



United States Fire Administration

America's Fire and Emergency Services Leader

Strategic Plan

Fiscal Years 2010–2014



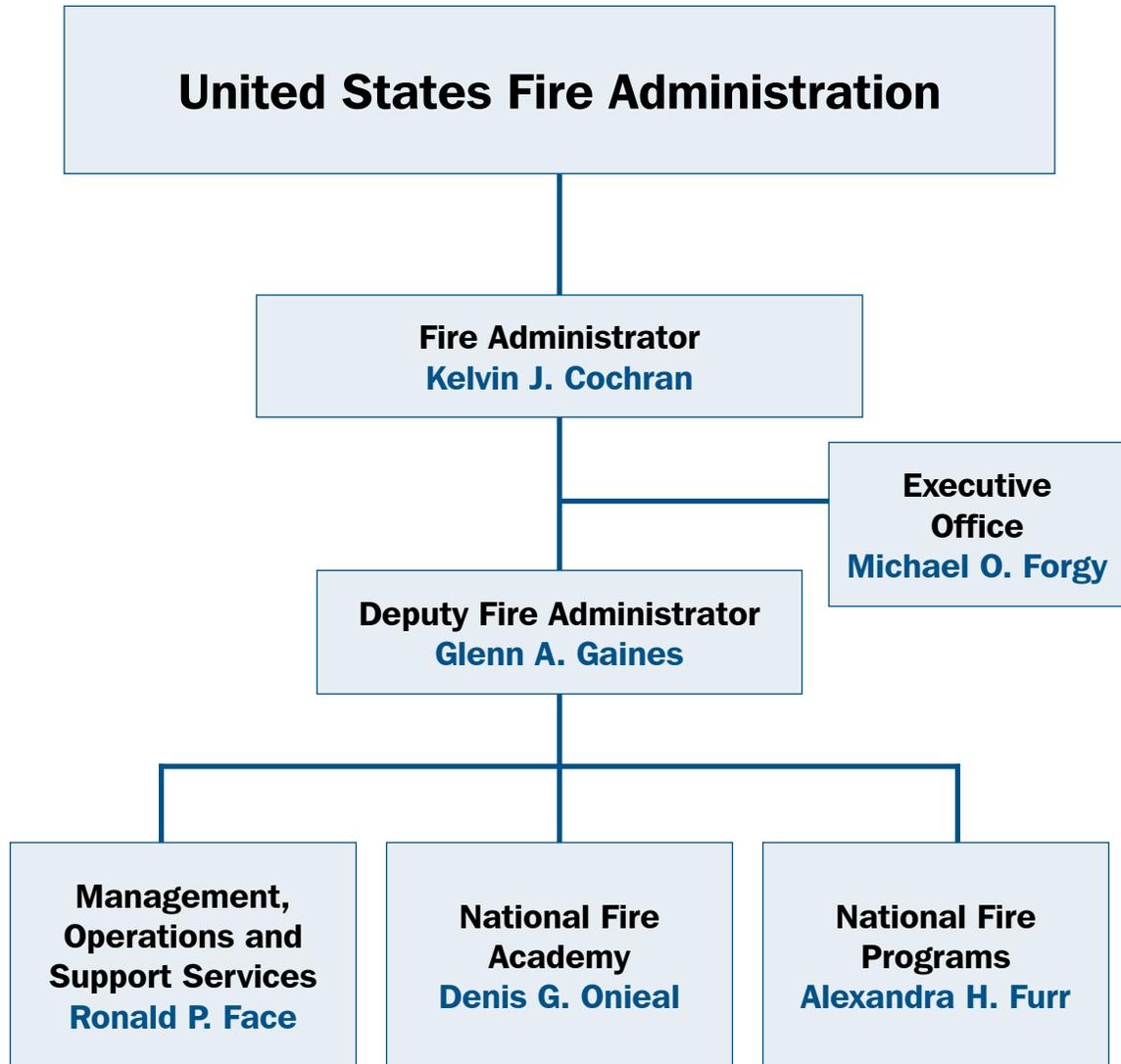
FEMA

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United States Fire Administration Organization Chart



Working for a Fire Safe America!

United States Fire Administration Directorate



The United States Fire Administration (USFA) was established by Public Law 93-498, the Federal Fire Prevention and Control Act of 1974, which called for the establishment of a National Fire Academy to advance the professional development of the fire service personnel and of other persons engaged in fire prevention and control activities; a technology program of development, testing, and evaluation of equipment for use by the Nation's fire, rescue, and civil defense services; the operation of a National Fire Data Center for the selection, analysis, publication, and dissemination of information related to the prevention, occurrence, control and results of fires of all types; and to take all necessary steps to educate the public and to overcome public indifference as to fire and fire prevention.

From the beginning, USFA focused on supplementing, not duplicating, existing programs of training, technology and research, data collection and analysis, and public education. Over the ensuing years, USFA has adjusted to new developments and challenges facing the fire and emergency services communities, always with the intention of providing leadership and support to our stakeholders in our shared responsibilities to provide for public safety.

As part of the 2008 USFA Reauthorization Act, Emergency Medical Services (EMS) was formally integrated into the mission objectives for USFA. As fire-based EMS becomes a more favorable option for local community life safety strategies, USFA will provide the resources necessary to support those efforts.

USFA is a directorate within DHS/FEMA. The current structure provides organizational flexibility, capability, and connectivity. As a result, USFA is responsive to the internal requirements of DHS/FEMA and the emerging needs of local first responders.

Mission and Functions



Executive Office

The mission of the Executive Office is to implement programs that reduce the loss of life and economic impact from fire and related emergencies, through leadership, advocacy, coordination, and support to fire service organizations. USFA serves the Nation, in cooperation with Federal agencies, and in partnership with the fire protection and emergency service communities.

Functions

1. Coordinate all external and internal issues of immediate and primary concern to USFA, and track and report on all such issues.
2. Conduct a broad range of special studies, reviews and projects of high priority interest to the Fire Administrator and the Deputy Fire Administrator. Such special studies impact substantially on the major USFA program areas and often crosscut organizational and functional lines.
3. Develop new and innovative approaches to evaluate the effectiveness of USFA programs, to solve problems, recommend alternatives, and ensure achievement of program goals and objectives.
4. Perform complex analyses, gather information, develop processes, identify and analyze issues, and develop recommendations to resolve substantive problems of effectiveness and efficiency of work operations and USFA programs.
5. Coordinate USFA strategic and long-range planning.
6. Plan and organize an effective external and internal advocacy program that deals with complex, sensitive, controversial and often changing issues.
7. Serve as liaison between FEMA Headquarters offices, the USFA offices located in Emmitsburg, Maryland, and other offices in FEMA. Distribute and track controlled correspondence.

Management, Operations and Support Services

The mission of the Management, Operations, and Support Services Division is to manage, operate, and maintain the National Emergency Training Center (NETC) in the most efficient and effective manner providing administrative, operational, and emergency services in support of the program activities and special groups at NETC.

Functions

1. Provide and operate management systems and student services in support of training at the NETC.
2. Manage and coordinate staff support services.
3. Manage development of the budget and maintain administrative control over disbursement of funds through the processes of commitment, obligation, and payment; coordinate USFA's portion of the FEMA/DHS program plan, and the annual budget submitted to OMB and Congress (including preparation of supporting justifications); and support related preparations for hearings.
4. Conduct research and studies to support formulation of management and administrative policy and guidance for USFA; and oversee the issuance and implementation of such policy across organizational elements. Coordinate development of policy for the management and administration of USFA.
5. Implement and manage FEMA/DHS control systems within USFA, for example, those to control funds and property, designed to uncover waste, fraud, and abuse; manage forms; collect information; and manage records and directives.
6. Develop long-range plans for budgetary, personnel, and facility implications.
7. Manage student admissions, registration, and support services for USFA and Emergency Management Institute (EMI) training and education activities.
8. Conduct feasibility studies to estimate levels of resources and types of facilities expected to be available for an emergency, based on internally developed planning data.
9. Provide, operate and maintain NETC in compliance with applicable standards and codes to meet the programmatic requirements of the facility.
10. Assure continued maintenance of the facility and facility infrastructure systems.
11. Assure 5-year facility maintenance plan and a capital improvement plan are maintained and updated.
12. Provide customer-focused support services, leadership, and innovation for learning technologies that enhance USFA and EMI's ability to accomplish its mission.
13. Manage, coordinate, provide technical assistance and support for ongoing purchase, development and operation of information technology and information technology related projects.
14. Operate and maintain the PREPnet training distribution system utilizing satellite, dish, and local cable television training modalities for general first responder community training and in support of other federal agencies.

15. Provide technical support for the receipt, storage, movement, control, display and production of data.
16. Manage and coordinate emergency operations, and mobilization and disaster support plans.
17. Through fund control procedures ensure effective and efficient operation and administration of activities and programs at NETC. Operate a financial management information system.
18. Analyze staffing, funding, and other resource contingency plans for training activity during a National emergency.
19. Provide an operational interface with other FEMA/DHS Headquarters units, including the Office of Financial Management, in terms of overall financial management and administrative policy and procedures.
20. Assure agency, division or program compliance with OMB Circular A-130, Management of Federal Information Resources.
21. Research data, compile reports, and respond to congressional inquiries and Freedom of Information Act requests and other correspondence from the public and other agencies.

National Fire Academy

The mission of the National Fire Academy (NFA) is to promote the professional development of the fire and the emergency response community and its allied professionals. NFA supports State and local training organizations to fulfill their obligation to the career and volunteer fire and emergency services. NFA also develops, delivers and manages educational and training programs having a National focus which is outside State and local training mission or exceeds State and local capabilities because of cost or audience. The programs are designed to support the DHS and FEMA goals to help State and local response agencies prevent, mitigate, prepare for, and respond to local, regional and national emergencies.

Functions

1. Serve as USFA's National focal point for advancing the professional development of fire service and emergency response personnel and allied professionals engaged in fire prevention and control, risk reduction and life safety activities.
2. Revise, improve, and expand curricula to meet DHS/FEMA/USFA and other national priorities through analysis of student evaluations, focus groups, National Fire Incident Reporting System data and other research activities; and in consultation with the Board of Visitors and leaders in State and national fire-service organizations, stakeholders, and other USFA programs.
3. Provide education and training through resident, off-campus and distance deliveries in management, executive development, emergency medical services, incident management, planning and information management, hazardous materials, emergency response to terrorism, arson prevention/detection, community risk reduction/fire prevention and protection, public education, the National Response Framework (NRF)/National Incident Management System (NIMS).

