divisional level.
 - Inform the Divisional EDS Directors of the Strategic Plan by no later than 31 March 2017 with the preference being for 31 December 2016.
- **OTHER:**
 - **Evaluation Tools:** Develop evaluation tools that include, but are not limited to:
 - Feedback from the field
 - Program review using evaluation tool Form B
 - **Plan Progress Review:** Review progress toward the goals set within the Mission Impact Priorities
 - At the National SATERN Committee Annual Meeting at the Hamvention in 2017.
 - At the National Disaster Services Committee meeting in December of 2017.

The Executive Summary

The great author, statesmen and political theorist, Benjamin Franklin once said that, “When you're finished changing, you're finished.” The SATERN Strategic Planning Team recognizes the value in that statement, and realizes that the changing nature of emergency communications requires SATERN to keep pace with those changes.

The fundamental issues addressed in this plan are the need to create a more vibrant, relevant alliance of communication specialists, trained to work in times of disaster. As an organization, steeped in disaster response, we fully understand the importance of communication capabilities that transcend infrastructure failure and times of catastrophic loss.

Looking ahead, the SATERN vision statement clearly outlines a desire to create a future that “will bring together communications expertise and disaster services response to better serve those in need” all done within the current budget. To accomplish this increased effectiveness, three “mission impact priorities” were created:

Mission Impact Priority #1: Expansion, Growth and the diversification of services

Rationale: To address the issues of relevancy while appealing to the younger generation, the SATERN leadership will explore various new technologies and potential services to enhance communications within disaster services. These services will integrate well into the disaster services program and enhance the diversity of those services.

Mission Impact Priority #2: Expanding public and internal awareness of SATERN

Rationale: As the strategic initiatives begin to happen, it is important to get this information into the hands of The Salvation Army internally as well as the general public and those we work with. A healthy marketing effort will dispel some of the misunderstanding about the past issues of irrelevancy while stimulating new interest in communication and technology

Mission Impact Priority #3: Expanding, mentoring and growing a leadership cadre for the future.

Rationale: The present demographics of the SATERN group are heavily weighted to those with vast amounts of experience, which also means a demographic that may not support future growth without an influx of young people. Beyond that need, is the demand for future leaders who will continue to develop the communication and technology component of disaster services, including new technologies that are being developed.

Implementation Strategies:

- Facilitators have been assigned to each of the Mission Impact Priorities
- We will conduct bi-annual review of MIP's at:
 - Disaster Services Committee Meetings at NHQ
 - Convening of SATERN Territorial Coordinators and key stakeholders at the annual Hamvention.
- A timetable to monitor the changes will be reviewed by the committee
- Evaluation tools will be used to:
 - Obtain feedback from the field
 - Provide ongoing program reviews using an appropriate evaluation tool
- Review the impact on the National SATERN Budget

APPENDICES

Strategic Planning Evaluation Tool (form B)

MIP # _____ Action Strategy (started): _____ Date of completion (per timeline): _____ % completed to date: _____ %

- Provide narrative on evidence/substantiation of progress made (activities/events/action toward that progress)

- Has there been any significant changes/alterations to the action step?

- List any constraints that have stalled progress

- Given the constraint, what is needed to complete this action strategy?

- Has there been any media, internal or external, surrounding this action step? Explain
