



2009 Annual Operating Plan National Preparedness Directorate

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FEMA

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Overview

The 2009 National Preparedness Directorate (NPD) Annual Operating Plan articulates the NPD's key goals and objectives, foundations for success, and the path for successfully carrying out NPD's initiatives over the next year. The Plan also articulates how the NPD goals and objectives link to FEMA's overarching goals and objectives.

NPD Vision

A Nation prepared to respond to incidents resulting from natural causes or malicious acts. The NPD is responsible for leading America's efforts to enhance preparedness to prevent, protect from, respond to, and recover from disasters, natural and manmade. Through its programs and resources, the NPD has limited the impact of disasters by helping equip entities across the Nation with appropriate knowledge, skills, and capabilities.

The NPD strives to achieve a Nation prepared through a comprehensive cycle of planning, organizing and equipping, training, exercising, and evaluating and improvement planning. The Preparedness Cycle provides a process for enhancing preparedness and the NPD provides the doctrine, programs, and resources to help entities implement the Cycle.



NPD Mission

Provide the guidance and support to prepare a Nation to respond to incidents resulting from either natural causes or malicious acts in order minimize the loss of lives and property. Legislation mandated the NPD to take on this charge. Dedicated staff and resources have enabled the NPD to work toward achieving this mission. Established on April 1, 2007, the NPD provides strategy, policy, and planning guidance to build prevention, protection, response, and recovery capabilities among all levels of government. The NPD prioritizes its resources to align Federal, State, local and tribal governments, as well the private and non-governmental sector, toward a state of increased preparedness for all hazards. Additionally, the NPD has established organizational structures that align key roles and responsibilities across the Nation. State and local partnerships have also been built through the FEMA Regions and are sustained through the Annual Program Guidance.

Foundations for Success

A Workforce Prepared. Our people are recognized preparedness experts who apply this knowledge to their work everyday. The NPD is comprised of a highly skilled and trained

workforce. Success is only possible through a targeted and sustained investment in our human capital. The NPD supports professional development for all career paths as well as the parallel path of personal and professional leadership. By understanding the capabilities that underpin successful execution of job functions the NPD can assess, train, and evaluate its personnel to guide individual development plans that match the future needs of the Nation's pre-eminent preparedness organization.

Few others have been tasked by the President and Congress to change the prevailing culture of the Nation at all levels. It's an honor to be entrusted with such responsibility. In response, the NPD employs efficient and inclusive modes of operation to achieve this goal. These elements are the cornerstones of the successful implementation and continued improvement of national preparedness, not only as a FEMA directorate but also as an embedded part of our national identity.

Strategic Goals and Objectives

To ensure success, the NPD's goals and objectives complement and align with FEMA's overarching goals. The NPD primarily focuses on preparedness through prevention, protection, response, and recovery efforts for all-hazards by providing equipment, training, exercise resources; and associated policy and guidance to all stakeholders. FEMA maintains five strategic goals. The first strategic goal is to "Lead an integrated approach that strengthens the Nation's ability to address disasters, emergencies, and terrorist events." Several objectives accompany this goal, one of which is "Build a culture of preparedness across the Nation for all hazards."

The NPD was created to build a culture of preparedness, thus the NPD components work toward accomplishing FEMA's first strategic goal. The NPD's goals and objectives have a direct impact on the success of FEMA's strategic goals, primarily Goal 1's focus on preparedness. The NPD components' goals and objectives also complement several additional FEMA strategic goals. There are ten divisions that comprise the Directorate (see Appendix B for organizational charts):

- Community Preparedness Division (CPD)
- Preparedness Policy, Planning, and Analysis (PPPA)
- Preparedness Coordination Division (PCD)
- Technological Hazards Division (THD)
- NPD Business Operations
- National Integration Center (NIC)
 - Training and Exercise Integration Division (TEI)
 - Emergency Management Institute (EMI)
 - Center for Domestic Preparedness (CDP)
 - National Exercise Division (NED)
 - Incident Management Systems Integration Division (IMSI)

FEMA Goals

- 1) Lead an integrated approach that strengthens the Nation's ability to address disasters, emergencies, and terrorist events.
- 2) Deliver easily accessible and coordinated assistance for all programs.
- 3) Provide reliable information at the right time for all users.
- 4) FEMA invests in people and people invest in FEMA to ensure mission success.
- 5) Build public trust and confidence through performance and stewardship.