4. Plan, design and develop NFA curriculum; develop, evaluate and revise courses within each curriculum area. Oversee the long-and short-term evaluation of NFA curricula to include the analysis of student performance (outcome) data and implement required changes.
5. Establish and manage the system to select and evaluate contract instructors to ensure the maintenance of high academic standards, quality instruction, human dignity and student success.
6. Expand and maintain the delivery of technology-based training programs that includes the use of web-based curriculum as well as a National simulation exercise system that uses computer-based multi-media and interactive scenarios.
7. Conduct courses, seminars, workshops, conferences, executive forums, symposia, and other educational and training opportunities at NETC using alternative delivery mechanisms and other traditional means.
8. Develop state-of-the-art training and exemplary training models, materials, courses, programs, and curricula suitable for distribution to and use by State and local fire training organizations.
9. Provide assistance to State and local fire service training programs through cooperative agreements, grants, contracts, and other means.
10. Encourage and strengthen new and existing programs and partnerships with Federal, State and local fire service training agencies, State and local Governments, vocational training programs, junior colleges, colleges, universities and private institutions by providing technical assistance and advice.
11. Develop and administer a program for schools of higher education to advance the professional development of fire service and emergency response personnel through associate, baccalaureate and graduate degree programs.
12. Serve as point of contact with National accreditation organizations to seek acceptance and recommend accreditation of NFA courses for college credit, certification and continuing education.
13. Encourage the inclusion of fire prevention and fire protection detection technology and practices in the education and professional practice of architects, builders, city planners, and others engaged in the design and construction of buildings and structures and the emergency services community.
14. Coordinate with DHS/FEMA program offices to ensure that fire prevention and control activities are included in the Agency's risk-based evaluation and risk-reduction programs.
15. Support doctrine and training to support the implementation of the NIMS/NRF and the practice of Incident Command System in all related emergency response disciplines.
16. Research information and activities to support the development of training and assistance in response to evolving fire and emergency issues and/or strategies.
17. Review documents, reports and other analysis produced by USFA, National Institute of Standards and Technology (NIST), National Institute for Occupational Safety and Health (NIOSH) and other related safety and fire related organizations for inclusion of lessons learned into the NFA curriculum.

18. Research emerging instructional and distance learning technologies. Provide training to staff on the use of these technologies to improve delivery of training.
19. Work with National Fire Programs staff, EMI, National Preparedness Directorate, other FEMA and DHS organizations, public and private standards making bodies and professional organizations to advance community risk reduction strategies.
20. Manage and conduct NFA on and off-campus classroom delivery of 2-day, 6-day and 10-day courses.
21. Administer the process for securing contractual instructional delivery support
22. Provide program planning, budget and execution oversight.
23. Provide program analysis for all NFA programs.
24. Develop and revise academic policies, standards for admission and performance, and establish criteria for the award of course certificates.

National Fire Programs

The mission of the National Fire Programs (NFP) Division is to manage USFA public education and information efforts. NFP operates the National Fire Data Center for the collection, analysis, publication, dissemination and marketing of information related to the Nation's fire problem and USFA programs. NFP also manages USFA research efforts in fire detection, prevention, suppression and first responder health, safety and effectiveness and special programs that enhance USFA and partner roles in all-hazard preparedness and response.

Functions

1. Coordinate and manage the collection, analysis, and dissemination of data and information about fire and other emergency incidents involving fire department response.
2. Manage the research, development and application of projects and investigation of technology for fire detection, prevention, rescue and suppression; as well as technology, equipment and strategies to improve firefighter and first responder health, safety, and effectiveness.
3. Develop and implement programs of fire prevention, awareness and public education, leveraging partnerships with private and public sectors, and providing particular focus to high risk groups.
4. Create, maintain and disseminate operational, technical, educational and marketing information in a variety of formats through administration of the Learning Resource Center, USFA Publications Center, USFA Media Center, and the USFA internet website.
5. Review and authorize reimbursement to local fire services for firefighting on Federal property.
6. Develop and manage programs that support and strengthen the capacity of the nation's fire and emergency services and the public to prevent, mitigate, prepare for, and respond to local, regional and national emergencies and their consequences.
7. Work with other DHS/FEMA program offices in support of disaster response, recovery and mitigation activities.
8. Encourage and assist State, local and other agencies, public and private, in developing standardized reporting methods and in reporting information.

9. Manage the National Fire Incident Reporting System (NFIRS), the Fire Department Census and other National databases and systems containing information related to the fire problem and the fire and emergency services.
10. Manage USFA's firefighter fatality reporting and documentation.
11. Support adoption of new fire detection and suppression technology nationwide.
12. Promote and encourage adoption, implementation and management of effective local fire codes nationwide.
13. Coordinate arson prevention and control programs with public and private entities and organizations, developing strategic partnerships.
14. Administer the Learning Resource Center, which provides library and information services to students, staff, and faculty at NETC; and provide reference services to the Nation's fire and emergency management communities.
15. Plan and coordinate USFA participation in conferences, shows and exhibits and manage the Hotel-Motel National Master List.
16. Disseminate information to guide decisions in the development of effective fire-related legislation and to promote and encourage the adoption, implementation and management of effective local fire codes nationwide.
17. Identify model programs that can be transferred to State and local fire services and the public sector.
18. Carry out key programs to support the operation of the Nation's volunteer fire services, including increased leadership/management capabilities and advocacy for recruitment and retention as well as health and safety.
19. Continue efforts to implement the use of the NIMS which involves all related disciplines, in emergency response.
20. In concert with NFA, support doctrine and training to design, operate and evaluate the NIMS/NRF and the practice of Incident Command System.
21. Research information and activities to support the development of training and technical assistance in response to evolving fire and emergency issues and/or strategies.
22. Support the NRF prescribed ESF-4 within the NRF.
23. Operate the Emergency Management and Response-Information Sharing and Analysis Center (EMR-ISAC) to collect, analyze, and disseminate threat and security-related information in a timely manner to State, local, and tribal Emergency Services Sector leadership.
24. Provide liaison to the National Interagency Fire Center to combine expertise in structural and wildland firefighting and multi-agency coordination.
25. Staff Fire Desk at DHS National Operations Center (NOC); provide technical assistance in support of situational awareness and a common operating picture in the event of a major incident and ensuring that relevant critical information reaches government decision-makers at all levels.
26. Serve as a principle liaison regarding incident simulation exercises conducted within the framework of the NIMS and NRF at the Federal, State, local, and tribal levels.



United States Fire Administration

Strategic Plan Elements



FEMA

FEMA's Mission



FEMA's mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

Vision



USFA is America's Fire and Emergency Services Leader.

Mission



We provide National leadership to foster a solid foundation for our fire and emergency services stakeholders in prevention, preparedness and response.

Organizational Values



| | | |
|----------|----------------|---|
| I | Integrity | We adhere to our code of ethics and controls which govern conduct and performance. |
| C | Communication | We consistently share and provide access to information throughout the USFA to enhance collaboration and to eliminate ambiguity, frustration and uncertainty. |
| H | Honesty | We embrace fairness and equity as paramount to all human capital and business affairs. |
| A | Accountability | We are obligated and willing to accept responsibility and to answer for the results of our performance and conduct. |
| R | Respect | We consider all USFA members worthy of high regard and have a sincere desire to see others succeed. |
| T | Trust | We optimistically rely on the character, ability and strength of each member to contribute wholeheartedly to the success of the USFA. |

USFA's Strategic Initiatives Summary



Strategic Framework



Building on FEMA's current mission to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards. USFA is leading by example and setting the standard for fire and emergency services throughout the country. This strategic plan has been created to help USFA achieve its Vision. The plan provides both strategic direction and operational focus. The Goals are the foundation for our strategic planning work and describe the desired future of the USFA.

GOAL 1: Reduce risk at the local level through prevention and mitigation.

Every disaster or emergency is local and personal, and being prepared is both an individual and collective responsibility. Prevention has to be a part of the public consciousness: automatically applied, regularly practiced, and always respected. The USFA intends to be a national model and advocate for local State and national activities that develop, promote, enforce, and reward awareness, preparedness, and prevention.

Goal 2: Improve local planning and preparedness.

Fire and emergency medical services (EMS) personnel are part of the foundation of our Nation's local first response capability and have a critical role to play in local planning and preparedness. The effectiveness an incident is handled at the local level is a direct result of the preparedness of the local responders and the communities they serve.

GOAL 3: Improve the fire and emergency services' capability for response to and recovery from all hazards.

Every Federally-declared disaster began as a local response. Whenever there is a disaster—every response begins with a call to the local 9-1-1- center. When the local community has a well-trained, prepared, and coordinated local response to an all-hazards incident it usually remains a local response. When an incident escalates to a State or national response, it is the ability of the Federal, State and local responders to deliver a coordinated response to stop the loss of life and property.

GOAL 4: Improve the fire and emergency services' professional status.

As training and education standards evolve and demand greater academic rigor, the NFA in conjunction with our State, local, and tribal partners, will promote a nationally-accepted competency-based system of professional development.

GOAL 5: Lead the Nation's fire and emergency services by establishing and sustaining USFA as a dynamic organization.

The ability to create a dynamic organization that is viewed as a National leader depends on the commitment of its employees. USFA employees are the means by which we can achieve our Vision, Mission Goals, and Initiatives. As an organization, we are committed to developing and rewarding highly skilled employees to guarantee quality service to the public, promote and sustain a high performance culture, and achieve organizational and individual excellence.

Strategic Initiatives



The future of America's Fire and Emergency Services depends on USFA's efforts to take the lead on issues important to the fire service.

By design, the eight Strategic Initiatives once accomplished will have the biggest impact on the Fire and Emergency Services. These will increase USFA's efforts to achieve its Vision of America's Fire and Emergency Services Leader. The Strategic Initiatives are broad in scope and cannot be accomplished in isolation. USFA will work with its partners to achieve the desired outcomes for each of the identified initiatives. It is only through our collective efforts that we can sustain USFA as a viable directorate in FEMA and DHS.

Fire Prevention and Life Safety

Over the past 35 years, the programs and services of USFA have contributed to significant reductions in fatalities, injuries and property loss in our Nation. As an organization, we are committed to enhancing efforts toward high risk populations and revising existing fire prevention, mitigation, and life safety programs and initiatives. The Fire Prevention and Life Safety Strategy is an assessment (Report Card) of USFA's efforts to address America's Fire Problem as identified in 1973 in *America Burning: the Report of the National Commission on Fire Prevention and Control*. The report card will guide our future prevention priorities and help create a culture of preparedness throughout America.

Line of Duty Deaths and Injuries

On average, 100 firefighters die and 100,000 firefighters are injured in the line of duty every year. While great strides have been made, the overall long-term trend of firefighter duty related deaths and injuries remain the same. The Line of Duty Deaths and Injuries Strategy is the development of a focused and detailed fire service vulnerability assessment model applicable to fire departments of all sizes and incorporates new technologies, plans, tactics, and training. The Vulnerability Assessment will assist fire departments across the country to evaluate risks and vulnerabilities and based on the findings, implement and maintain occupational safety and health programs that will effectively reduce firefighter duty related deaths and injuries.

Emergency Preparedness

As an integral component of DHS/FEMA, USFA shares in the responsibility of prevention, preparedness, response and recovery in all risk mitigation. Our focus is to collaborate and coordinate with fire and emergency service stakeholders to enhance capabilities, interoperability and deployment strategies for response to national disasters. In addition to training, prevention, public education, and data collection analysis, the Emergency Preparedness Strategy will establish USFA as a federal partner for disaster response and recovery efforts for our Nation's citizens.

Federal Grants

Assistance to Firefighter, Fire Prevention and Safety, and Staffing for Adequate Fire and Emergency Response grants have benefited the fire service tremendously. After eight years and over five billion dollars, many needs of local volunteer, combination and career departments have been addressed. In partnership with the Grants Program Directorate, our Federal Grants Strategy will analyze the impact of federal grants on local fire department's capabilities to protect life, property and the environment. This information will provide an accurate assessment of the effectiveness of the fire grant programs to the Nation's fire and emergency services.

