



Medical Reserve Corps

MEDICAL RESERVE CORPS (MRC) UNIT FACTORS FOR SUCCESS

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Background

Forming, developing, operating and sustaining a Medical Reserve Corps (MRC) unit can be a challenging process. MRC unit leaders may be tasked with everything from determining the unit's mission to developing and implementing a comprehensive training and exercise program for the unit. These tasks can be difficult for even the most experienced volunteer managers and professionals. Compounding these challenges is the fact that many MRC unit leaders have multiple responsibilities and may spend less than 25 percent of their time engaged in MRC-related activities. As a result, MRC unit leaders may feel overwhelmed by the scope and complexity of their duties.

What are the Factors for Success?

To help MRC unit leaders overcome these challenges, the MRC Program Office created the Factors for Success. The Factors for Success are a comprehensive set of programmatic elements, or “stepping stones,” which form a path MRC unit leaders can follow to develop their MRC units. The Factors for Success are not mandatory program requirements levied on local MRC units by the MRC Program Office. Rather, they are a set of tools which can be used by MRC leaders to guide—and gauge—the development of their units.

The Factors for Success are also a tool that the MRC Program Office can use to provide technical assistance to MRC units across the nation. For example, MRC Regional Liaisons can refer to the Factors for Success to help guide the development of new MRC units. They can also use the Factors for Success to inform Technical Assistance Assessments. The MRC Program Office can utilize the Factors for Success as a framework for the collection and analysis of MRC unit data and the determination of trends across the MRC network. And the Factors for Success can aid the MRC Program Office in identifying relevant training for MRC leaders and volunteers, as well as determining content for MRC conferences.

The Factors for Success incorporate generally accepted practices of organizational development, especially those associated with volunteer or non-profit organizations. Although utilization of the Factors for Success cannot guarantee success, their use can help MRC units navigate the complexities of organizational development and in turn, enhance the capacity of MRC units to assist their communities, whether that be preparing for and responding to emergencies or promoting healthy living throughout the year.

How Should the Factors for Success Be Used?

The Factors for Success are presented much like a checklist in order to facilitate the step-by-step development of an MRC unit. They progress from basic activities which must be addressed by all MRC units, such as developing a mission statement, to more complex endeavors, such as developing and implementing a strategic planning and evaluation process for the unit. Although they are arranged in a relatively sequential manner, most of the activities recommended by the Factors for Success may be conducted concurrently, e.g., an MRC unit might recruit volunteers (Sub-Factor 5.3)

while it is developing a policies and procedures manual (Sub-Factor 9.1). Many activities specified by the Factors for Success are also ongoing, such as screening and selecting volunteers for MRC membership (Sub-Factor 6.1), training volunteers (Sub-Factor 7.3), and tracking and managing volunteers (Sub-Factor 9.2). In addition, most of the Factors for Success should be periodically re-evaluated and revised, such as determining goals and S-M-A-R-T objectives (Sub-Factor 1.4). Finally, lessons learned from the implementation of one Factor for Success can, and should, be used to revise other Factors for Success, e.g., participation in activities that fulfill the unit's mission (Factor 12) should be used to enhance policies and procedures for volunteer utilization (Factor 8).

Because "success" is defined differently for each MRC unit, the Factors for Success may be tailored to meet the specific needs of individual MRC units at all stages of development. For example, leaders of newly-registered MRC units might choose to use the Factors for Success as a checklist to ensure the basic tenets of an MRC unit are developed. Leaders of established MRC units might refer to the applicable Factor for Success to improve a specific function, such as unit administration or volunteer recruiting.

Organization and Format

The Factors for Success are divided into a dozen broad functional areas. Each of these functional areas includes the following:

- "Sub-factors" (sub-categories of activities which comprise the larger functional areas or "factors").
- Expectations (specific actions the MRC unit is expected to take).
- Rationale (why the specific actions are necessary).
- Performance measures for use by MRC units to evaluate their performance in accomplishing activities.
- Links to guidance, resources and/or "promising practices" are available to assist MRC unit leaders on the web-based, interactive version of the Factors for Success.