NPD Goals

- 1) Attract, retain, and develop qualified and motivated employees for the NPD.
- 2) Implement preparedness programs and initiatives through the FEMA Regions, and ensure coordination of activities with external stakeholders.
- 3) Develop and implement a national planning system that links Federal, regional, State, and local planning efforts.
- 4) Sponsor a national program for training, exercises, and lessons learned.
- 5) Develop a comprehensive assessment system to determine Federal, State, and local preparedness levels.
- 6) Maintain and integrate a variety of preparedness-related prevention initiatives.
- 7) Increase awareness of and compliance with various preparedness and response guidance materials.
- 8) Develop and document effective and efficient business processes to provide the foundation on which programmatic activities can thrive.
- 9) Enhance the preparedness of individuals, families, and special needs populations through awareness planning and training.
- 10) Prepare communities surrounding nuclear plants and chemical stockpiles facilities.

The Relationship Between FEMA and NPD Goals and Objectives

FEMA GOAL 1: LEAD AN INTEGRATED APPROACH THAT STRENGTHENS THE NATION'S ABILITY TO ADDRESS DISASTERS, EMERGENCIES, AND TERRORIST EVENTS.

1.1 NPD Goal 2: Implement preparedness programs and initiatives through the FEMA Regions, and ensure coordination of activities with external stakeholders.

- 1.1.1. Conduct regional training coordination meetings to identify regional Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) training needs and develop collaboration opportunities for training delivery. *(Lead: NIC-CDP)*
- 1.1.2. Improve implementation of preparedness programs through sustained coordination, action, and information flow between NPD and FEMA Regions. *(Lead: PCD)*
- 1.1.3. Conduct and maintain the Regional Exercise Support Program (RESP)

through the facilitation of annual regional Training and Exercise Plan Workshops (TEPWs) and Improvement Planning Workshops (IPWs).
(Lead: NIC-NED)

- 1.1.4. Enhance coordination with external and intra-DHS and FEMA stakeholders through sharing of preparedness related information. (Lead: PCD)
- 1.1.5. Enhance professional development for regional preparedness staff, and ensure roles and responsibilities are clearly defined and delineated. (Lead: PCD)
- 1.1.6. Establish a regional forum for the National Incident Management System (NIMS) Coordinators to develop, coordinate, disseminate, and receive feedback (e.g., NIMS, National Response Framework [NRF], Title IX) to define essential follow-up actions to improve national doctrine. (Lead: NIC-IMSI)
- 1.1.7. Delineate and define roles and responsibilities of FEMA Headquarters and regional Training and Exercise staff. (Lead: NIC-TEI)

1.2 NPD Goal 3: Develop and implement a national planning system that links Federal, regional, State, and local planning efforts.

- 1.2.1. Support the implementation and promulgation of the Integrated Planning System (IPS) for the Federal Interagency that links to regional, State, and local planning efforts. (Lead: PPPA)
- 1.2.2. Develop a series of Comprehensive Preparedness Guides (CPGs) to provide guidance to State, local and tribal communities on planning. (Lead: PPPA)
- 1.2.3. Develop a National Planning Doctrine to provide guidance on development of Federal, State and local plans. (Lead: PPPA)
- 1.2.4. Develop planning curriculum to teach planners how to plan in accordance with IPS and CPG. (Lead: NIC-EMI)
- 1.2.5. Manage direct support and grant programs to achieve Federal, State, and local objectives. (Lead: PPPA)
- 1.2.6. Review and evaluate planning documents associated with 20+ new reactor license applications. (Lead: THD)

1.3 NPD Goal 4: Sponsor a national program for training, exercises, and lessons learned.

- 1.3.1. Implement and maintain a five-year exercise schedule in accordance with the National Exercise Program (NEP) Implementation Plan (I-Plan); and update on a yearly basis through TEPWs. (Lead: NIC-NED)