National Fire Incident Reporting System (NFIRS)

USFA, through the National Fire Data Center, plays a significant role in collecting and distributing data concerning fire causes and consequences to fire departments and their communities. We want to enhance the value of NFIRS by providing current, relevant and accessible data to make more effective decisions, plans and justifications for fire department operations and administration. The NFIRS strategy reinforces USFA's commitment to educate the American Fire Service on capabilities and accommodate stakeholder needs for fire data not yet provided. Specific goals for enhancing NFIRS capabilities include: modernized coding standards, flexible and efficient data warehousing and mining, enhanced data management and quality, streamlined output reporting and analysis, timely incident reporting, improved usability, information sharing, agility, self-help services, and third party software vendor support.

Professional Development

The Professional Development Strategy is both internal to the organization and external to the American Fire Service. A formalized succession plan is necessary to offset the current rate of attrition due to retiring “baby boomers” at USFA and in the Fire Service. USFA’s Organizational Philosophy requires us to encourage and facilitate opportunities for employee professional development. Our internal strategy is to provide USFA with qualified staff prepared to apply for and successfully be selected to fill higher level positions.

The current system and processes used to recruit and train within the fire service is also facing attrition challenges. NFA is one of the greatest solutions to this escalating problem. The external focus of the Professional Development Strategy will decrease the amount of loss of knowledge and experience in the fire service in the coming years. Our goal is to ensure municipal fire and emergency service organizations have adequately educated and trained personnel to fill vacant leadership positions.

Emergency Medical Services (EMS)

EMS is integrated in USFA’s vision, mission, and goals. USFA will provide training and program activities to support fire-based EMS as an option for local community life safety strategies. The EMS Strategy addresses USFA’s commitment to the EMS role and efforts to engage the Federal, State and local EMS organizations and leaders. Our goal is to provide system and management level education opportunities for EMS leaders.

Facility Maintenance, Improvement and Expansion

Since 1980, the NETC has been the home of the NFA and FEMA’s Emergency Management Institute. Today, USFA is faced with insufficient capital investment and lack of appropriations to maintain, improve, and expand the accommodations for the organizational entities, programs and activities located at NETC. Facility and infrastructure maintenance, improvement, and expansion have not kept pace with the growth of programs and training activities. Our goal is to have appropriate maintenance of the facility infrastructure; adequate space to accommodate the current and projected near-term staffing levels of the programs and training activities located at NETC; and the NETC facility perimeter physical security is at the appropriate level as established by DHS protocols/guidelines.

GOAL 1:

Reduce Risk at the Local Level through Prevention and Mitigation



Strategic Initiatives:

- **Line of Duty Deaths and Injuries**
- **Fire Prevention and Life Safety**
- **Emergency Medical Services**

Objectives:

- Encourage the State, local, and tribal adoption of risk reduction, prevention, mitigation, and safety strategies.
- Encourage code development, compliance, safe building design, and infrastructure resilience.



Operational Initiatives:

- Expand initiatives in public fire and safety education through various avenues to reach all segments of the population, particularly high risk groups.
- Expand efforts for online development and revision of existing publications so as to expand the reach of USFA.
- Expand efforts to work with organizations that will provide entry into multiple channels to reach all audiences.
- Use social media tools to support USFA communications, training and education, marketing, and customer service initiatives.
- Expand the activities and information provided as part of Arson Awareness Week.
- Establish a repository of prevention and public education materials as part of the Learning Resource Center's online public access catalog (OPAC).
- Enhance Emergency Management and Response—Information Sharing and Analysis Center (EMR-ISAC) capabilities to allow for the consolidation of finished statistical and technical information from NFA, NFP, and distribute this information to fire mitigation, prevention, and safety personnel, departments, and agencies nation-wide.

- Work with Emergency Management Institute (EMI), Center for Domestic Preparedness (CDP) and other FEMA and DHS partners to identify new training strategies and curricula formats tailored to better reach local emergency preparedness personnel and to more effectively bring local community personnel together to do all hazards mitigation planning.
- Work with specialized, emergent issue groups, such as the International Residential Code (IRC) Fire Sprinkler Coalition to provide education and technical assistance to fire departments on developing and adopting state and local residential sprinkler requirements.



GOAL 2: Improve Local Planning and Preparedness

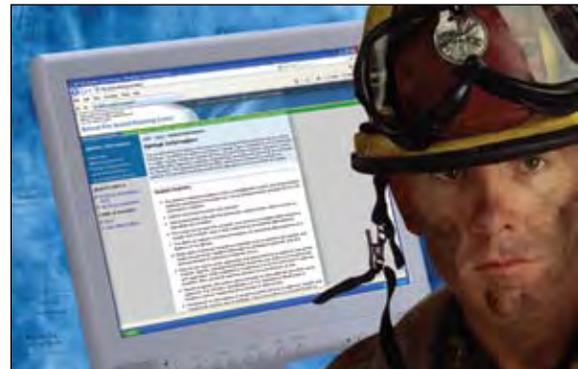


Strategic Initiative:

- **National Fire Incident Reporting System**

Objectives:

- Increase fire service personnel participation in local planning and preparedness processes.
- Expand the use of modern data and information analysis in planning and preparedness.
- Enhance the fire and emergency services' performance in response to all hazards.



Operational Initiatives:

- Collaborate on the development of Geographic Information Systems (GIS) modules for NFA courses currently being taught for infrastructure planning, preparedness, and protection.
- Complete NFIRS enhancements and adequately maintain the enhanced system.
- Expand the NFA Incident Command, National Response Framework and Executive Analysis of Fire Service Operations in Emergency Management (EAFSOEM) curriculum, and expand partnerships with FEMA regions and State fire training organizations to handle increased off-campus parallel deliveries to the expanded curriculum.

GOAL 3:

Improve the Fire and Emergency Services' Capability for Response to and Recovery from all Hazards



Strategic Initiatives:

- **Emergency Preparedness**
- **Federal Grants**

Objectives:

- Improve the Nation's incident decision-making skills.
- Advocate a culture of health, fitness, and behavior that enhances emergency responder safety and survival.
- Expand State and local use of the National Response Framework and National Incident Management System/Incident Command System.



Operational Initiative:

- Promote effectiveness of Electronic-Prevention Advocacy Resources and Data Exchange (E-PARADE) information sharing mechanism and encourage other DHS/FEMA components to register and participate.

| | |
|----------|------------|
| P | Prevention |
| A | Advocacy |
| R | Resources |
| A | And |
| D | Data |
| E | Exchange |

GOAL 4: Improve the Fire and Emergency Services' Professional Status



Strategic Initiative:

- **Professional Development (External / Internal)**

Objectives:

- Enhance the professionalism of the nation's fire and emergency services leaders.
- Advocate the acceptance of the Nation's fire and emergency services into multidiscipline policy development, planning, and preparedness.
- Advocate a competency-based approach to professional development that includes training, higher education, and professional designations.



Operational Initiatives:

- Employ blended and distance learning solutions, as appropriate, to supplement NFA on-campus curricula.
- Work with course/curricula development personnel to help identify and/or develop materials that will enhance the leadership and management skills in the area of prevention.
- Rely on the States and locals to identify, develop, and deliver courses that are specific to National consensus standards that meet their certification and credentialing needs.
- Establish selection, credentialing, and processing of structural firefighters within the Disaster Reserve Workforce cadre management/deployment program for all-hazard response and recovery support.
- Develop curricula that take advantage of the economies of scale, encouraging attendees to redistribute the learning within their own organizations.
- Add National Professional Development Matrix (PDM) competencies to courses in NFA catalog and corresponding Web pages.



GOAL 5:

Lead the Nations' Fire and Emergency Services by Establishing and Sustaining USFA as a Dynamic Organization



Strategic Initiative:

- **National Emergency Training Center Facility Maintenance**

Objectives:

- Maintain a positive work environment to ensure the organization's well-being and productivity.
- Continuously improve our business systems and processes.
- Communicate the relevance and value of USFA to the day to day mission of the fire and emergency services.



Operational Initiatives:

- Establish a system to identify, develop and document standard operating procedures and best practices and create a repository to share with all staff.
- Improve Continuity of Operations Plan (COOP) coordination, communication and scheduling.
- Develop a media communications plan in support of comprehensive external affairs and in conjunction with FEMA's Office of External Affairs.
- Simplify the process for responding to all requests for information.
- Automate data collection processes.
- Provide additional training, post training announcements, and utilize in-house resources for training.
- Develop a structured new employee orientation, send appointment forms in advance, schedule program briefings for new employees, and provide new employees with a point of contact list.
- Establish and implement a USFA Employee Suggestion Program.
- Implement a schedule of program and process review.

- Develop a customer service/satisfaction program utilizing in-house resources and methods to provide exceptional customer service.
 - Monitor facility requirements and make necessary facility improvements and upgrades.
 - Use Google books to deliver USFA publication content.
 - Research and explore the potential for the establishment and creation of a separate server on campus to support the educational needs separate from the secured servers used for campus operations and continuity of government operations.
 - Develop a centralized marketing plan within USFA that includes plans and products for both internal and external audiences.
 - Develop an internal communications plan for staff.
-

USFA is a vibrant organization dedicated to all of our Fire and Emergency Services stakeholders. We continue to provide leadership for a Fire Safe America! For more information regarding all of USFA's programs, activities, and initiatives, please visit our website at **www.usfa.dhs.gov**.

Appendix A: United States Fire Administration Organizational Purpose, Philosophy and Commitment



“Shaping the Future”



Introduction

The purpose, philosophy and commitment of the United States Fire Administration (USFA) shall serve as the guiding principles for all actions and decisions made by the organization and its members. This document will serve as a framework to shape the future of USFA and to enhance our influence and credibility with our stakeholders. This communication shall depict our vision, mission and core values and their impact on our operational goals, objectives and strategic plan.

Purpose, Philosophy, Commitment

FEMA's Mission:

FEMA's mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

Vision:

USFA is America's Fire and Emergency Services Leader.

Our vision statement is the focal point for our existence. Through continuous "environmental scanning" of fire and emergency services and non-emergency services organizations, we analyze trends, programs and services for our external and internal customers.

Mission:

We provide National leadership to foster a solid foundation for our fire and emergency services stakeholders in prevention, preparedness and response.

USFA exists as an organization to serve the citizens of the United States and the American Fire Service, as directed by Public Law 93-498 and the United States Fire Administrator. Ultimately, our stakeholders determine the programs we deliver. Our employees have an obligation to deliver those programs in the most professional and efficient manner where the value of services received are significantly greater than the tax dollars used to pay for them.

Organizational Values

The image of USFA is determined by the credibility and influence we have with our stakeholders. Our collective commitment to our organizational values builds and sustains the momentum necessary to be a high performance directorate.

Fully engaged participation is expected from all USFA employees. Employment with USFA requires a personal commitment to the organizational values as expressed in the acronym “*I-CHART*.”

We have a culture where members chart the behavior and performance for USFA with **Integrity, Communication, Honesty, Accountability, Respect, and Trust**.

| | | |
|----------|-----------------------|---|
| I | Integrity | We adhere to our code of ethics and controls which govern conduct and performance. |
| C | Communication | We consistently share and provide access to information throughout USFA to enhance collaboration and to eliminate ambiguity, frustration and uncertainty. |
| H | Honesty | We embrace fairness and equity as paramount to all human capital and business affairs. |
| A | Accountability | We are obligated and willing to accept responsibility and to answer for the results of our performance and conduct. |
| R | Respect | We consider all USFA members worthy of high regard and have a sincere desire to see others succeed. |
| T | Trust | We optimistically rely on the character, ability and strength of each member to contribute wholeheartedly to the success of USFA. |

Each individual can and does make a difference. Every employee is expected to accomplish their own tasks with a sense of duty to the Directorate and its members as they pertain to the Organizational Vision, Mission and Values.

