



National Preparedness Directorate Update:
Center for Homeland Defense and Security
University and Agency Partnership Initiative

September 2015



FEMA

FEMA's Approach to *Evolving Homeland Security to Meet Future Threats and Hazards*

FEMA's Strategic Direction

Drivers – Needs – Direction – Plan – Priorities

National Preparedness System

Doctrine - Reports

How It All Fits

National Training and Education System

Evolution of FEMA's Strategic Direction

- Building on SFI findings, FEMA's FY 2011-2014 Strategic Plan **charted a new course** for the Agency
 - Advance a whole community approach to emergency management
 - Build the Nation's capacity to manage catastrophic disasters
 - Foster a common understanding of the risks we face
 - Create a more flexible and agile FEMA
- The 2014-2018 FEMA Strategic Plan commits the Agency to **building on and institutionalizing these changes**
- **Lessons learned from recent disasters** and overall **trends in disaster losses** have informed strategic priorities

Overview of FEMA's 2014-2018 Strategic Plan

- The Strategic Plan reflects **key outcomes** that FEMA is working to achieve to provide the best possible support for the American people before, during, and after disasters
- It sets forth the **objectives** and **strategies** that FEMA will use to advance the outcomes and establishes **performance goals** to measure our progress
- This Strategic Plan was developed through the involvement of **hundreds of external stakeholders and FEMA employees** who contributed to generating Plan content, and who are now working to **execute** the Plan

FEMA's 2014-2018 Strategic Priorities

PRIORITY 1

Be Survivor-Centric in Mission & Program Delivery

Maximize speed, efficiency, accessibility, and ease of use of FEMA's programs and services for individuals and communities.

P1



PRIORITY 2

Become an Expeditionary Organization

Build FEMA's capacity to respond rapidly and to appropriately sustain incident operations.

P2



PRIORITY 3

Posture & Build Capability for Catastrophic Disasters

Lead the effort to prepare the Nation for a catastrophic event, engaging the whole community to harness and enhance the capabilities of citizens and communities.

P3



PRIORITY 4

Enable Disaster Risk Reduction Nationally

Exert greater influence nationally to catalyze risk-informed action at all levels of society.

P4



PRIORITY 5

Strengthen FEMA's Organizational Foundation

Invest in FEMA's workforce; work smarter through data analytics; streamline business processes; and align strategy, budget, execution, and performance.

P5



A Whole Community Approach
to Emergency Management

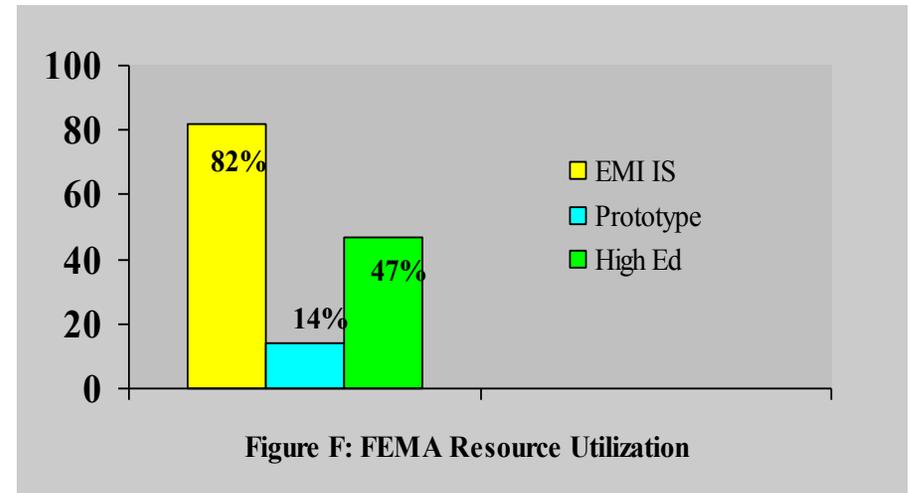
Foster Innovation
& Learning

Long-Term Strategic Drivers of Change Impacting Emergency Management



Collaboration between FEMA & Higher Education EM Community

82% of higher education EM programs use information from FEMA's training courses, primarily as supplemental material