THE FACTORS

1. Determine the Purpose and Scope of the Medical Reserve Corps (MRC) Unit

1.1 Determine Jurisdiction Served

Expectation: MRC unit provides services for a clearly defined jurisdiction (note: this jurisdiction is indicated in the MRC unit profile).

Rationale: In order to meet the needs of the community, an MRC unit should know what community, political subdivision, or geographic area it primarily serves.

Performance Measure/Scoring:

1 point	Jurisdiction identified/indicated on MRC unit profile
0 points	Jurisdiction not identified/not indicated on MRC unit profile

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

1.2 Assess Community Needs

Expectation: MRC unit conducts or reviews community needs assessment.

Rationale: In order to meet the needs of the community, an MRC unit should know the needs of its community.

Performance Measure/Scoring:

2 points	MRC unit has reviewed or assessed community needs within past 2 years
1 point	Needs assessment completed/reviewed within past 2-5 years
0 points	Needs assessment not completed/reviewed, or > 5 years old

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

1.3 Develop a Mission Statement

Expectation: MRC unit has developed a mission statement.

Rationale: An MRC unit must be able to describe why it exists, who it serves, and what it hopes to accomplish (its purpose); the main method or activity through which the unit tries to fulfill its purpose (the “business” of the unit); and the principles or beliefs guiding the unit (the unit’s values).

Performance Measure/Scoring:

1 point	Mission statement developed and included on MRC unit profile
0 points	No mission statement developed

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

1.4 Determine Goals and "S-M-A-R-T" Objectives

Expectation: MRC unit has developed broad goals and specific, measurable, achievable, realistic, and time-framed (i.e., S-M-A-R-T) objectives, which are listed on the unit's profile on the MRC website.

Rationale: An MRC unit must develop broad goals, as well as short-term and long-term outcomes or "objectives" that will enable the unit to accomplish its goals.

Performance Measure/Scoring:

4 points	MRC unit has achieved at least 75% of its objectives
3 points	MRC unit has developed goals and appropriate S-M-A-R-T objectives
2 point	MRC unit has developed goals and some objectives, but they may not be S-M-A-R-T (or all may not be S-M-A-R-T)
1 point	MRC unit has developed goals but no objectives
0 points	No goals or objectives developed

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

1.5 Periodic Re-Evaluation of MRC Unit Purpose, Scope, Goals and Objectives

Expectation: MRC unit will periodically re-evaluate its purpose, scope, goals and objectives, and update its unit profile to reflect any changes.

Rationale: In order to effectively serve its community, an MRC unit should periodically re-evaluate its purpose, scope, goals, and objectives in accordance with changes in community needs, community plans, and/or MRC unit capabilities.

Performance Measure/Scoring:

2 points	MRC unit purpose, scope, goals and/or objectives reviewed within past 2 years
1 point	MRC unit purpose, scope, goals and/or objectives reviewed within past 2-5 years
0 points	MRC unit purpose, scope, goals and/or objectives not reviewed or reviewed > 5 years ago

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

2. Establish Community Partnerships

2.1 Develop Working Partnerships and Affiliations with Organizations in the Community

Expectation: MRC unit will establish partnerships and affiliations with organizations in its community.

Rationale: An MRC unit's role in preparedness, emergency response, and ongoing public health initiatives requires close coordination, cooperation, and integration with other organizations in the community. Partnerships and affiliations help foster buy-in from, and integration with, community partners and help create an effective, sustainable MRC unit.

Performance Measure/Scoring:

2 points	Formal, documented partnerships established with organizations in the community
1 point	Informal partnerships or affiliations established with organizations in the community
0 points	No partnerships or affiliations established

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

2.2 Periodic Re-Evaluation of Partnerships

Expectation: MRC unit will periodically re-evaluate its partnerships and affiliations, and update its unit profile to reflect any changes.