Philosophy

USFA is organized to provide the fire and emergency services community and citizens with resources to support their needs at the highest attainable level of proficiency and quality. Responsive, high quality public information, public education and public relations programs will market our value and build “**USFA Equity**”. USFA equity determines the degree to which stakeholders trust leadership to make decisions in their best interest. We must seek to establish continuous strong relationships with stakeholders through meaningful interaction beyond emergency preparedness and response. Our stakeholders are our greatest source of sustained support. USFA should be marketed as a potent federal asset for the Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA). The fire and rescue problem in America transcends all governmental boundaries.

All fire and emergency services and allied organizations are welcome to become USFA partners working harmoniously in efforts to prepare for, respond to, recover from and mitigate disasters to ensure domestic tranquility for the American people.

The value of USFA employees cannot be overlooked. USFA offers diverse programs to meet the personal fulfillment and professional development needs of its employees. Continued efforts to provide motivation and incentives for participation will strengthen morale, self-worth and individual confidence in contributing to the departments' vision and mission.

Teamwork is expected of every employee. By working in teams and through effective communication, we maximize our capabilities and provide quality service to each other while fulfilling stakeholder's expectations. Active participation and support by all USFA employees is essential to the successful pursuit of our vision and the successful accomplishment of our mission.

Our goal is to provide an exciting, challenging and rewarding work environment. The Fire Administrator and the USFA's Management Team have an obligation—personal and legal—to ensure employees have the facilities, equipment and training needed to fulfill the mission; and to provide the basis for personal and professional growth. The primary responsibility for personal growth rests with each employee. Additional opportunities exist for those who are motivated and whose personal goals are aligned with the organizational purpose, philosophy, and commitment.

The Tenets of Our Organizational Priorities

USFA's greatest obligation is prevention, preparedness and response. When our stakeholders need our support, we are accessible. Every program, activity, and service provides support for these essential functions. Our budget, in every facet, should be justified to support the fire service needs. When questions arise related to USFA activities and priorities, all answers should more than satisfy the inquirer. Activities related to training, maintenance, fire prevention, communications, safety, human resources and other support services requires a systems approach to the overall organizational priorities. A lack of understanding of the priorities and their relevancy to the directorate's mission can lead to frustration or apathy. The accomplishment of our vision and mission includes the following priorities:

Human Resource Management
Professional Development
Equipment, Facilities, Supplies and Technology
Emergency Preparedness and Response
Customer Service Programs and Initiatives
Public Information, Education and Relations

A literal approach to these priorities is not always practical. Continuous assessment of our strengths, weaknesses, opportunities and threats will also drive prioritization through sound strategic planning and financial management.

It is an absolute priority to deliver the highest quality service attainable in the most cost-effective manner. The Fire Administrator will ensure that each division makes the best use of appropriated funds. Where there is inefficiency or duplication, changes will be made to make better use of resources.

I. Human Resource Management

- A.** Recruit the best possible persons to fill vacancies.
- B.** Employ enough people for adequate staffing.
- C.** Provide equal opportunity regardless of sex, race, color, religion, national origin, age, and political affiliation.
- D.** Provide programs for health and wellness.
- E.** Promptly address employee concerns.
- F.** Promote good faith labor/management relations.
- G.** Assure employee safety is an important part of the work environment.
- H.** Establish human resource programs and services to meet the needs of employees.

Employees must have faith in the leadership to guide their efforts to a successful outcome. They must trust in the judgment and actions of other employees. Employees must be able to count on their coworkers to support them when faced with unusual work challenges. It is the knowledge of our own **character** which produces faith and trust in each other and causes us to so highly value our personal integrity, honor and respect.

II. Professional Development

- A.** Provide for the professional development needs of the American Fire Service.
- B.** Provide training programs for leadership, supervision, management, and planning skills appropriate to each job classification.
- C.** Enhance emergency management skills with regard to the Incident Command System and the National Incident Management System; and the National Response Framework.
- D.** Provide effective succession planning and professional development plan for all job classifications.
- E.** Enhance verbal and written communication skills and administrative and technical skills appropriate to each job classification.

Professional Development for USFA is two-fold: internal to our organization and external to the fire service. These important measures will assure that individuals and the directorate as a whole have the knowledge, skills and abilities necessary to deliver required services. Professional development is our edge against failure. We cannot afford to be anything less than excellent. Our greatest insurance for optimum fire service performance is training. We must continue our efforts to promote excellence in fire service training and intelligence.

III. Equipment, Facilities, Supplies and Technology

- A.** Maintain all facilities at the National Emergency Training Center (NETC) in an operative, safe, sanitary and pleasing condition.
- B.** Provide timely vehicle and equipment maintenance and replacement in accordance with standards and regulations.
- C.** Maintain an adequate level of supplies for operational and environmental needs of personnel.
- D.** Maintain state-of-the-art communications and information technology equipment and systems.
- E.** Select, test and repair all equipment in accordance with standards and regulations.

All NETC facilities and equipment used in the delivery of activities and services must be of the highest quality and must always perform when needed. Without our equipment, all we have are good intentions. Our equipment is vital to the success of our services. Proper care and maintenance of our facilities and equipment gives our stakeholders maximum benefit. Most issues relative to equipment, facilities and supplies can be planned and scheduled.

IV. Emergency Preparedness and Response

- A.** Strengthen USFA's role in Emergency Support Function (ESF)-4.
- B.** Develop the national deployment strategy for fire service response to national disasters.
- C.** Provide technical and logistical support services as appropriate.

USFA is the bridge to the fire service for FEMA and DHS. As a directorate in FEMA, there is an inherent expectation for USFA to engage in activities to strengthen the American Fire Service community in its capabilities to function and deploy as a federal asset during a national disaster. Developing a national deployment strategy in cooperation with fire service stakeholders at all levels of government and identifying resources for technical and logistical support, will build confidence in USFA.

V. Customer Service Programs and Initiatives

- A.** Enhance NFIRS education and capabilities.
- B.** Develop a report card for measurement against *America Burning* and *America Burning Revisited*.
- C.** Enhance fire prevention and life safety programs and initiatives for high risk populations.
- D.** Develop the vulnerability assessment for line of duty deaths and injuries.
- E.** Evaluate the impact of Assistance to Firefighters (AFG) and Staffing for Adequate Fire and Emergency Response (SAFER) grants.
- F.** Enhance programs and initiatives to support Emergency Medical Services.
- G.** Always do more than our stakeholders expect.

In the future, every fire service organization will have to work to identify customer needs, and then do everything possible to meet those needs. This will not be simply a fad and then fade; it will become an expected level of performance. Serving the fire and emergency service community through effective programs to meet their needs will be an essential part of the USFA. In addition, responding directly to the needs of the citizens is the best way to gain the support of the federal elected and appointed leadership. By gaining their trust, USFA will be able to bring forward new programs and needs that are considered objectively.

VI. Public Information, Education, & Relations Programs

- A. Establish a comprehensive national education program with a strong focus on marketing the programs, services and products of USFA.
- B. Increase USFA visibility and contributions to fire and emergency service and other conferences and meetings.
- C. Develop a more effective relationship with external affairs and the media.
- D. Provide better information to elected and appointed leadership and stakeholders.

An informed public is the best way to secure support for fire and emergency services. It is important to look at the relationship of public information, public education, and public relations functions and their role in USFA both today and in the future. These initiatives embraced by local fire departments must also be embraced by USFA.

Public information describes our process of updating stakeholders about the operations of and actions taken by USFA with regard to our mission. Public education will be our process of changing stakeholder attitudes and behavior related to the value and significance of USFA. The American public and other stakeholders have a right to know about USFA operations. Our public information and public education initiatives will ensure awareness about the programs and services provided by USFA.

Public relations will be our method of developing a positive perception about USFA, its employees, programs, and services. Public relations programs will encompass methods such as live broadcasts, social network sites, news shows, public service announcements, articles, fact sheets, presentations, and stakeholder conferences and meetings.

Leadership Culture

The leadership culture necessary to implement and institutionalize this commitment plan must be: **Predictable, Visible, Approachable and Accessible**. All USFA leaders must be predictable by establishing expectations in accordance with directorate controls and consistently modeling those expectations. Being visible in regular intervals in the work settings of our members while engaging in meaningful interactions fosters morale and accountability. Leaders must also present themselves in a way where employees feel comfortable approaching them when they have needs the directorate can meet. The final staple in leadership culture is an assurance that leaders at upper levels of the directorate are accessible if needs cannot be met by leaders at lower levels.

Decision Making Culture

The decision-making culture is built on the acceptance of a mission-driven decision-making process which should be considered and used to measure all decisions:

| |
|-----------------------------|
| Citizens/Customers |
| Fire and Emergency Services |
| DHS/FEMA |
| Directorate (USFA) |
| Division |
| Branch |
| Groups |
| Individuals |
| Leader |

All decisions made by USFA leaders should directly or indirectly benefit *United States citizens*. The needs and benefit to *fire and emergency service* stakeholders are considered next. Good decisions should also align with and benefit the mission of *DHS and FEMA*. The needs of *USFA* are considered next. USFA *Divisions/Branches* should make decisions aligned with all the above, but also must consider the impact of the decision on other divisions/branches. Decisions which benefit one division of labor should not have an adverse impact on another division.

There are many *groups* in USFA; all groups and their needs are important. Decisions made to benefit one group should also be provided to other groups that are similarly situated. Decisions made to benefit one group should not have an adverse impact on another group. *Individual* needs are important. Decisions made to benefit an individual should be provided to any individual similarly situated making the same request. Decisions made based on racism, sexism, favoritism, nepotism, and territorialism shall not be supported. Individual needs shall not be met at the expense of the categories above it. The needs of the *leader*

should be considered last, especially when all other categories in the decision-making process benefit. Applying this algorithm assures mission-driven decisions with mission-driven motives.

Everything We Do Should Be Measured Against
Our Purpose, Philosophy and Commitment Statement.

Conclusion

The future of the fire service is being and will continue to be driven by changes in society. These changes include new expectations of the citizens served by the fire service—such as greater accountability for the use of public resources and improving the overall efficiency of programs and services. Members of the fire service have new expectations. USFA will continue to become more diverse, in both members and services. To keep pace with society, USFA must review its current mission and determine if that mission aligns with our purpose, philosophy and commitment, and will indeed meet the demands of the new century. What will the 21st century fire service look like? It will be a fire service filled with opportunities and homeland security challenges. We will be prepared to meet them all head on!