Challenge Identified	Percentage That Noted Challenge
Jobs and Internships	43%
Funding	41%
Identity, Academic Credibility, Professionalism, and Value	38%
Student Enrollment and Recruitment	20%
Faculty	20%

Myriad other EM program challenges include:

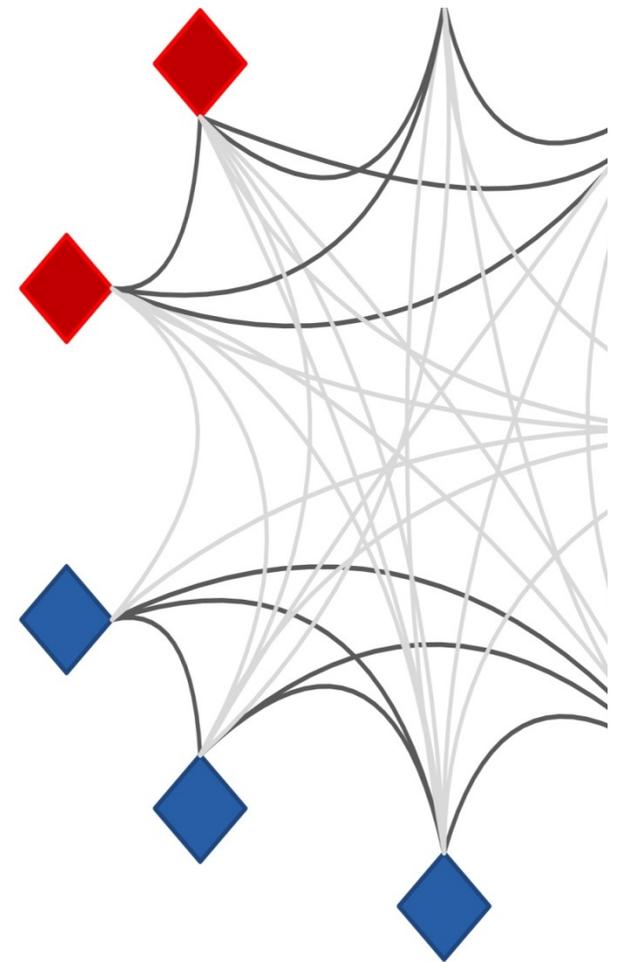
- Divide between training & education
- Lack of quality research
- Link between theory & practice
- Adapting to ever-changing global circumstances

Strategic Needs for the Emergency Management Community

Essential Capabilities	<ul style="list-style-type: none">▪ Develop emergency management capabilities to address population and migratory shifts▪ Omni-directional communication▪ Public training and education▪ Leverage volunteer capabilities▪ Futures thinking and planning
Innovative Models and Tools	<ul style="list-style-type: none">▪ Alternative surge models▪ New risk management tools and processes▪ Influence technology▪ Flexible frameworks optimizing interoperability▪ Collaborate around shared interests▪ Supply and natural resource vulnerabilities
Dynamic Partnerships	<ul style="list-style-type: none">▪ Empower individuals and communities▪ Engage the business community▪ International collaboration▪ Collaboration with the military

FEMA's Strategic Foresight Initiative (SFI)

- Understand the factors driving change that will impact emergency management over the next 15-20 years
- Anticipate possible future operating environments, gaining time for FEMA and its partners to plan and adapt
- Develop a shared sense of direction and urgency in the emergency management community that enables us to drive to action
- Support decision-making under conditions of uncertainty



SFI Strategic Implications

Cascading events and resource constraints:

- We face increasing complexity and decreasing predictability
- Events can spread more broadly and more quickly, even as governmental resources are increasingly constrained

Changes in the manmade and natural environments:

- How we assess and understand risk must change (forward looking and predictive, not retrospective)
- Challenges from both acute disasters and chronic conditions (e.g., drought)

Dramatic demographic shifts:

- An older, larger, more concentrated, and more diverse population may challenge disaster management operations
- The composition and character of communities will likely change over time, but so will the nature of their resilience

Increased empowerment of individuals and organizations:

- The means and methods for delivering disaster management services will shift
- Trust, between the government and the public, must be strengthened

Preparedness and Training Activities Support Strategic Priorities

Within FEMA's Strategic Plan, preparedness and training activities serve as a primary component of multiple strategic priorities:

- **Priority 1:** FEMA is **re-focusing recovery-oriented training courses** to ensure local EMs have necessary tools and resources to be survivor-centric.
- **Priority 2:** We must have a **trained and qualified workforce** to become a more expeditionary organization.
- **Priority 3:** Build capability for catastrophic disasters by **better linking planning, training and exercises**.
- **Priority 4:** The whole community uses **data and analytic tools to make better risk-informed decisions** before, during and after disasters.
- **Priority 5:** Strengthen FEMA's organization by **increasing training opportunities for staff** and building stronger business practices.