Rationale: In order to effectively serve the community, an MRC unit should periodically re-evaluate its partnerships and affiliations in accordance with changes in community needs, roles and responsibilities of partner organizations, and/or MRC unit capabilities.

Performance Measure/Scoring:

2 points	Partnerships reviewed within past 2 years
1 point	Partnerships reviewed within past 2-5 years
0 points	Partnerships not reviewed or reviewed > 5 years ago

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

3. Determine Financial Needs and Funding Sources

3.1 Determine Financial Needs

Expectation: MRC unit will determine and document its financial needs.

Rationale: An MRC unit should assess its revenue, expenses, and resources in order to determine its ability to operate.

Performance Measure/Scoring:

1 point	MRC unit determines and documents its financial and resource needs annually, through development of a budget or other financial tracking mechanism
0 points	MRC unit has not determined or documented its financial needs

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

3.2 Identify and Pursue Funding and/or Resources

Expectation: MRC unit will identify and pursue a variety of funding and resources.

Rationale: An MRC unit must identify and pursue funding and resources in order to achieve sustainability.

Performance Measure/Scoring:

1 point	MRC unit has identified and pursued funding and other resources
0 points	MRC unit has not identified and pursued funding and other resources

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

3.3 Periodic Re-Evaluation of Financial Needs and Resources

Expectation: MRC unit will periodically re-evaluate its financial needs and resources.

Rationale: An MRC unit must periodically re-evaluate its financial needs and resources in order to determine the continued viability of existing funding and resources, as well as future needs.

Performance Measure/Scoring:

3 points	Financial needs and resources re-evaluated annually.
2 points	Financial needs and resources re-evaluated within past 2 years
1 point	Financial needs and resources re-evaluated within past 2-5 years
0 points	Financial needs and resources not re-evaluated or re-evaluated > 5 years ago

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

4. Determine Organizational Structure and Unit Composition

4.1 Identify and Appoint MRC Unit Leadership

Expectation: A qualified Unit Coordinator and/or Director will be identified and appointed following established MRC unit housing organization policy.

Rationale: An MRC unit requires a Unit Coordinator and/or Director to manage the operations and administration of the organization.

Performance Measure/Scoring:

1 point	Unit Coordinator and/or Director appointed
0 points	No Unit Coordinator and/or Director appointed

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

4.2 Establish Process for MRC Unit Leader Transition

Expectation: MRC unit will establish a process which facilitates a smooth unit leader transition.

Rationale: Unit leader turnover is a frequent occurrence with MRC units, and this experience can sometimes be tumultuous and disruptive to a unit's administration and operations. Establishing a process which facilitates a smooth unit leader transition allows an MRC unit to continue to operate and develop during the transition period.

Performance Measure/Scoring:

1 point	Unit leader transition process established
0 points	No unit leader transition process established

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

4.3 Determine Organizational Structure

Expectation: MRC unit will have a current organizational chart.

Rationale: An MRC unit should determine and document its organizational structure in accordance with its unit composition, purpose and scope, the jurisdiction's hazards and health concerns, and any housing organization policies and practices.

Performance Measure/Scoring:

1 point	Current organizational chart documented
0 points	No organizational chart documented or not current

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

4.4 Determine Unit Composition

Expectation: MRC unit will determine its composition of various types of volunteers.

Rationale: An MRC unit should determine its composition in accordance with its mission and purpose, the region's hazards, health concerns, community capabilities and resources, and the organization in which the unit is established.

Performance Measure/Scoring:

1 point	Unit composition determined and documented on its unit profile on MRC website
0 points	Unit composition not determined

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

4.5 Develop Position Descriptions

Expectation: MRC units will develop position descriptions for leadership positions within the unit.

Rationale: Position descriptions outline the duties, responsibilities, and expectations of unit leadership positions.