Appendix B: USFA Division Ownership



The following table illustrates each USFA Goal, Strategic Initiatives, and Operational Initiatives and the USFA division responsible for accomplishing the work.

| GOALS AND INITIATIVES | NFA | NFP | MOSS | EXEC. OFFICE |
|--|------------|------------|-------------|---------------------|
| GOAL 1: Reduce risk at the local level through prevention and mitigation. | | | | |
| Line of Duty Deaths and Injuries | | ★ | | |
| Fire Prevention and Life Safety | | ★ | | |
| Emergency Medical Services | ★ | | | |
| Objectives: <ul style="list-style-type: none"> Encourage the State, local, and tribal adoption of risk reduction, prevention, mitigation and safety strategies. Encourage code development, compliance, safe building design and infrastructure resilience. | | | | |
| Expand initiatives in public fire and safety education through various avenues to reach all segments of the population, particularly high risk groups. | | ★ | | |
| Expand efforts for online development and revision of existing publications so as to expand the reach of USFA. | | ★ | | |

| GOALS AND INITIATIVES | NFA | NFP | MOSS | EXEC. OFFICE |
|--|------------|------------|-------------|---------------------|
| Expand efforts to work with organizations that will provide entry into multiple channels to reach all audiences. | | ★ | | |
| Use social media tools to support USFA communications, training and education, marketing, and customer service initiatives. | | | ★ | |
| Expand the activities and information provided as part of Arson Awareness Week. | | ★ | | |
| Establish a repository of prevention and public education materials as part of the LRC's online public access catalog (OPAC). | | ★ | | |
| Enhance EMR-ISAC capabilities to allow for the consolidation of finished statistical and technical information from National Fire Academy, National Fire Programs, and distribute this information to fire mitigation, prevention, and safety personnel, departments, and agencies nation-wide. | | ★ | | |
| Work with Emergency Management Institute (EMI), Center for Domestic Preparedness (CDP) and other FEMA and DHS partners to identify new training strategies and curricula formats tailored to better reach local emergency preparedness personnel and to more effectively bring local community personnel together to do all hazards mitigation planning. | ★ | | | |
| Work with specialized, emergent issue groups, such as the IRC Fire Sprinkler Coalition to provide education and technical assistance to fire departments on developing and adopting state and local residential sprinkler requirements. | | ★ | | |

| GOALS AND INITIATIVES | NFA | NFP | MOSS | EXEC. OFFICE |
|--|-----|-----|------|--------------|
| GOAL 2: Improve Local Planning and Preparedness | | | | |
| National Fire Incident Reporting System | | ★ | | |
| Objectives: <ul style="list-style-type: none"> • Increase fire service personnel participation in local planning and preparedness processes. • Expand the use of modern data and information analysis in planning and preparedness. • Enhance the fire and emergency services' performance in response to all hazards. | | | | |
| Collaborate on the development of GIS modules for NFA courses currently being taught for infrastructure planning, preparedness, and protection. | ★ | | | |
| Complete NFIRS enhancements and adequately maintain the enhanced system. | | ★ | | |
| Expand the NFA incident command, National Response Framework and EAFSOEM curriculum, and expand partnerships with FEMA regions and State fire training to handle increased off-campus parallel deliveries to the expanded curriculum. | ★ | | | |

| GOALS AND INITIATIVES | NFA | NFP | MOSS | EXEC. OFFICE |
|---|------------|------------|-------------|-------------------------|
| GOAL 3: Improve the Fire and Emergency Services' Capability for Response to and Recovery from All Hazards | | | | |
| Emergency Preparedness | | ★ | | |
| Federal Grants | | | | ★ |
| <p>Objectives:</p> <ul style="list-style-type: none"> • Improve the Nation's incident decision-making skills. • Advocate a culture of health, fitness, and behavior that enhances emergency responder safety and survival. • Expand State and local use of the National Response Framework and National Incident Management System/Incident Command System. | | | | |
| Promote effectiveness of E-PARADE information sharing mechanism and encourage other DHS/FEMA components to register and participate. | | ★ | | |

| GOALS AND INITIATIVES | NFA | NFP | MOSS | EXEC. OFFICE |
|--|-----|-----|------|--------------|
| GOAL 4: Improve the Fire and Emergency Services' Professional Status | | | | |
| Professional Development | ★ | | | |
| Objectives: <ul style="list-style-type: none"> • Enhance the professionalism of the nation's fire and emergency services leaders. • Advocate a competency-based approach to professional development that includes training, higher education, and professional designations. | | | | |
| Employ blended and distance learning solutions as appropriate to supplement NFA on-campus curricula. | ★ | | | |
| Work with course/curricula development personnel to help identify and/or develop materials that will enhance the leadership and management skills in the area of prevention. | ★ | | | |
| Rely on the States and metros to identify, develop, and deliver courses that are specific to National consensus standards that meet their certification and credentialing needs. | ★ | | | |
| Establish selection, credentialing, and processing of structural firefighters within the Disaster Reserve Workforce cadre management/deployment program for all-hazard response and recovery support. | | ★ | | |
| Develop curriculum that takes advantage of the economies of scale, encouraging attendees to redistribute the learning within their own organizations. | ★ | | | |
| Add National Professional Development Matrix (PDM) competencies to courses in NFA catalog and corresponding Web pages. | ★ | | | |

| GOALS AND INITIATIVES | NFA | NFP | MOSS | EXEC. OFFICE |
|---|-----|-----|------|--------------|
| GOAL 5: Lead the Nations' Fire and Emergency Services by Establishing and Sustaining USFA as a Dynamic Organization | | | | |
| National Emergency Training Center Facility Maintenance | | | ★ | |
| <p>Objectives:</p> <ul style="list-style-type: none"> • Maintain a positive work environment to ensure the organization's well-being and productivity. • Continuously improve our business systems and processes. • Communicate the relevance and value of USFA to the day to day mission of the fire and emergency services. | | | | |
| Establish a system to identify, develop and document standard operating procedures and best practices and create a repository to share with all staff. | | | | ★ |
| Improve Continuity of Operations Plan (COOP) coordination, communication and scheduling. | | | | ★ |
| Develop a media communications plan in support of comprehensive external affairs and in conjunction with FEMA's Office of External Affairs. | | | ★ | |
| Simplify the process for responding to all requests for information. | | | | ★ |
| Automate data collection processes. | | | ★ | |
| Provide additional training, post training announcements, and utilize in-house resources for training. | | | ★ | |

| GOALS AND INITIATIVES | NFA | NFP | MOSS | EXEC. OFFICE |
|---|------------|------------|-------------|---------------------|
| Develop a structured new employee orientation, send appointment forms in advance, schedule program briefings for new employees, and provide new employees with a point of contact list. | | | ★ | |
| Establish and implement a USFA Employee Suggestion Program. | | | ★ | |
| Implement a schedule of program and process review. | | | ★ | |
| Develop a customer service/satisfaction program utilizing in-house resources and methods to provide exceptional customer service. | | | ★ | |
| Monitor facility requirements and make necessary facility improvements and upgrades. | | | ★ | |
| Use Google books to deliver USFA publication content. | | ★ | | |
| Research and explore the potential for the establishment and creation of a separate server on campus to support the educational needs separate from the secured servers used for campus operations and continuity of government operations. | ★ | | | |
| Develop a centralized marketing plan within USFA that includes plans and products for both internal and external audiences. | | | | ★ |
| Develop an internal communications plan for staff. | | | | ★ |

Appendix C: FEMA Strategic Plan Alignment



The following table illustrates where USFA's Goals and Initiatives align with FEMA's Strategic Plan Goals FY 2010 - 2014.

| USFA GOALS AND INITIATIVES | GOAL 1 Integrated Approach to National Capabilities | GOAL 2 Assistance for All Programs | GOAL 3 Information and Communication | GOAL 4 Workforce | GOAL 5 Organizational Culture (Public Trust) |
|--|---|--|--|----------------------------|--|
| GOAL 1: Reduce risk at the local level through prevention and mitigation. | | | | | |
| Line of Duty Deaths and Injuries | ★ | ★ | ★ | | |
| Fire Prevention and Life Safety | ★ | ★ | ★ | | |
| Emergency Medical Services | ★ | ★ | | | |
| Objectives: <ul style="list-style-type: none"> • Encourage the State, local, and tribal adoption of risk reduction, prevention, mitigation and safety strategies. • Encourage code development, compliance, safe building design and infrastructure resilience. | | | | | |
| Expand initiatives in public fire and safety education through various avenues to reach all segments of the population, particularly high risk groups. | ★ | | | | |
| Expand efforts for online development and revision of existing publications so as to expand the reach of USFA. | ★ | ★ | ★ | | |

| USFA GOALS AND INITIATIVES | GOAL 1 Integrated Approach to National Capabilities | GOAL 2 Assistance for All Programs | GOAL 3 Information and Communication | GOAL 4 Workforce | GOAL 5 Organizational Culture (Public Trust) |
|--|---|--|--|----------------------------|--|
| Expand efforts to work with organizations that will provide entry into multiple channels to reach all audiences. | ★ | ★ | ★ | | |
| Use social media tools to support USFA communications, training and education, marketing, and customer service initiatives. | | | ★ | | |
| Expand the activities and information provided as part of Arson Awareness Week. | | ★ | ★ | | |
| Establish a repository of prevention and public education materials as part of the LRC's online public access catalog (OPAC). | | | ★ | | |
| Enhance EMR-ISAC capabilities to allow for the consolidation of finished statistical and technical information from National Fire Academy, National Fire Programs, and distribute this information to fire mitigation, prevention, and safety personnel, departments, and agencies nation-wide. | ★ | ★ | ★ | | |
| Work with Emergency Management Institute (EMI), Center for Domestic Preparedness (CDP) and other FEMA and DHS partners to identify new training strategies and curricula formats tailored to better reach local emergency preparedness personnel and to more effectively bring local community personnel together to do all hazards mitigation planning. | ★ | ★ | ★ | | |
| Work with specialized, emergent issue groups, such as the IRC Fire Sprinkler Coalition to provide education and technical assistance to fire departments on developing and adopting state and local residential sprinkler requirements. | | | ★ | | |

| USFA GOALS AND INITIATIVES | GOAL 1 Integrated Approach to National Capabilities | GOAL 2 Assistance for All Programs | GOAL 3 Information and Communication | GOAL 4 Workforce | GOAL 5 Organizational Culture (Public Trust) |
|--|---|--|--|----------------------------|--|
| GOAL 2: Improve Local Planning and Preparedness | | | | | |
| National Fire Incident Reporting System | ★ | | ★ | | |
| Objectives: <ul style="list-style-type: none"> • Increase fire service personnel participation in local planning and preparedness processes. • Expand the use of modern data and information analysis in planning and preparedness. • Enhance the fire and emergency services' performance in response to all hazards. | | | | | |
| Collaborate on the development of GIS modules for NFA courses currently being taught for infrastructure planning, preparedness, and protection. | ★ | ★ | ★ | | |
| Complete NFIRS enhancements and adequately maintain the enhanced system. | ★ | | | | |
| Expand the NFA incident command, National Response Framework and EAFSOEM curriculum, and expand partnerships with FEMA regions and State fire training to handle increased off-campus parallel deliveries to the expanded curriculum. | ★ | | ★ | | |

| USFA GOALS AND INITIATIVES | GOAL 1 Integrated Approach to National Capabilities | GOAL 2 Assistance for All Programs | GOAL 3 Information and Communication | GOAL 4 Workforce | GOAL 5 Organizational Culture (Public Trust) |
|---|---|--|--|----------------------------|--|
| GOAL 3: Improve the Fire and Emergency Services' Capability for Response to and Recovery from All Hazards | | | | | |
| Emergency Preparedness | ★ | ★ | ★ | | |
| Federal Grants | ★ | ★ | ★ | | |
| <p>Objectives:</p> <ul style="list-style-type: none"> • Improve the Nation's incident decision-making skills. • Advocate a culture of health, fitness, and behavior that enhances emergency responder safety and survival. • Expand State and local use of the National Response Framework and National Incident Management System/Incident Command System. | | | | | |
| Promote effectiveness of E-PARADE information sharing mechanism and encourage other DHS/FEMA components to register and participate. | | | ★ | | |