- 1.3.2. Implement FEMA Exercise Management Directive. (*Lead: NIC-NED*)
- 1.3.3. Maintain a National Exercise Schedule (NEXS) that reflects all National-level, regional, State and local exercises. (*Lead: NIC-NED*)
- 1.3.4. Maintain the NEP Charter and NEP I-Plan. (*Lead: NIC-NED*)
- 1.3.5. Develop and deliver a National Standard Exercise Curriculum (NSEC) that ensures consistency throughout all exercise courses. (*Lead: NIC-EMI*)
- 1.3.6. Maintain the Homeland Security Exercise and Evaluation Program (HSEEP) to provide guidance on planning, conducting, and evaluating exercises. (*Lead: NIC-NED*)
- 1.3.7. Implement the National Exercise Simulation Center (NESC) for use in National-level, Federal, regional, State and local exercises. (*Lead: NIC-NED*)
- 1.3.8. Conduct transition training program for senior career officials within DHS. (*Lead: NIC*)
- 1.3.9. Develop an all-hazards training and exercise program to improve the skills of Federal disaster workforce employees. (*Lead: NIC-EMI*)
- 1.3.10. Update State and local ("G course") training and education curriculum to better align EMI field training with State, tribal and local needs. (*Lead: NIC-EMI*)
- 1.3.11. Design and deliver Integrated Emergency Management Courses to State and regional emergency managers that support NIMS and NRF implementation. (*Lead: NIC-EMI*)
- 1.3.12. Deliver training to homeland security and emergency management officials and first responders across the country through over 60 training partners. (*Lead: NIC-TEI*)
- 1.3.13. Award Continuing Training Grants and National Domestic Preparedness Consortium funding. (*Lead: NIC-TEI*)
- 1.3.14. Develop and implement a National Training Program to provide policy and guidance that supports implementation of the National Preparedness Guidelines, and related national plans and strategies. (*Lead: NIC-TEI*)
- 1.3.15. Develop guidance and provide assistance to FEMA training entities to map FEMA courses to capabilities as defined in the Target Capabilities List (TCL). (*Lead: NIC-TEI*)
- 1.3.16. Integrate the NPD learning management and content management systems to allow end users to access one site for training courses. (*Lead: NIC-TEI*)
- 1.3.17. Integrate various Higher Education Programs to educate national security, homeland security and emergency management professionals on national preparedness doctrine. (*Lead: NIC*)

- 1.3.18. Establish and maintain a process and system for collecting and disseminating corrective actions and lessons learned from training, exercises, and operations events. *(Lead: NIC-TEI)*
- 1.3.19. Develop and implement a CDP education outreach strategy to increase national awareness of weapons of mass destruction (WMD) training opportunities. *(Lead: NIC-CDP)*
- 1.3.20. Pilot a CBRNE course that provides sophisticated competencies for advanced WMD response consistent with the TCL and the National Planning Scenarios. *(Lead: NIC-CDP)*
- 1.3.21. Establish Memoranda of Understanding with Health and Human Services and the Centers for Disease Control and Prevention to launch partnership efforts that create expanded training opportunities in WMD and mass casualty curriculum for health-related disciplines. *(Lead: NIC-CDP)*
- 1.3.22. Integrate the key processes of the HSEEP methodology with the Radiological Emergency Preparedness Program (REPP) and Chemical Stockpile Emergency Preparedness Program (CSEPP). *(Lead: THD)*
- 1.3.23. Conduct and Revise REPP series curriculum (REP Planning, Evaluation, Accident Assessment, RERO, ARIO, NRIA Annex). *(Lead: THD)*
- 1.3.24. Design and deliver annual HSEEP-compliant exercises at all CSEPP sites. *(Lead: THD)*
- 1.3.25. Continue providing training courses and developing training materials for use by State, local and tribal program participants, to maintain specialized proficiencies for responding to chemical accidents or incidents at all CSEPP sites. *(Lead: THD)*
- 1.3.26. Develop standard national Community Emergency Response Team (CERT) Train-the-Trainer Course curriculum and materials to increase quality and effectiveness of CERT instructors. *(Lead: CPD)*