Performance Measure/Scoring:

1 point	Position descriptions developed
0 points	Position descriptions not developed

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

4.6 Periodic Re-Evaluation of Organizational Structure and Composition

Expectation: MRC unit will periodically re-evaluate its organizational structure and composition.

Rationale: An MRC unit should periodically re-evaluate its organizational structure and composition in the event of changes to its mission and purpose, emergency operations plans, health concerns, and the organization in which the unit is established.

Performance Measure/Scoring:

2 points	Organizational structure and composition re-evaluated within past 2 years
1 point	Organizational structure and composition re-evaluated within past 2-5 years
0 points	Organizational structure and composition not re-evaluated or re-evaluated > 5 years ago

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

5. Develop Procedures for Volunteer Recruitment

5.1 Develop Volunteer Recruitment Plan

Expectation: MRC unit will develop a plan for volunteer recruitment.

Rationale: Identifying and recruiting volunteers is one of the most essential tasks of an MRC unit. A plan should be developed to recruit volunteers whose training, licenses, credentials, and background support and foster the MRC unit's mission and purpose, and the needs of the community.

Performance Measure/Scoring:

1 point	Volunteer recruitment plan developed
0 points	No volunteer recruitment plan developed

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

5.2 Develop Application Process and Materials

Expectation: MRC units will develop a volunteer application and a process for administering volunteer applications.

Rationale: Applications allow an MRC unit to obtain important information on prospective volunteers that will aid unit leaders in screening and selecting appropriate volunteers.

Performance Measure/Scoring:

1 point	Volunteer application and process developed
0 points	No volunteer application or process developed

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

5.3 Recruit Volunteers

Expectation: MRC unit will identify its ideal number of each type of volunteer and recruit volunteers necessary to carry out its mission and meet its goals.

Rationale: Volunteers are the basis of the MRC. The MRC is supported and sustained by the willingness of medical and non-medical volunteers to serve their communities, both in times of need and in support of ongoing public health activities. Without the generous service of volunteers, there would be no MRC.

Performance Measure/Scoring:

2 points	MRC unit has recruited volunteers necessary to carry out its mission and meet its goals
1 point	MRC unit has recruited some of the volunteers necessary to carry out its mission and meet its goals
0 points	No volunteers recruited

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

5.4 Periodic Re-Evaluation of Volunteer Recruitment Procedures

Expectation: MRC unit will periodically re-evaluate its volunteer recruitment procedures.

Rationale: An MRC unit should periodically re-evaluate its volunteer recruitment procedures in accordance with changes in community needs or MRC unit capabilities.

Performance Measure/Scoring:

2 points	Volunteer recruitment procedures re-evaluated within past 2 years
1 point	Volunteer recruitment procedures re-evaluated within past 2-5 years
0 points	Volunteer recruitment procedures not re-evaluated or re-evaluated > 5 years ago

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

6. Develop and Implement Procedures for Volunteer Screening and Selection

6.1 Screen and Select Volunteers for MRC Membership

Expectation: MRC unit screens and selects volunteers for unit membership based on an established process.

Rationale: Use of an established process helps ensure the fair, equitable, and consistent screening and selection of volunteers for MRC unit membership.

Performance Measure/Scoring:

1 point	MRC unit has a written process for volunteer screening and selection
0 points	MRC unit does not have a written process for volunteer screening and selection

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

6.2 Periodic Re-Evaluation of Volunteer Screening and Selection Procedures

Expectation: MRC unit will periodically re-evaluate its volunteer screening and selection procedures.

Rationale: An MRC unit should periodically re-evaluate its volunteer screening and selection procedures to ensure they continue to meet the needs of the unit and to remain compliant with applicable laws, regulations, and policies.

Performance Measure/Scoring:

2 points	Volunteer screening and selection procedures re-evaluated within past 2 years
1 point	Volunteer screening and selection procedures re-evaluated within past 2-5 years
0 points	Volunteer screening and selection procedures not re-evaluated or re-evaluated > 5 years ago

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

7. Develop a Volunteer Training Program

7.1 Develop a Training Plan

Expectation: MRC unit will develop a training plan.