| USFA GOALS AND INITIATIVES | GOAL 1 Integrated Approach to National Capabilities | GOAL 2 Assistance for All Programs | GOAL 3 Information and Communication | GOAL 4 Workforce | GOAL 5 Organizational Culture (Public Trust) |
|--|---|--|--|----------------------------|--|
| GOAL 4: Improve the Fire and Emergency Services' Professional Status | | | | | |
| Professional Development | ★ | | ★ | | |
| Objectives: <ul style="list-style-type: none"> Enhance the professionalism of the nation's fire and emergency services leaders. Advocate a competency-based approach to professional development that includes training, higher education, and professional designations. | | | | | |
| Employ blended and distance learning solutions as appropriate to supplement NFA on-campus curricula. | ★ | | ★ | | |
| Work with course/curricula development personnel to help identify and/or develop materials that will enhance the leadership and management skills in the area of prevention. | ★ | | ★ | | |
| Rely on the States and metros to identify, develop, and deliver courses that are specific to National consensus standards that meet their certification and credentialing needs. | ★ | | ★ | | |
| Rely on the States and metros to identify, develop, and deliver courses that are specific to National consensus standards that meet their certification and credentialing needs. | ★ | | | ★ | ★ |
| Develop curriculum that takes advantage of the economies of scale, encouraging attendees to redistribute the learning within their own organizations. | ★ | | ★ | | |
| Add National Professional Development Matrix (PDM) competencies to courses in NFA catalog and corresponding Web pages. | ★ | | | | |

| USFA GOALS AND INITIATIVES | GOAL 1 Integrated Approach to National Capabilities | GOAL 2 Assistance for All Programs | GOAL 3 Information and Communication | GOAL 4 Workforce | GOAL 5 Organizational Culture (Public Trust) |
|--|---|--|--|----------------------------|--|
| GOAL 5: Lead the Nations' Fire and Emergency Services by Establishing and Sustaining USFA as a Dynamic Organization | | | | | |
| National Emergency Training Center Facility Maintenance | | | | ★ | |
| <p>Objectives:</p> <ul style="list-style-type: none"> • Maintain a positive work environment to ensure the organization's well-being and productivity. • Continuously improve our business systems and processes. • Communicate the relevance and value of USFA to the day to day mission of the fire and emergency services. | | | | | |
| Establish a system to identify, develop and document standard operating procedures and best practices and create a repository to share with all staff. | | | | ★ | ★ |
| Improve Continuity of Operations Plan (COOP) coordination, communication and scheduling. | ★ | | | | |
| Develop a media communications plan in support of comprehensive external affairs and in conjunction with FEMA's Office of External Affairs. | ★ | | ★ | | |
| Simplify the process for responding to all requests for information. | | | ★ | ★ | ★ |
| Automate data collection processes. | | ★ | ★ | | |
| Provide additional training, post training announcements, and utilize in-house resources for training. | | | ★ | ★ | ★ |

| USFA GOALS AND INITIATIVES | GOAL 1 Integrated Approach to National Capabilities | GOAL 2 Assistance for All Programs | GOAL 3 Information and Communication | GOAL 4 Workforce | GOAL 5 Organizational Culture (Public Trust) |
|---|---|--|--|----------------------------|--|
| Develop a structured new employee orientation, send appointment forms in advance, schedule program briefings for new employees, and provide new employees with a point of contact list. | | | | ★ | ★ |
| Establish and implement a USFA Employee Suggestion Program. | | | | ★ | ★ |
| Implement a schedule of program and process review. | | | | ★ | |
| Develop a customer service/satisfaction program utilizing in-house resources and methods to provide exceptional customer service. | | | | ★ | ★ |
| Monitor facility requirements and make necessary facility improvements and upgrades. | | | | ★ | |
| Use Google books to deliver USFA publication content. | | | ★ | | |
| Research and explore the potential for the establishment and creation of a separate server on campus to support the educational needs separate from the secured servers used for campus operations and continuity of government operations. | ★ | | | | ★ |
| Develop a centralized marketing plan within USFA that includes plans and products for both internal and external audiences. | | | ★ | | ★ |
| Develop an internal communications plan for staff. | | | ★ | ★ | ★ |

Appendix D: Glossary of Terms



All Hazards: Describes an incident, natural or man-made, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Allied Professions: Architects, engineers, designers and related professionals having an interest in the safety and sustainability of the built environment.

Assessment Models: Model used for the evaluation and interpretation of measurements, intelligence, and other information to provide a basis for decision-making.

At Risk Population: Groups of people who are likely to be at most risk of exposure to all hazards emergencies (e.g., first responders).

Business Systems: A procedure or process used to deliver specific goods or services to customers in a well-defined market.

Code Development: The process identifying life safety and fire protection hazards and risks, finding legal or technical solutions, and working to codify the solutions into one or more of the national consensus codes and standards for building construction and maintenance.

Community Risk Reduction: The process identifying life safety and fire protection hazards and risks and developing strategies to reduce them through engineering, enforcement and educational means.

Data Analysis Tools: Methods and products used for the systematic study of data so that its meaning, structure, and relationships are understood.

Disaster: An unexpected occurrence inflicting widespread destruction and distress and having long-term adverse effects on agency operations. Each agency defines what a long-term adverse effect is in relation to its most critical program.

DHS: Department of Homeland Security.

Dynamic Organization: An organization that continually assesses its internal and external mission related service, trends and issues. A dynamic organization quickly responds to these changes in a manner that improves service, reduces the cost of service delivery, reduces the time associated with administrative process or eliminates unproductive activities. The people in a dynamic organization continually seek and welcome productive change.

Emergency: Any incident, natural or man-made, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Medical Services: (EMS): A system which provides personnel, facilities, and equipment for the delivery of medical care services under emergency conditions.

Evaluation Tools: Systems or processes that quantitatively or qualitatively measure efficiency or effectiveness.

FEMA: Federal Emergency Management Agency.

Fire Adaptive Communities: Local entities which have collectively evaluated the nature and level of risk from fire, and have taken positive actions to mitigate the risks and to respond to and recover from incidents of unwanted fire.

Fire and Emergency Services: Local and non-governmental fire, emergency medical, police and other emergency organizations that provide a broad range of services for prevention, preparedness and response.

First Responder: Local and non-governmental police, fire and other emergency personnel who, in the early stages of an incident, are responsible for the protection and preservation of life, property, evidence, and the environment. This includes emergency response providers as defined in Section 2 of Homeland Security Act of 2002, as well as emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) who provide immediate support services during prevention, response and recovery operations. First responders may include personnel from federal, state, local, tribal, territorial, or non-government organizations.

Fiscal Year: A twelve month period for which an organization plans the use of its funds. The federal fiscal year is October 1 through September 30.

Geographic Information System (GIS): A GIS integrates hardware, software, and data for capturing, managing, analyzing, and displaying all forms of geographically referenced information.

Incident Command System (ICS): A standardized on-scene emergency management system designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents used by government and private agencies. The ICS is designed to overcome jurisdictional boundaries to enable effective incident management by integrating facilities, equipment, personnel, procedures, and communications within a common organizational structure. It is used for small as well as large and complex incidents to organize field-level incident management operations

Infrastructure Resiliency: The ability of the built environment, government and citizens to withstand and quickly recover from the effects of natural or man-made threats.

LRC: Learning Resource Center.

Mitigation: Provides a critical foundation in the effort to reduce the loss of life and property from natural and/or man-made disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities will have a long-term sustained effect.

National Consensus Code (NCC): One or more of the building, fire, mechanical and/or electrical design, installation and maintenance rules and regulations promulgated by non-governmental organizations for adoption and enforcement within an organization, agency or jurisdiction.

National Fire Incident Reporting System (NFIRS): A standard national reporting system used by U.S. fire departments to report fires and other incidents to which they respond and to maintain records of these incidents in a uniform manner. The NFIRS has two objectives: to help State and local governments develop fire reporting and analysis capability for their own use, and to obtain data that can be used to more accurately assess and subsequently combat the fire problem at a national level.

National Incident Management System (NIMS): Provides a systematic, proactive approach to guide governments, the private sector, and non-governmental organizations to work seamlessly to prepare for, respond to, recover from, and mitigate against the effects of major incidents, regardless of cause, size, location, or complexity, to reduce the loss of life or property and harm to the environment. NIMS codified emergency management discipline in six areas, including incident command and management structures, core preparedness activities, resource management, communications, supporting technologies, and the maintenance for these systems over time.

National Professional Development Model and Matrix: A stakeholder developed competency-based national system for emergency services training and education that recognizes elements of training as applicable toward academic degree requirements, and elements of academic education as applicable for training certification. The purpose of this system is to identify one single path of training and education which leads to the professional development of members of the fire and emergency services as described in P.L. 93-498.

National Response Framework (NRF): Guide to how the Nation conducts all-hazards incident management. It is built on flexible, scalable, and adaptable coordinating structures to align key roles and responsibilities across the Nation. The NRF is intended to capture specific authorities and best practices gained from managing incidents that range from the serious but purely local to large-scale terrorist attacks or catastrophic natural disasters.

P.L. 93-498: Public Law 93-498, the Federal Fire Prevention and Control Act of 1974, was signed into law on October 29, 1974. With the passage of P.L. 93-498, the U.S. Fire Administration and its training delivery arm, the National Fire Academy, were created.

Preparedness: Continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and improving in an effort to ensure effective coordination during incident response.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions taken to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of a threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Risk Reduction: The process of identifying and qualifying hazards, assessing their potential frequency, and quantifying the consequences to develop mitigating strategies.

Recovery: The development, coordination, and execution of service and site restoration plans; the reconstitution of government operations and services; individual, private-sector, non-governmental, and public assistance programs to provide housing and promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into the nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Safety: The condition of being safe; freedom from danger, risk, or injury.

State: Means any state of the United States, the District of Columbia, Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of Northern Marianas Islands, or the trust territory of the Pacific Islands.

Strategic and Tactical Skills: The ability to evaluate and plan the general command and control of an incident, while deploying resources to achieve incident objectives of life safety, incident stabilization and property conservation.

Tribal: A unit of Native American sociopolitical organization consisting of a number of families, clans, or other groups who share a common ancestry and culture, and are recognized by the United States government as a legitimate tribe.

USFA: United States Fire Administration.

Appendix E:

Charting Our Course—The FEMA Administrator’s Intent: Fiscal Years (FY) 2012–2016



The FEMA Mission:

“To support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.”

Overview and Context

The capstone document for FEMA’s planning efforts is the National Security Strategy. The President has initiated a study that will culminate in a new National Security Strategy that will serve as a guide for all Departments and Agencies. While the new National Security Strategy is in the drafting phase, it will identify the concept of resilience as a foundation for U.S. National Security. This comports with the work of the Department of Homeland Security’s (DHS) first ever Quadrennial Homeland Security Review (QHSR), which focused on the importance of building a foundation and capacity for national resilience to the security of the nation.

DHS recently released the QHSR publicly. This strategic document defines the future direction of homeland security in the United States. The QHSR will guide DHS for the next four years and inform homeland security policies, programs, and missions. The draft QHSR establishes a “Vision for Homeland Security” as well as five critical homeland security missions:

- Mission 1: Preventing and Protecting Against Terrorism
- Mission 2: Securing and Managing Our Borders
- Mission 3: Enforcing and Administering Our Immigration Laws
- Mission 4: Safeguarding and Securing Cyberspace
- Mission 5: Ensuring Resilience to Disasters

FEMA’s primary mission under the QHSR will be ensuring the nation’s resilience to disasters. The draft QHSR identifies the following four goals for resilience:

- 5.1: Mitigate Hazards: Strengthen capacity at all levels of society to withstand threats and hazards.
- 5.2: Enhance Preparedness: Engage all levels and segments of society in improving preparedness.
- 5.3: Ensure Effective Emergency Response: Strengthen response capacity nationwide.
- 5.4: Rapidly Recover: Improve the Nation’s ability to adapt and rapidly recover.