1.4 NPD Goal 6: Maintain and integrate a variety of preparedness-related prevention initiatives.

- 1.4.1. Maintain the Universal Adversary Program library of analysis on real-world and fictitious adversaries, and perform red teaming analysis in support of Federal/State/local law enforcement and intelligence analysts, DHS operational planning and FEMA NEP purposes. *(Lead: PPPA)*
- 1.4.2. Maintain Terrorism Prevention Exercise Program to exercise State and local fusion centers. *(Lead: PPPA)*
- 1.4.3. Maintain prevention exercise technical assistance. *(Lead: NIC-NED)*
- 1.4.4. Integrate a variety of prevention-related initiatives throughout NPD, FEMA, and DHS to increase awareness and ensure consistency in messaging and practical application of prevention policy, exercises, and technical assistance. *(Lead: PPPA)*

1.5 NPD Goal 7: Increase awareness of and compliance with various preparedness and response guidance materials.

- 1.5.1. Revise the TCL frameworks to allow jurisdictions to understand what capability outcomes they need to meet for national preparedness purposes. *(Lead: PPPA)*
- 1.5.2. Update the 15 National Planning Scenarios. *(Lead: PPPA)*
- 1.5.3. Develop a National Recovery Strategy to provide guidance on recovering from disasters. *(Lead: PPPA)*
- 1.5.4. Maintain and implement the NIMS. *(Lead: NIC-IMSI)*
- 1.5.5. Increase the capability of the Emergency Management Assistance Compact (EMAC) by continuing to fund the FEMA/EMAC Cooperative Agreement. *(Lead: NIC-IMSI)*
- 1.5.6. Finalize NIMS Credentialing Guidelines. *(Lead: NIC-IMSI)*
- 1.5.7. Support the development, promulgation, and revision of national voluntary consensus standards for the performance, use, and validation of training and equipment. *(Lead: NIC-IMSI)*
- 1.5.8. Maintain the Responder Knowledge Base and System Assessment and Validation for Emergency Responders systems to allow State and local users to make informed decisions on purchasing equipment. *(Lead: NIC-IMSI)*
- 1.5.9. Develop a Doctrine and Publication System to rationalize and organize the various preparedness-related doctrinal documents that exist within FEMA and the NPD. *(Lead: NIC-IMSI)*
- 1.5.10. Maintain and implement the NRF. *(Lead: NIC-IMSI)*
- 1.5.11. Establish and implement voluntary private sector preparedness accreditation and certification program. *(Lead: NIC-IMSI)*

FEMA GOAL 2: DELIVER EASILY ACCESSIBLE AND COORDINATED ASSISTANCE FOR ALL PROGRAMS.

2.1 NPD Goal 9: Enhance the preparedness of individuals, families, and special needs populations through awareness planning and training.

- 2.1.1 Enhance capabilities, redesign information architecture and develop more user-friendly applications / tools for Citizen Corps and CERT website users. *(Lead: CPD)*

- 2.1.2 Increase the number of community leaders participating on Citizen Corps Councils and the number and breadth of activities conducted by the Councils. *(Lead: CPD)*
 - 2.1.3 Increase numbers of functions that CERTs will be able to perform effectively during emergency response. *(Lead: CPD)*
 - 2.1.4 Finalize research reports and conduct additional emergency preparedness research in the areas of: Individual preparedness and response to emergencies, behavior change and community change models, personal protective actions, outreach and messaging and media analysis. *(Lead: CPD)*
 - 2.1.5 Strengthen partnerships with internal DHS/FEMA Partners, Program Partners, Affiliates, National Council members and other National Partners. *(Lead: CPD)*
 - 2.1.6 Implement National Emergency Technology Guard Pilot Program through four jurisdictions. *(Lead: CPD)*
 - 2.1.7 Host a National Conference on Community Preparedness with the International Association of Emergency Managers. *(Lead: CPD)*
 - 2.1.8 Continue support for integration of Community Preparedness into DHS grant guidance and emerging policy/guidance. *(Lead: CPD)*
 - 2.1.9 Develop comprehensive National Strategy for Citizen - Law Enforcement Collaboration with Department of Justice, Neighborhood Watch, Volunteers In Police Service and other law enforcement partners. *(Lead: CPD)*
 - 2.1.10 Revise National Safe Schools Program curriculum to address college/university campus all-hazards preparedness. *(Lead: NIC-EMI)*
 - 2.1.11 Integrate the *Are You Ready?* Campaign with *Ready* Campaign so there is consistent messaging in communicating preparedness to citizens. *(Lead: CPD)*
 - 2.1.12 Integrate children preparedness issues throughout FEMA and ensure disaster preparedness and response education materials are developed and distributed to children. *(Lead: CPD)*
 - 2.1.13 Update and maintain preparedness planning and training for individuals, families and special needs populations. *(Lead: NIC-EMI)*
- 2.2 ***NPD Goal 10: Prepare communities surrounding nuclear plants and chemical stockpiles.***
- 2.2.1 Ensure 100% of REPP communities report that they are fully capable of responding to an accident originating at the site. *(Lead: THD)*