Rationale: MRC members must be adequately trained to effectively carry out their duties and responsibilities in support of the unit's mission.

Performance Measure/Scoring:

1 point	Written training plan developed
0 points	No written training plan developed

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

7.2 Identify Training Sources

Expectation: MRC unit will identify sources of training which may be utilized to implement its training plan.

Rationale: An MRC unit should identify applicable, affordable, and accessible sources of training in order to effectively implement its training plan.

Performance Measure/Scoring:

1 point	Training sources identified and included in training plan
0 points	No training sources identified

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

7.3 Train Volunteers

Expectation: MRC unit will conduct training in accordance with its training plan.

Rationale: MRC members should complete training necessary to effectively perform their duties and responsibilities or enhance their knowledge and skills.

Performance Measure/Scoring:

4 points	75% or more of volunteers have completed unit's required training courses
3 points	50-75% of volunteers have completed unit's required training courses
2 points	25-50% of volunteers have completed unit's required training courses
1 point	Less than 25% of volunteers have completed unit's required training courses
0 points	No training offered

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

7.4 Maintain Training Records

Expectation: MRC unit has an organized system to archive and manage its members' training records.

Rationale: MRC volunteers complete a variety of courses that determine and demonstrate their skill sets. Copies of volunteers' certificates of completion should be maintained and reviewed as appropriate.

Performance Measure/Scoring:

1 point	System to manage training records established
0 points	No system to manage training records established

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

7.5 Periodic Re-Evaluation of Volunteer Training Program

Expectation: MRC unit will periodically re-evaluate its volunteer training program.

Rationale: An MRC unit should periodically re-evaluate its volunteer training program in accordance with changes in community needs, unit mission, volunteer preferences, laws, regulations, or policies.

Performance Measure/Scoring:

2 points	Volunteer training program re-evaluated within past 2 years
1 point	Volunteer training program re-evaluated within past 2-5 years
0 points	Volunteer training program not re-evaluated or re-evaluated > 5 years ago

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

8. Develop Policies and Procedures for Volunteer Utilization

8.1 Develop Processes to Notify Volunteers

Expectation: MRC unit will develop processes to notify its volunteers of emergency and non-emergency activities, including communicating with volunteers during adverse events, such as power outages.

Rationale: An MRC unit must develop processes which enable it to recall its volunteers in an emergency, request their participation in non-emergency activities, and provide them with general information.

Performance Measure/Scoring:

2 points	Multiple and/or redundant notification processes developed and utilized
1 point	Single notification process developed and utilized
0 points	No notification processes developed

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

8.2 Develop Procedures to Organize, Assemble and Deploy Volunteers

Expectation: MRC unit will develop written procedures to organize, assemble, and deploy volunteers.

Rationale: A procedure for the organization and deployment of volunteers, consistent with community plans, helps ensure the effective utilization of MRC volunteers and resources in both emergency operations and non-emergency activities.

Performance Measure/Scoring:

2 points	Procedure to organize, assemble and deploy volunteers included in jurisdiction's emergency operations and/or other plans
1 point	Written procedure to organize, assemble and deploy volunteers developed
0 points	No procedure to organize, assemble and deploy volunteers developed

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

8.3 Establish Policies and/or Procedures to Utilize and Manage Volunteers

Expectation: MRC unit will establish policies and/or procedures to utilize and manage its volunteers, both in emergency operations and non-emergency activities.

Rationale: The effective utilization and management of MRC volunteers requires an MRC unit to establish policies and/or procedures which facilitate the integration of its volunteers into the community's existing incident management system in emergencies and partner or community organizations' day-to-day administrative and management systems for non-emergency activities.

Performance Measure/Scoring:

2 points	Policies and procedures to utilize and manage volunteers included in jurisdiction's emergency operations and/or other plans
1 point	Policies and/or procedures to utilize and manage volunteers established
0 points	Policies and/or procedures to utilize and manage volunteers not established

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

8.4 Develop Processes to Release Volunteers

Expectation: MRC unit will develop processes to release its volunteers following completion of service in emergency operations and non-emergency activities.