Using Data to Improve Preparedness

- **THIRA:** The Threat Hazard Identification Risk Assessment (THIRA) process allows each state to identify top threats & hazards to best target limited resources.
- **NPR & SPR:** FEMA released the 2015 National Preparedness Report in May, based on detailed State Preparedness Report data from every state and territory: www.fema.gov/national-preparedness-report
- **Training Priorities:** FEMA has nearly completed a systematic analysis of courses offered by EMI, CDP, and through partners, e.g., National Domestic Preparedness Consortium, to determine core capabilities to which each course is aligned.
- **Updating doctrine:** Currently in the final stages of refreshing the National Preparedness System (Goal, Frameworks, NIMS), and preparing final products

Using Data to Improve Preparedness

FEMA uses THIRA and SPR data to guide the development of preparedness programs and to inform planning efforts at the national and regional levels

- Prioritize operational planning efforts across all ten FEMA Regions in support of the threats and hazards identified by the jurisdictions in a Region.
- Assess and prioritize training efforts across the national training and education system in order to meet the needs of the whole community.
- Drive the development of policy, doctrine, and tools for use by the whole community (e.g., planning guidance for improvised explosive device incidents).
- Support exercise priorities for homeland security exercises nationwide



National Preparedness Doctrine Refresh

Why a Refresh?

- **Lessons learned:** To address areas for improvement, including gaps in the core capabilities identified through implementation.
- **Consistency:** To apply standard language and naming conventions across all preparedness doctrine.
- **New policy:** To reflect issuance of recent Presidential policy, such as Presidential Policy Directive 21: “Critical Infrastructure Security and Resilience” and Executive Order 13636: “Improving Critical Infrastructure Cybersecurity.”



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Current Status

- National Preparedness Goal – Approved by the DHS Secretary. Release is forthcoming in October.
- National Planning Frameworks – Reviewed by the Domestic Resiliency Group’s Interagency Policy Committee (IPC); preparing for routing to the DHS Secretary.
- Federal Interagency Operational Plans (FIOPs) – The Protection, Mitigation, Response, and Recovery FIOPs are being reviewed by the PPD-8 Implementation Team prior to IPC review.
 - The Prevention FIOP is a Law Enforcement Sensitive (LES) document and will be reviewed by appropriate stakeholders through secure communications.



Key Changes

- National Preparedness Goal
 - Revised and/or expanded language within several of the core capability titles and definitions; added one new core capability for Fire Management and Suppression; refined preliminary targets
 - Enhanced narrative on cybersecurity, climate change, and resilience
- National Planning Frameworks
 - Conforming edits from the refreshed Goal and across Frameworks for consistency
 - Mission Area-specific updates
- FIOPs
 - Conforming edits from the refreshed Goal and Frameworks
 - Mission Area-specific updates (e.g., conversion of Recovery Support Function (RSF) Annexes to Core Capability Annexes)



NIMS Update Intent

To strengthen guidance for effective incident management by:

- Providing common terminology and processes for incident management systems and structures to enhance interconnectivity and interoperability;
- Reflecting best practices from the community, lessons learned from major disasters and exercises, and policy updates, such as the National Preparedness Goal and System;
- Including new guidance, complementary to ICS, for operations and coordination centers, to improve the Nation's ability to integrate and share resources among EOCs nationwide; and
- Clarifying that NIMS applies to all stakeholders with roles in incident management and all five operational mission areas (prevention, protection, mitigation, response, and recovery).