The FEMA Administrator has defined the FEMA Mission in a way that supports the goal of national resilience to all-hazards. Based on the strategic guidance received from DHS through the QHSR and the new FEMA mission statement, the Administrator has established five priorities for the Agency in FY 2012-2016:

1. Strengthen the Nation’s resilience to disasters;
2. Build Unity of Effort among the entire emergency management team—Federal, State, local, tribal government, private sector, non government organizations (NGO), communities, and individuals;
3. Meet the needs of disaster survivors and effectively support recovery of disaster affected communities;
4. Work with our partners to address our most significant risks; and
5. Build, sustain, and improve FEMA’s mission support and workforce capabilities.

These five priorities should be incorporated into the FEMA directorates’ and offices’ efforts to identify and develop planning and resource requirements for FY 2012-2016.

| |
|--|
| Vision for Homeland Security (Per the QHSR) |
| A safe, secure, and resilient homeland where American interests, aspirations, and way of life can thrive. |
| Homeland Security Missions (Per the QHSR) |
| Mission I: Preventing and Protecting Against Terrorism Mission 2: Securing and Managing Our Borders Mission 3: Enforcing and Administering Our Immigration Laws Mission 4: Safeguarding and Securing Cyberspace Mission 5: Ensuring Resilience to Disasters |
| FEMA Mission |
| FEMA’s mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards. |
| Administrator’s Priorities for FY 2012-2016 |
| <ol style="list-style-type: none"> 1. Strengthen the Nation’s Resilience to Disasters; 2. Build Unity of Effort Among the Entire Emergency Management Team - Federal, State, Local, Tribal Government, Private Sector; NGOs, Communities, and Individuals; 3. Meet the Needs of Disaster Survivors and Effectively Support Recovery of Disaster Affected Communities; 4. Work With Our Partners to Address Our Most Significant Risks; and 5. Build, Sustain and Improve FEMA’s Mission Support Capabilities. |

Purpose

The FEMA Administrator's Intent is not a strategic plan or a performance plan. It is, however, a strategic document intended to inform budget development, including Regional resources, and assist in the identification of performance outcomes. The Intent outlines the Administrator's policy and planning priorities for the agency's FY 2012-2016 budgets. The Administrator's Intent is part of the strategic planning process and will inform future revisions to the FEMA Strategic and Performance Plans. The purpose of the Administrator's Intent is to:

- Convey the Administrator's priorities as Agency leaders—executives, managers and staff alike—begin their planning and budgeting for FY 2012-2016;
- Provide guidance for the budget building process and to inform organizations and teams charged with prioritizing funding requirements across organizational elements; and
- Show the linkage between DHS and FEMA planning and priorities, in particular how they support the draft *Quadrennial Homeland Security Review (QHSR)* and draft *DHS Integrated Planning Guidance*.

The fundamental purpose of the Intent is to provide broad guidance to the Agency to plan work and request resources needed to succeed in FY 2012-2016. This could include changes to existing programs, current or new initiatives, and anticipated new programs or program improvements, which will enable FEMA to develop a sustained multi-year commitment to build, sustain, and improve resilience to all-hazards. Successful implementation of these activities in FY 2012-2016 requires FEMA to effectively use the five-year Future Year Homeland Security Program (FYHSP) planning, programming, and budgeting process to properly explain and justify the future resource and staffing needs of those activities. Effective use of the FYHSP requires FEMA to clearly detail both its resource requirements and the expected results from these potential investments.

Administrator's Priorities for FY 2012–2016

FEMA remains committed to ensuring our nation's resilience to disasters. FEMA is further committed to supporting our citizens and first responders to build, sustain, and improve the efficiency and effectiveness of the nation's comprehensive emergency management system, including preparedness, protection, response, recovery, and mitigation. The Administrator's Priorities for FY 2012-2016 are designed to assure that the programs, policies, performance targets, and budget choices FEMA leaders make today for FY 2012-2016 will be in alignment with the Administrator's leadership priorities. This, in turn, will require FEMA to maintain and sustain robust partnerships with all stakeholders and ensure the most efficient leveraging of national expertise, resources, and capabilities in future responses to all-hazard events. Attached are examples of priority actions that support the Administrator's priorities and linkages with other strategic planning documents. These priority actions were identified by the Integrated Planning Guidance, Bottom-Up Review (BUR), the Quadrennial Homeland Security Review (QHSR), and the Senior Leadership. It is also important to note that the Administrator's three 2010 Strategic Initiatives—Workforce Development, Doctrine Development, and Catastrophic Event Preparedness—fully support the Administrator's 2012-2016 Priorities.

Overarching Principle. Regional Empowerment

An overarching principle that applies to all five of the priorities highlighted below is that of “Regional Empowerment.” Regional Empowerment is the idea that the Regional offices must have the staff, funding, and other resources required to implement FEMA programs. My intent is to continue pushing responsibility, authority, and resources to the Regions to enable them to be FEMA’s implementers, while Headquarters will focus on developing the guidance and obtaining the resources necessary for the Regions to implement FEMA’s programs (i.e., “rules” and “tools”). As we build our budgets for the upcoming years continuously evaluate what resources must remain at Headquarters and actively seek to move resources to our Regions to ensure our collective success in accomplishing FEMA’s missions.

Priority 1. Strengthen the Nation’s Resilience to Disasters

Despite our best efforts to protect this country and its citizens, major accidents and natural disasters, as well as deliberate attacks, will occur. The challenge is to build the capacity of American society to be resilient in the face of disasters and other crises. In this context, individuals, families, and communities must be able to withstand disruption, absorb or tolerate disturbance, act effectively in a crisis, adapt to changing conditions, and grow stronger over time, to minimize the effects of all-hazard incidents.

Members of the general public often play a far larger role in disasters than is typically recognized. Family members, friends, co-workers and neighbors conduct search and rescue, provide medical care, help with evacuation, and undertake many other critical response functions well before professional emergency responders arrive. Partnership with an informed public, then, is fundamental to achieving resilience; and this partnership must exist and must be strengthened before an incident so that the partnership itself can endure over the long term.

FEMA must foster an approach to emergency management nationally that is built upon a foundation of proactive engagement with neighborhood associations, businesses, schools, faith-based community groups, trade groups, fraternal organizations, ethnic centers, and other civic-minded organizations that can mobilize their networks to build community resilience and support local emergency management needs. These organizations have routine, direct ties and established trust with the individuals who live in their communities, and can be incredibly effective agents in helping to engage them in resilience building activities.

Working with members of the team, we have developed many excellent programs to marshal volunteers, encourage individual and family preparedness, and engage specific groups in emergency management activities. Our goal now is to foster a national approach to emergency management that further advances these efforts by also promoting engagement at the community level with the many groups and networks whose activities can help build societal resilience. Across a range of issues, from financial investments that impact community resilience to setting priorities, local communities

must become fully integrated members of the team in making security and emergency management-related decisions to reduce vulnerability and mitigate risk. By becoming active team members in resilience building efforts, our citizens and our communities will become more capable of collective self care in times of crisis. Strengthening this capacity for collective self care is essential if, as a team, we are to ensure that needed care and assistance is provided to the entire affected population in a disaster.

Priority 2. Build Unity of Effort Among the Entire Emergency Management Team — Federal, State, Local, Tribal Governments, Private Sector, NGOs, Communities, and Individuals

Unity of effort is the ultimate goal of a mature and strong homeland security enterprise. Cooperation and mutual aid are cornerstones of success for effective joint activity. A coordinated approach that promotes unity of effort will provide the strongest foundation to manage all-hazards and threats. To achieve unity of effort, the team will need clearly defined roles and responsibilities, access to information, and a shared understanding of how risks are managed and prioritized to inform the allocation of limited resources. The team (FEMA included) will also need clear, objectively measurable collaboratively developed performance metrics. These metrics will help to define the parameters of our collective unity of purpose—the foundation of our unity of effort. To support this, public-sector agencies and their private-sector partners will need an integrated framework to share information, understand threats, and assess and manage risks.

The importance of unity of purpose and unity of effort within the broader national emergency management team should be apparent in the doctrine, policies, programs, processes and practices of the Agency, as should a near-universal recognition that FEMA plays a support role in disaster operations. The 2010 Doctrine Development initiative will provide the strong foundation FEMA needs to help build unity of effort among the entire team. A national emergency management team can succeed only if all members of the team succeed; if any member (or level) of the team fails, the entire team fails. Success depends on how we each support all of our partners. For FEMA, this means recognizing that we play the ultimate support role to our partners on the team, any of which may be closer to the emergency response, more familiar with the facts on the ground, and more likely to be in command. Building unity of effort with the entire team requires FEMA to further empower the Regional offices who work daily with state, local, tribal, and community partners. The Administrator is committed to pushing additional responsibility and authority to the Regional Offices, along with the resources necessary, to ensure they can continue to build unity among the entire team.

Priority 3. Meet the Needs of Disaster Survivors and Effectively Support Recovery of Disaster Affected Communities

Ultimately, the purpose of the national emergency management team is to build, sustain and improve disaster resilience. Resilience is, in part, a function of how well the needs of disaster survivors are met. This includes survivors' ability to withstand the dangerous or damaging effects of an event, as well as their ability to adapt to the "new normal" of their lives as part of their community's recovery. This resilience challenge is greatest in the face of major disasters and catastrophic events, as is the role of FEMA and the federal government. In these events, despite the best efforts of prepared families, individuals, and communities and State, Local, and Tribal government, there will be individuals who will need Federal assistance. FEMA must work in partnership with communities, non-governmental organizations, and the rest of the emergency management team to find even better ways to meet the needs of these survivors.

FEMA will draw on the results of the Catastrophic Event Preparedness effort (part of the FEMA Strategic Focus for FY 2010) and the direction provided by the Long Term Disaster Recovery Working Group, National Disaster Recovery Framework, National Disaster Housing Strategy and other related task forces and workgroups to implement a more robust, efficient and cost-effective federal program to meet the needs of our citizens/survivors following major disasters and catastrophic events. Working with partners and stakeholders alike, FEMA, together with our Federal partners, will develop robust and responsible recovery programs that more seamlessly support affected communities and balance the assistance needs and desires of the states, communities, and individuals with the Agency's need to serve as good stewards of taxpayers' funds. FEMA will enhance our coordination in order to leverage and reduce duplication of activities of other key federal agencies that have the expertise and authority to support the ability of a community to restore its quality of life and increase resiliency against future hazards. FEMA will also improve our administrative processes and policies to better match state, community, and individual needs, while still safeguarding against duplications of payments and preventing waste, fraud, and abuse. FEMA must always remember that individual citizens are the ones most affected by disasters, and it must be our central focus to help meet the needs of these survivors in the most effective way possible.