Rationale: The orderly deactivation, demobilization, and/or release of MRC volunteers following their participation in emergency operations and non-emergency activities helps foster volunteer safety and accountability, and facilitates volunteer reutilization, if necessary.

Performance Measure/Scoring:

1 point	Processes to release volunteers developed
0 points	No processes to release volunteers developed

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

8.5 Periodic Re-Evaluation of Volunteer Utilization Practices

Expectation: MRC unit will periodically re-evaluate its volunteer utilization practices.

Rationale: An MRC unit should periodically re-evaluate its volunteer utilization practices in accordance with changes in community needs, unit mission, laws, regulations, or policies.

Performance Measure/Scoring:

2 points	Volunteer utilization practices re-evaluated within past 2 years
1 point	Volunteer utilization practices re-evaluated within past 2-5 years
0 points	Volunteer utilization practices not re-evaluated or re-evaluated > 5 years ago

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

9. Develop Policies and Procedures for Unit Administration

9.1 Develop Unit Policies and Procedures Manual

Expectation: MRC unit has a policies and procedures manual, volunteer handbook, or similar document.

Rationale: In order to ensure consistent and effective operations, policies, and procedures regarding MRC unit administration, volunteer management and unit operations must be documented and utilized.

Performance Measure/Scoring:

1 point	Policies and procedures manual developed
0 points	No policies and procedures manual developed

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

9.2 Track and Manage Volunteers

Expectation: MRC unit will establish a system for tracking and managing its volunteers.

Rationale: By establishing a system for tracking and managing volunteers, an MRC unit is able to match volunteers' skills and availability with local needs, thereby making wise use of its volunteers' capabilities and time. In addition, information on volunteers' time and dollar equivalents of volunteer service help to demonstrate the benefits of the MRC to its community.

Performance Measure/Scoring:

1 point	System for tracking and managing MRC volunteers established
0 points	No system for tracking and managing MRC volunteers established

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

9.3 Review Volunteer Performance

Expectation: MRC unit has documented policies and procedures (such as a written code of conduct) for assuring adequate volunteer performance.

Rationale: MRC volunteers are expected to appropriately perform the duties assigned to them. Their performance must be reviewed as necessary to ensure that their knowledge, skills, and abilities match the unit needs.

Performance Measure/Scoring:

1 point	Policies and procedures for volunteer performance review in place
0 points	No policies and procedures for volunteer performance review

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

9.4 Update MRC Unit Profile

Expectation: MRC unit will update its unit profile at least once every quarter, including the reporting of unit activities.

Rationale: An MRC unit is required to update its unit profile at least once every quarter (October-December, January- March, April- June, and July-September). Information from the unit profile helps paint an accurate picture of the entire MRC network, including its strengths and weaknesses. The MRC Program Office uses this information, especially information on unit activities, in reports, newsletters, briefings, and presentations to inform senior leaders, stakeholders, and the public of the breadth and scope of MRC unit activities.

Performance Measure/Scoring:

1 point	Unit profile updated at least once every quarter
0 points	Unit profile not updated at least once every quarter

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

9.5 Participate in Technical Assistance Assessments

Expectation: MRC unit will participate in Technical Assistance (TA) Assessments when scheduled by the MRC Regional Liaison.

Rationale: The TA Assessment is a tool for guiding discussion about an MRC unit's technical assistance needs. The process helps identify areas in which an MRC unit may need additional assistance or help finding resources. It also helps MRC unit leaders identify priorities for organizational development. This assessment process helps the MRC Program Office identify areas in which resources need to be identified or developed to support and strengthen MRC units and the MRC network as a whole.