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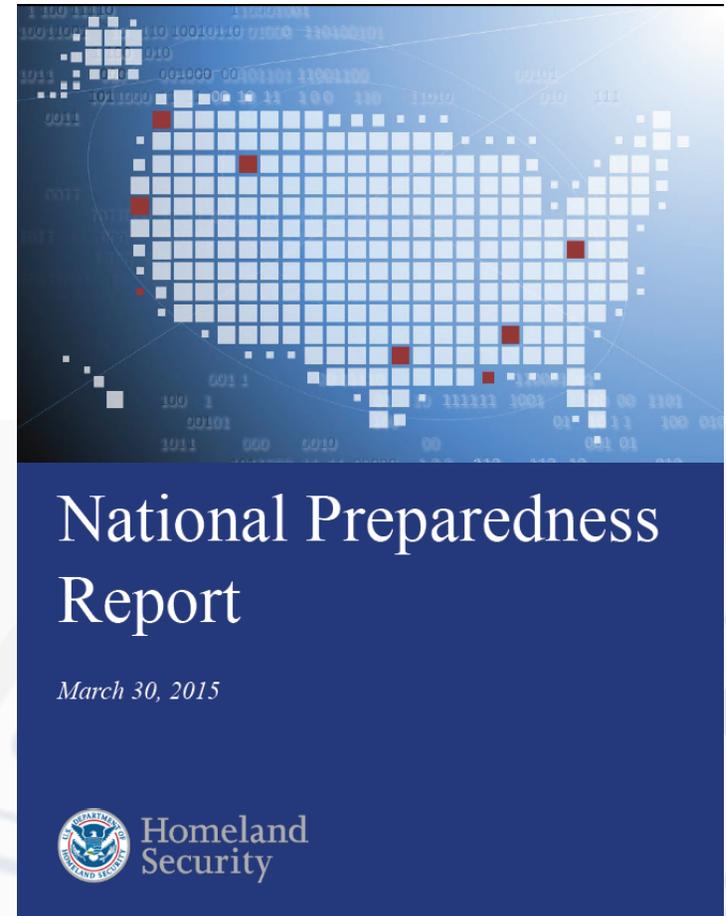


National Preparedness Report

National Preparedness Report

Introduction

- Published since 2012, the annual *National Preparedness Report* (NPR) summarizes progress in building, sustaining, and developing the 31 core capabilities outlined in the *National Preparedness Goal*
- The NPR serves as the primary analysis and reporting product to monitor progress within the National Preparedness System
- FEMA coordinates development of the NPR



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Overview of 2015 NPR Results

The 2015 NPR contained several findings, including:

- Many of the core capabilities identified as “Areas for Improvement” have remained relatively consistent over time

	2012	2013	2014	2015
Access Control and Identity Verification				✓
Cybersecurity	✓	✓	✓	✓
Economic Recovery	✓	✓		✓
Health and Social Services	✓	✓	✓	
Housing	✓	✓	✓	✓
Infrastructure Systems	✓	✓	✓	✓
Long-term Vulnerability Reduction			✓	✓
Natural and Cultural Resources	✓	✓		

- While Federal departments and agencies individually assess progress for corrective actions identified during national-level exercises and real-world incidents, challenges remain to comprehensively assess corrective actions with broad implications across the Federal Government
- Businesses and public-private partnerships are increasingly incorporating emergency preparedness into technology platforms, such as Internet and social media tools and services