- 2.2.2 Provide funding and administrative assistance sufficient to meet identified program needs in all CSEPP jurisdictions. *(Lead: THD)*
- 2.2.3 Provide technical assistance to develop and maintain public protective action strategies appropriate to the nature of the threat in each CSEPP jurisdiction, and to develop and implement public outreach and education. *(Lead: THD)*
- 2.2.4 Finalize and publish the REPP Manual incorporating changes to the REPP guidance policies and exercise evaluation methodology. *(Lead: THD)*
- 2.2.5 Conduct technical reviews of proposed Alert and Notification System modifications. *(Lead: THD)*

FEMA GOAL 3: PROVIDE RELIABLE INFORMATION AT THE RIGHT TIME FOR ALL USERS.

3.1 NPD Goal 5: Develop a comprehensive assessment system to determine Federal, State, and local preparedness levels.

- 3.1.1. Implement recommendations from the Analysis of Federal Preparedness Requirements Report. *(Lead: PPPA)*
- 3.1.2. Integrate the Cost to Capabilities and Gap Analysis projects with the State Preparedness Reports and TCL projects. *(Lead: PPPA)*
- 3.1.3. Develop and implement an IT system that integrates data from various assessment systems and will allow states and territories to self assess their preparedness levels against the 37 target capabilities. *(Lead: PPPA)*
- 3.1.4. Develop and publish a National Preparedness Report to assess Federal, State and local preparedness levels and to identify meaningful, nationwide trends and findings that can inform decision-making processes and revisions to future guidance. *(Lead: PPPA)*

FEMA GOAL 4: FEMA INVESTS IN PEOPLE AND PEOPLE INVEST IN FEMA TO ENSURE MISSION SUCCESS.

4.1 NPD Goal 1: Attract, retain, and develop qualified and motivated employees for the NPD.

- 4.1.1 Reduce the NPD vacancy rate to less than 10%. *(Lead: NPD Business Operations)*

- 4.1.2 Develop a policy and supporting procedures for the NPD's performance management system, including required work plan/individual development plan creation and oversight. *(Lead: NPD Business Operations)*
- 4.1.3 Ensure continuity of operations and support to FEMA's operational requirements. *(Lead: PPPA)*

FEMA GOAL 5: BUILD PUBLIC TRUST AND CONFIDENCE THROUGH PERFORMANCE AND STEWARDSHIP.

5.1 NPD Goal 8: Develop and document effective and efficient business processes to provide the foundation on which programmatic activities can thrive.

- 5.1.1 Develop and document business process for human resources, administration, procurement, budget, information technology, and property management. *(Lead: NPD Business Operations)*
- 5.1.2 Develop a planning framework and process to achieve organizational priorities. *(Lead: NPD Business Operations)*
- 5.1.3 Develop an information management framework and approach for the Directorate to increase efficiency and ensure that information provided to external entities is accurate and consistent with our strategic intent. *(Lead: NPD Business Operations)*
- 5.1.4 Develop messaging processes and procedures that result in the dissemination of clear and articulate public announcements to stakeholders in a timely fashion, and provide reliable and consistent locations for current preparedness information. *(Lead: DHS External Affairs)*
- 5.1.5 Accomplish re-compete of the six operating and support contracts at the CDP. *(Lead: NIC-CDP)*
- 5.1.6 Seek additional training venue capacity by submitting a completed Prospectus package and coordinate with Office of Management and Budget to gain congressional approval to lease the 500 Area from the McClellan Development Authority. *(Lead: NIC-CDP)*