Performance Measure/Scoring:

1 point	MRC unit in existence for > 6 months has participated in a scheduled TA Assessment
0 points	MRC unit in existence for > 6 months has not participated in a scheduled TA Assessment

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

9.6 Develop and Implement Strategic Plan/Roadmap

Expectation: MRC unit will develop and implement a strategic plan/roadmap.

Rationale: Strategic planning is the process of determining an MRC unit's long-term goals and identifying the best approach for achieving those goals. It guides decisions and actions that shape what an MRC unit is, what it does, and why it does it. It is the foundation for program planning, tracking progress, and evaluation.

Performance Measure/Scoring:

2 points	Strategic plan/roadmap developed, implemented, reviewed and updated
1 point	MRC unit has developed and implemented a strategic plan/roadmap
0 points	MRC unit has not developed a strategic plan/roadmap

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

9.7 Develop Communications and Marketing Materials to Promote MRC Unit

Expectation: MRC unit will create a variety of communications and marketing materials to help recruit volunteers and promote the unit.

Rationale: An MRC unit must develop and utilize a variety of communications and marketing materials in order to effectively promote the organization. These materials may include brochures, PSAs/commercials, flyers/fact sheets, presentations, press releases, newsletters, etc.

Performance Measure/Scoring:

1 point	Communications and marketing materials developed
0 points	Communications and marketing materials not developed

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

9.8 Document MRC Activities with Photographs and Video

Expectation: MRC unit will document its activities with photographs and video.

Rationale: "A picture is worth a thousand words" aptly describes the value of photographs and video of MRC unit activities. Photographs and video not only provide a visual record of MRC unit activities, but also can significantly enhance the communications media given to volunteers, stakeholders, and partners. They are also an invaluable resource for the MRC Program Office to use to promote the MRC network.

Performance Measure/Scoring:

1 point	MRC unit documents its activities with photographs and video
0 points	MRC unit does not document its activities with photographs and video

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

9.9 Periodic Re-Evaluation of Unit Administrative Practices

Expectation: MRC unit will periodically re-evaluate its administrative practices.

Rationale: An MRC unit should periodically re-evaluate its administrative practices to ensure they are efficient, effective, and compliant with established laws, regulations, and housing agency policies.

Performance Measure/Scoring:

2 points	MRC unit administrative practices re-evaluated within past 2 years
1 point	MRC unit administrative practices re-evaluated within past 2-5 years
0 points	MRC unit administrative practices not re-evaluated or re-evaluated > 5 years ago

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

10. Develop and Implement Strategies for Volunteer Retention and Recognition

10.1 Develop Volunteer Retention and Recognition Program

Expectation: MRC units will develop a volunteer retention and recognition program.

Rationale: Volunteers are an MRC unit's most valuable resource. In order to retain its volunteers, thank them, and recognize their service, an MRC unit should develop a comprehensive program to engage, motivate, recognize, and reward them so that their volunteer experience with the MRC unit is satisfying, rewarding, and meaningful. These efforts can boost volunteers' self-esteem, motivate them, and reward their achievements, which promotes volunteer retention and makes them stakeholders in the unit's success.

Performance Measure/Scoring:

1 point	Volunteer retention and recognition program established
0 points	No volunteer retention and recognition program established

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

10.2 Identify Key Volunteers/Assign to Unit Leadership Positions or Roles

Expectation: MRC unit will identify key volunteers and assign them to unit leadership positions or roles.

Rationale: An MRC unit should identify key volunteers and assign them to unit leadership positions or roles to the extent possible. Assigning these responsibilities to key volunteers aids the Unit Coordinator/Director with the management and administration of the MRC unit, makes volunteers stakeholders in the unit's success, recognizes and rewards volunteers' outstanding performance, and fosters volunteer retention.

Performance Measure/Scoring:

1 point	Key volunteers identified and assigned to leadership positions or roles
0 points	No key volunteers identified and assigned to leadership positions or roles

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

10.3 Periodic Re-Evaluation of Volunteer Retention Strategies

Expectation: MRC unit will periodically re-evaluate its volunteer retention strategies.