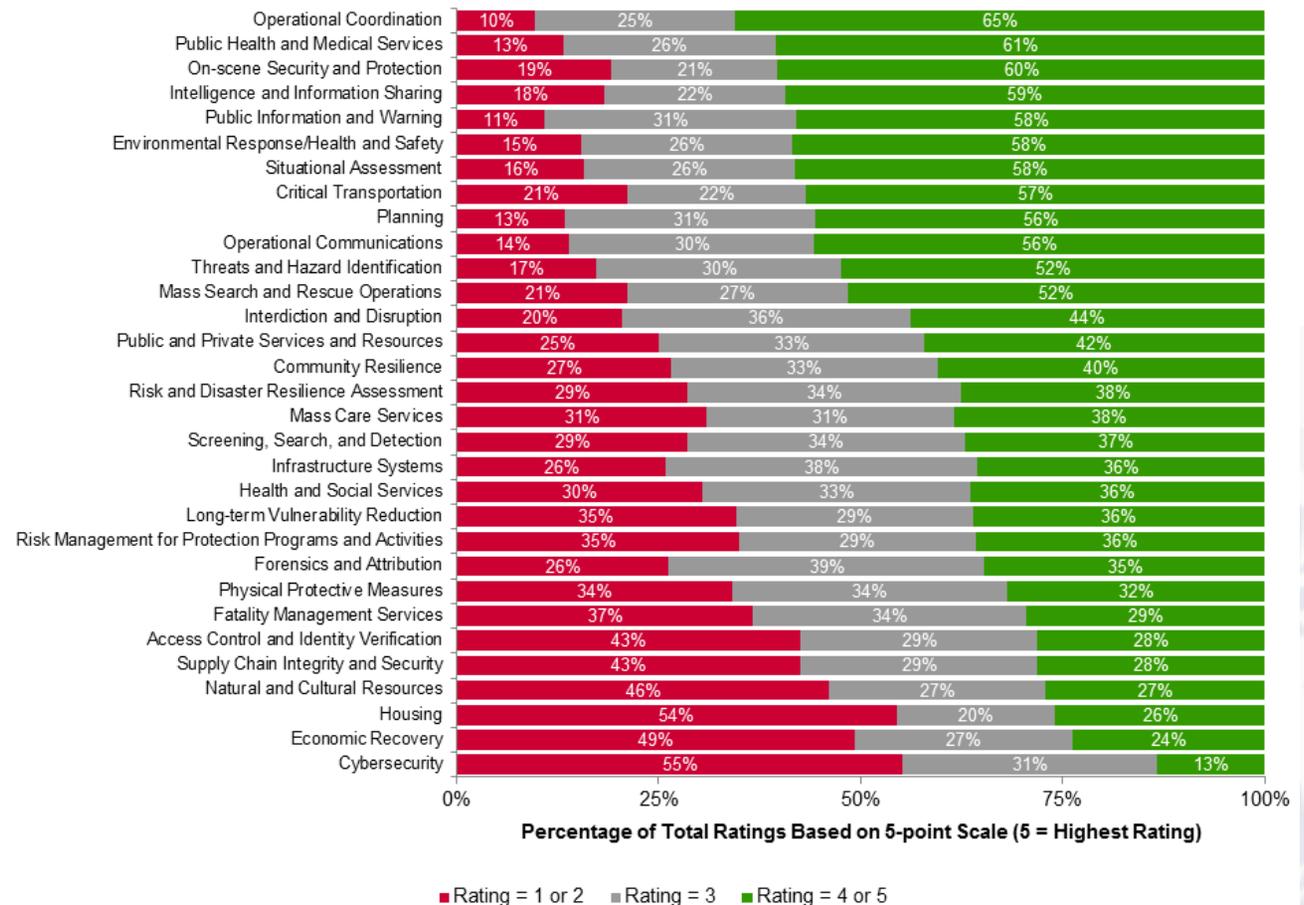
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State Preparedness Report (SPR) Submissions

SPR data is one of many data sources that informs the development of the NPR

Conducted annually, the SPR is required of all states and territories receiving Federal preparedness grant funds

- Is a self-assessment of core capability preparedness levels relative to targets set in the THIRA
- States self-reported preparedness levels in 2014 similar to previous years
- All 10 core capabilities with the highest self-assessment results in 2012 and 2013 remained in the top-10 for 2014
- Cybersecurity continues to be the lowest-rated core capability



2016 NPR

Overarching considerations for the 2016 NPR

- Focus primarily on progress in calendar year 2015
 - Will also discuss specific actions to improve performance related to the Housing and Infrastructure Systems core capabilities over the next year and the next five years
- Use the National Planning Framework principles and critical tasks as the basis for Mission Area Overviews and key findings
- Present key findings by mission area, maintaining a similar report structure from last year
- Enhance reporting of year-over-year trends in preparedness

2016 NPR Milestones

September 3, 2015	Interagency data call released
October 14, 2015	Data call due back to FEMA / NPD
Mid-December, 2015	Stakeholder review
January – March, 2016	Report concurrence
March 30, 2016	Report due to the President



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Using Data to Improve Preparedness