Priority 4. Work With Our Partners to Address Our Most Significant Risks

Risk management is the cornerstone of effective emergency management. Accepting that risk cannot be totally eliminated, it is essential to develop a common understanding of risk to effectively plan, assess our gaps, mitigate, and build capabilities to address our risk-based requirements. The growing interconnectedness of our world, technological interdependencies, economic vulnerabilities, and the advent of new threats has made this challenge more difficult. Increasingly, and especially in the case of very large and complex disasters and new threats, we are faced with designing solutions to challenges that transcend both jurisdictional boundaries and levels of government. FEMA needs to focus on those issues that truly challenge our national

response capabilities, while remembering these may not apply to every region of the country. These challenges involve operational interdependencies and overlapping vital interests among many actors that cannot be addressed by any single actor in isolation. Rather, they must be addressed together by the team.

The distributed nature of the homeland security enterprise means that openness, transparency and inclusiveness are needed to forge unity of effort, reduce impediments to cooperation, increase common awareness, build partner capacity, and enable disparate entities to collaborate effectively and develop trust. This necessitates that we collaboratively develop a shared understanding of the risks we face. FEMA's leadership and continuous engagement with our partners and stakeholders is crucial to joint efforts to assess risks, to synthesizing broad national risk perspectives with more discrete local and state level perspectives, and working together to develop joint objectives that address our most significant requirements. Our resources are robust, but not unlimited. FEMA must be effective and efficient, and that requires finding creative ways to apply our available tools and resources (e.g., mitigation efforts, planning, training and exercises, logistical capabilities, and grants) in concert with those of our partners to accomplish these shared objectives.

Priority 5. Build, Sustain, and Improve FEMA's Mission Support and Workforce Capabilities

Mission Support provides the backbone products, resources, and services that underpin and gird FEMA's program components. However, the connections and synergy between Mission Support activities (Financial Services, Human Capital, Procurement, Information Technology, etc.) and operational program components must be improved, simplified, and streamlined to better enable FEMA to execute the programs and policies we use to achieve our mission. For perspective, consider how difficult (if not impossible) it would be to produce results in the other Priority Areas identified in this Administrator's Intent without funding, staff, or contract support. As such, the work in the Mission Support areas must be fully aligned with and actively support the achievement of Priorities 1-4. This will require increased cooperation, coordination, communication, and trust among the program offices, the support offices, the Regions and Headquarters. Streamlining and standardization of processes, improved customer support, and the development and disciplined use of genuinely meaningful performance metrics. In short, an intra-FEMA "unity of effort" is required to build, sustain, and improve our supporting capabilities. A key component of this internal "unity of effort" is ensuring responsibility and authority for programs is placed appropriately in either the Region or at HQ.

In addition to improving the "hardware" of mission support—processes, procedures, and infrastructure—FEMA must also build, sustain, and improve our most important resource—our people. FEMA's strength and success comes from the quality of people we have on our team. Our ability to develop our work force will be the single most important driver to FEMA's future success. It is therefore critical for FEMA to create and implement a new strategic approach to developing

the Agency's existing talent into future leaders, recruiting and hiring the best talent available, and strengthening skill sets across the work force in support of FEMA's core mission. This long-term effort will build upon the 2010 "Workforce Development" strategic initiative.

Measuring Performance Impacting the Administrator's Intent

This is a strategic document intended to drive budget development and assist in the identification of performance outcomes. As such, FEMA will produce measurable objectives that enable us to better understand the impact of our contributions to State and local governments, communities, and regions for the survivors affected by a disaster. FEMA intends to deliver consistently substantive and excellent emergency management outcomes, not simply a statistically polished report on process that loses sight of the intent of performance metrics. We want and need to be about results-oriented management as we pursue the five priorities outlined in this document.

That means that FEMA will develop meaningful metrics that do not merely measure the processes that support disaster response and short-term recovery, but will further measure the actual outcomes of our disaster and response programs. We are under no illusions about how difficult this task will be. It is easy to measure a process, but it is quite another thing to measure how that process has positively impacted a family or a community.

This emphasis by the Administrator will be supported by the measurement requirements of the Quadrennial Homeland Security Review (QHSR) and the on-going Bottom-Up Review (BUR). By 2012, we expect that the work begun in Fiscal Year 2010 to link budgets to performance would continue and be refined, so that we can in fact articulate to the American public what their dollars are delivering in terms of impact and outcomes.

To that end, FEMA developed a High Priority Performance Goal (HPPG) — Strengthen disaster preparedness and response by improving FEMA's operational capabilities and strengthening State, local and private citizen preparedness. From this goal, three high priority performance measures were developed and along with other performance metrics will be used to determine FEMA's effectiveness. The HPPG goal and measures are intended to complement, the agency's strategic planning process. The goal was developed as a result of a June 11, 2009, Office of Management and Budget letter requesting that agencies develop a set of high-priority performance goals, which would be the first step toward developing the President's agenda for building a high-performing government. Consequently, the high priority performance measures for FEMA are as follows:

- Percentage of shipments arriving with the requested materials at the requested location by the validated/agreed upon delivery date;
- Percent of disaster households up to a capacity of 500,000 able to be temporarily housed within 60 days; and
- Percent of respondents reporting they are better prepared to deal with disasters and emergencies as a result of training

Additionally, as FEMA continues to increase the responsibility, authority, and resources of the Regions, we must also ensure our performance outcomes link both Regional and HQ performance against the strategic priorities.

Conclusion

In planning for the FY 2012-2016 budgets, we need to resource our anticipated priorities. While the Administrator's Intent provides guidance for FEMA that should be reflected in each budget submission, it also serves as an important reference for each Directorate and Office as they design their strategies, tactics, policies, programs, and processes, which enable our Agency to achieve our Mission:

“To support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.”



Strengthen the Nation's resilience to disasters.

Build unity of effort among the entire emergency management team—Federal, State, Local, Tribal governments, private sector, NGOs, communities, and individuals.

Meet the needs of disaster survivors and effectively support recovery of disaster affected communities.

Work with our partners to address our most significant risks.

Build, sustain, and improve FEMA's mission support capabilities.

| PRIORITY ACTION | Priority 1 | Priority 2 | Priority 3 | Priority 4 | Priority 5 |
|-----------------|------------|------------|------------|------------|------------|
|-----------------|------------|------------|------------|------------|------------|

| | | | | | | |
|---|--|----------|----------|----------|----------|----------|
| Integrated Planning Guidance (Draft) | Develop, enhance and maintain the National Incident Management Doctrine (IPG) | | X | | X | |
| | Revise the National Response Framework and the Catastrophic Incident Annex (IPG) | | X | | X | |
| | Establish requirements for citizen and community preparedness and resiliency (IPG) | X | X | X | X | |
| | Strengthen local command and control within the National Incident Management Structure (IPG) | | X | X | | |
| | Revise capabilities-based planning for national preparedness with risk based tiers and outcomes (IPG) | | X | | X | |
| | Develop and maintain a modern computational modeling and simulation capability to predict and assess potential damages from natural and man-induced events (IPG) | X | X | X | X | |
| | Ensure alignment of grant funding incident management priorities to core incident capabilities (IPG) | | X | X | X | X |
| | Initiate an Improvised Nuclear Device (IND) and Radiological Dispersal Device program (IPG) | | X | | | |
| | Establish a Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) response and recovery program (IPG) | | X | | | |
| | Provide sustainable sheltering to 500,000 disaster survivors in 60 days | X | X | X | X | X |
| BUR | Improve measurement of desired mission outcomes and contribution of programs, activities and resources to these mission outcomes (BUR) | | | | | X |
| | Better cost estimating of programs and activities (BUR) | | | | | X |
| | Increased comparability of programs, activities and resources within and across components (BUR) | | | | | X |

| | PRIORITY ACTION | Priority | Priority | Priority | Priority | Priority |
|--|--|----------|----------|----------|----------|----------|
| | | 1 | 2 | 3 | 4 | 5 |
| Draft Quadrennial Homeland Security Review (QHSR) | Reduce Individual and Family Vulnerability (Draft QHSR) | X | | | X | |
| | Set Community Capability and Capacity Standards (Draft QHSR) | X | X | | | |
| | Mitigate Risks to Communities (Draft QHSR) | X | X | | | |
| | A standard for general community hazard mitigation is collaboratively developed and adopted by all communities (Draft QHSR) | X | X | | X | |
| | Individuals and families understand their responsibilities and a plan to fulfill these responsibilities (Draft QHSR) | X | | | | |
| | Preparedness standards for life safety, law enforcement, mass evacuation and shelter-in-place, public health, mass care, and public works capabilities, including capacity levels for catastrophic incidents, have been developed and are used by all jurisdictions (Draft QHSR) | | X | | | |
| | Maintain and Sustain Equipment and Capabilities (Draft QHSR) | | X | | | |
| | Enhance Military-Homeland Security Relationship (Draft QHSR) | | X | | | |
| | Provide Timely and Accurate Information (Draft QHSR) | | X | X | X | X |
| | Institutionalize National Homeland Security Planning (Draft QHSR) | | X | | | X |
| | Enhance Systems for Training, Exercising, and Evaluating Capabilities (Draft QHSR) | | X | | | X |
| | Build Homeland Security Professional Discipline (Draft QHSR) | | X | | | |
| | Promote Regional Response Capacity (Draft QHSR) | | X | | | |
| | Strengthen Private Sector Relationships (Draft QHSR) | | X | X | | |
| | Expand and Extend International Partnerships (Draft QHSR) | | X | X | | |
| | All jurisdictions have agreements in place to participate in local, regional, and interstate mutual aid (Draft QHSR) | | X | X | | |
| | All organizations with incident management responsibilities utilize the <i>Nations/Incident Management System</i> , including the Incident Command System, on a routine basis and for all federally declared disasters and emergencies (Draft QHSR) | | X | X | | |
| | Provide Timely and Appropriate Disaster Assistance (Draft QHSR) | | | X | | |
| | Enhance Recovery Capabilities (Draft QHSR) | | | X | | |
| Ensure Continuity of Essential Services and Functions (Draft QHSR) | | | X | | | |

| | | | | | | |
|--|---|---|---|---|---|---|
| Draft Quadrennial Homeland Security Review (QHSR) | Enhance Preparedness: Strengthen Capabilities (Draft QHSR) | X | X | X | X | |
| | Ensure Real-Time Awareness: Conduct national-level homeland security risk assessments (Draft QHSR) | X | | | X | X |
| | Build Capable Communities: Set capability and capacity standards (Draft QHSR) | | | | | |
| | Foster Unity of Effort: Further enhance the military-homeland security relationship (Draft QHSR) | | X | X | | |
| | Foster Innovative Approaches and Solutions Through Leading-edge Science and Technology: Scientifically study threats and vulnerabilities (Draft QHSR) | | | | X | X |
| | Homeland Security National Risk Assessment (Draft QHSR) | | | | X | |
| | HS Planning and Capabilities Development System (Draft QHSR) | | X | X | X | X |

| Attachment (3 of 3) | | Administrator's Intent: Priorities for FY2012-2016 | | | | |
|---|--|--|------------|------------|------------|------------|
| PRIORITY ACTION | | Priority 1 | Priority 2 | Priority 3 | Priority 4 | Priority 5 |
| Senior Leaders Meeting | Develop a FEMA doctrine | | X | X | X | X |
| | Create a strategic approach to work force development | | | | | X |
| | Improve catastrophic event preparedness | X | X | X | X | X |
| High Priority Performance Measures | Percentage of shipments arriving with the requested materials at the requested location by the validated/agreed upon delivery date | | | X | X | |
| | Percent of disaster households up to a capacity of 500,000 able to be temporarily housed within 60 days | | | X | X | |
| | Percent of respondents reporting they are better prepared to deal with disasters and emergencies as a result of training | X | | X | X | |



FEMA



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