Rationale: An MRC unit should periodically re-evaluate its volunteer retention strategies based on its volunteer retention rate.

Performance Measure/Scoring:

2 points	Volunteer retention strategies re-evaluated within past 2 years
1 point	Volunteer retention strategies re-evaluated within past 2-5 years
0 points	Volunteer retention strategies not re-evaluated or re-evaluated > 5 years ago

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

11. Develop and Implement Strategies for Risk Management

11.1 Develop a Risk Management Plan

Expectation: MRC unit will develop a risk management plan (or adopt one developed by the unit's housing agency).

Rationale: A comprehensive risk management plan can (1) reduce the risk of harm (intended or unintended) to individuals who are served by MRC volunteers and to the volunteers themselves; (2) reduce the risk of financial loss to the volunteers and the MRC unit; and (3) reduce the potential for damage to the MRC unit's intangible assets, such as its reputation, its partnerships, and its ability to recruit volunteers and obtain funding.

Performance Measure/Scoring:

1 point	Risk management plan developed or adopted
0 points	No risk management plan developed or adopted

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

11.2 Determine Volunteer Legal Protections

Expectation: MRC unit will determine the legal protections afforded to its volunteers.

Rationale: An MRC unit should determine the legal protections afforded to its volunteers, since lack of legal or liability protection for volunteers may reduce the MRC unit's ability to recruit volunteers, limit the utilization of MRC volunteers, hinder the formation of partnerships with other community organizations, diminish the willingness of people to be MRC leaders, reduce support for MRC development, and strain MRC financial resources.

Performance Measure/Scoring:

1 point	Legal protections determined
0 points	Legal protections not determined

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

11.3 Periodic Re-Evaluation of Risk Management Practices

Expectation: MRC unit will periodically review and re-evaluate its risk management practices.

Rationale: An MRC unit should periodically review and re-evaluate its risk management practices based on changes in mission, plans and operational procedures, laws, regulations, and/or policies in order to protect its volunteers and the citizens and community it serves.

Performance Measure/Scoring:

2 points	Risk management practices re-evaluated within past 2 years
1 point	Risk management practices re-evaluated within past 2-5 years
0 points	Risk management practices not re-evaluated or re-evaluated > 5 years ago

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

12. Participate in Activities that Fulfill MRC Unit's Mission

12.1 Plan, Schedule and Conduct MRC Unit Activities and Events

Expectation: MRC Unit collaborates with community partners to develop a calendar of activities and events.

Rationale: The MRC unit must collaborate with community partners to plan, develop and deliver services in order to fulfill its mission. It is understood that emergency response activities are by definition not scheduled and therefore cannot be included on the calendar, but are considered activities conducted.

Performance Measure/Scoring:

1 point	Calendar of activities and events in place
0 points	No calendar of activities and events

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

12.2 Conduct After-Action Reviews

Expectation: MRC unit will conduct an after-action review (AAR) of appropriate activities, events and emergency operations.

Rationale: AARs improve quality and effectiveness of future activities, events, and emergency operations, and allow participants to share their observations and opinions of successes and challenges.

Performance Measure/Scoring:

3 points	Action items from after-action review accomplished within six months
2 points	After-action review conducted and action items included in AAR summary or Improvement Plan
1 point	Process for after-action review developed
0 points	No process for after-action review developed

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.

12.3 Report Unit Activities to Housing/Sponsoring Organization and Stakeholders

Expectation: MRC unit should provide a summary report of activities to housing/sponsoring organization and stakeholders.

Rationale: An MRC unit participates in a variety of unit development, training, preparedness, public health and response-related activities that positively impact its community. The return on investment, value added and direct impact of the MRC is demonstrated in the summary report and analysis of the activities conducted.

Performance Measure/Scoring:

2 points	Quarterly report of activities provided
1 point	Annual report of activities provided
0 points	No report of activities provided

Guidance/Resources/Promising Practices: on Web-based, interactive version of the Factors for Success.