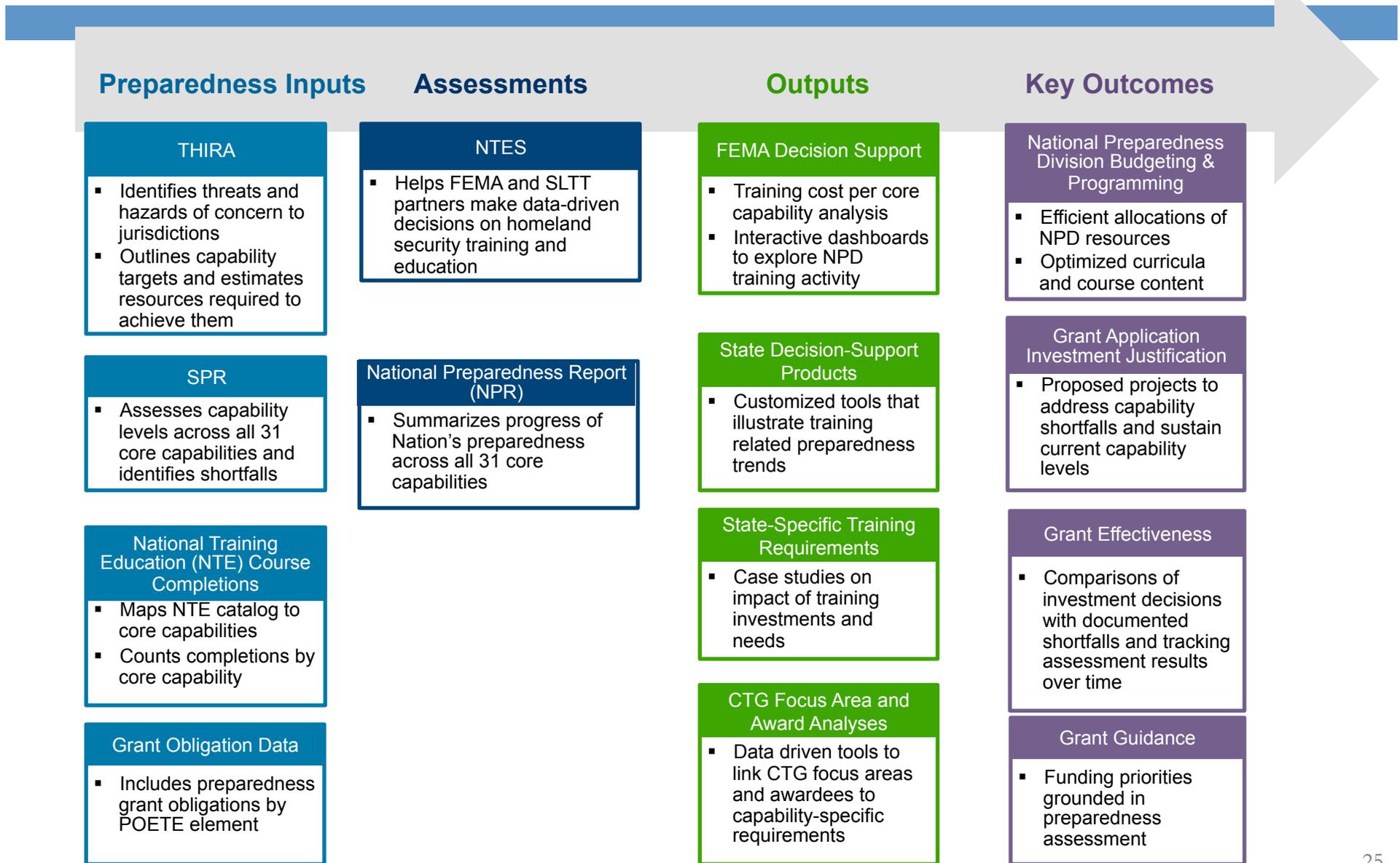
FEMA utilizes SPR data and NPR findings to guide the development of preparedness programs and to inform planning efforts at the national and regional levels

- For example, FEMA uses NPR findings to assess and prioritize training efforts across the **National Training and Education System (NTES)** in order to meet the needs of the whole community and strengthen our Nation's preparedness.
- FEMA is accomplishing this by:
 - Using data that states have already provided to develop a clear understanding of their specific training requirements;
 - Improving data quality to identify and address stakeholders' training requirements;
 - Tailoring training efforts, including courses and curricula, to better meet identified needs; and
 - Fostering and facilitating a training and education community of practice to gather feedback on **NTES**.



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How It All Fits Together: *The National Training & Education System (NTES)*



What is Your Approach?

Whole Community, Catastrophic Planning and Preparedness, and Survivor-Centric Approaches: are these common themes in your programs?

National Preparedness data sets: what is currently used/useful? What is not available to you?

What research topics do you believe FEMA should pursue? What is currently available or in progress?

How do updates to the National Preparedness Goal/Core Capabilities, FIOPs, and CPGs impact your programs?

Where is your data-driven decision-making found? Program management, development of course content?

DISCUSSION



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Back Up Slides



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Addressing Training Requirements

FEMA is using a systematic, data-driven approach to identify and address training requirements and strengthen our Nation's preparedness

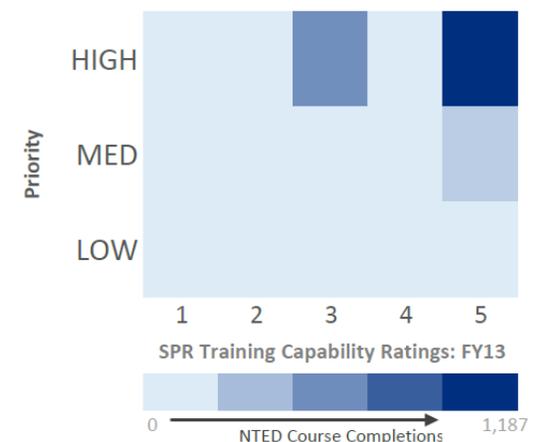
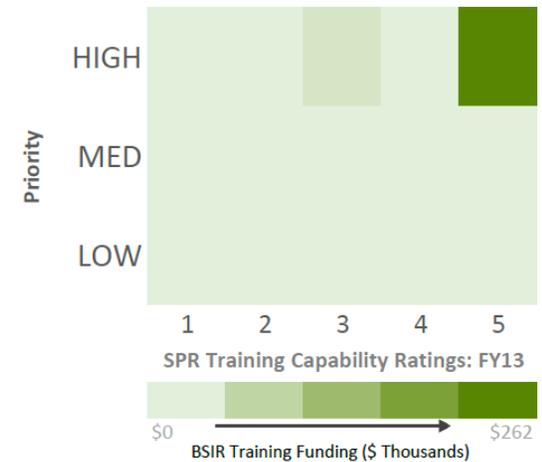


- FEMA trained 2.1 million students in 2014 via resident, mobile & online courses, including EMI, CDP, and training grant partners
- Through the NTES, FEMA is addressing the preparedness training needs of its stakeholders by:
 - Using data that states have already provided to develop a clear understanding of their specific training requirements;
 - Improving data quality to identify and address stakeholders' training requirements



Improved Training Prioritization

- **Application of state-reported data**
 - **Provide analytic support to states** through decision-support products that highlight training capabilities, course completions, and funding
 - **Provide clear metrics** on how FEMA's training courses address each core capability: **course mapping**
 - Inform FEMA **budget decisions and programs**, such as the Continuing Training Grant (CTG) Program
- **Optimize training offerings**
 - **Modify courses** to best meet training needs
 - **Streamline courses offerings** by defining the scope of FEMA's training efforts and incorporating courses from other Federal partners into training programs
- **Better integrate training and education partners into the National Preparedness System**
 - **Inform training and education partners' decision-making** on course content and curriculum development



Emergency Management Professionals Program

Through the EMPP, FEMA will better position EMs to meet the challenges of a dynamic and complex environment

EMPP provides a structured and progressive framework to build knowledge, skills, and abilities as EMs enter and progress through the field

- **Basic Academy:** targeting all new EMs across 5 courses and 12 key topic areas
- **Advanced Academy:** targeting mid-career EM professionals, focused on strategic & critical thinking and advanced EM concepts
- **Executive Academy:** targeting small cohort of senior EM executives, offering an opportunity to discuss theories, tools and resources that enable strategic decision-making