

FEMA TRANSITION BINDER



FEMA

**For the 2009
Presidential
Administration
Transition**

“Prepared. Responsive. Committed”



Preamble

This document, the FEMA 2009 Presidential Transition Binder, consisting of six tabs as described below, is intended to serve as a reference for FEMA leadership and employees to help orient them to its organizational structure, programs, resources, stakeholders, and operations.

Tab 1: FEMA Introduction

Tab 1 includes an introductory description of the New FEMA, an initiative begun following the Post-Katrina Emergency Management Reform Act (PKEMRA) of 2006. In this tab one will find an overview of the New FEMA, lessons learned, and an overview of emergency management.

Tab 2: FEMA Organization

Tab 2 provides an overview of each FEMA directorate and office. Generally, each FEMA office's or directorate's section follows a singular format: the organizational structure, an overview, mission critical functions, and essential improvements.

The 'Mission Critical Functions' are not inclusive of every mission essential function, but generally include significant activities that FEMA has a responsibility to perform in a timely manner, to safeguard life or property, maintain essential government operations, or coordinate intergovernmental or interagency operations. Additionally, the 'Major Program Improvements' generally include initiatives taking place during the transition period that involve significant capability building, functional or organizational restructuring, or system upgrades requiring continued investment.

Tab 3: FEMA Regions

Tab 3 focuses on FEMA's ten Regional Offices as a core tenet of FEMA. The section includes their roles and responsibilities, disaster operations, coordination, communications, and resources.

Tab 4: Budget and Resource Management

Tab 4 concentrates on the DHS and FEMA budget processes and how the two are related. An overview of the Fiscal Year 2009 (FY09) budget is provided, including a resource breakdown by Agency appropriation requests and executions. An introduction to disaster funding is also provided.

Tab 5: State of FEMA: People, Locations, Systems

Tab 5 provides an overview of the state of FEMA's people, locations, leases, and systems.

Tab 6: External Coordination

Tab 6 explains the critical role of external coordination. This highlights how FEMA utilizes a collaborative process to develop and execute communications plans that incorporate program and support offices, Regional Offices, and the Office of External Affairs.



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FEMA Introduction

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Description of the New FEMA

THE NEW FEMA TRANSFORMATION

The Vision for the New FEMA is to continuously improve upon and maintain FEMA as the nation's Preeminent Emergency Management and Preparedness Agency, and to exceed the objectives of the Post-Katrina Emergency Management Reform Act (PKEMRA) of 2006. The New FEMA initiatives are designed to make the Agency more engaged, agile, responsive, integrated, and the trusted leader and partner in preparedness and emergency management.



FEMA

The New FEMA is a larger Agency, in scope and structure alike. The new manner of doing business represents an evolution in culture, doctrine, new capabilities, and strengthened core competencies. The New FEMA Mission also reflects expanded responsibilities across all phases of incident management and all hazard scenarios.

BACKGROUND

Following Hurricane Katrina, the New FEMA initiative was developed to fulfill a mission-critical need to address a number of structural weaknesses related to the nation's level of preparedness and its ability to respond to major disasters. The legislation transferred a number of preparedness-related programs and missions to FEMA from the Department of Homeland Security (DHS) and added several new requirements imposed to:

- Improve core capabilities and strengthen the Regions
- Expand the mission to include preparedness and protection
- Enhance and integrate the Agency's human capital
- Engage new constituencies such as the Law Enforcement Community
- Establish a National Emergency Management System
- Implement a National Preparedness System
- Build new capabilities, such as Incident Management Assistance Teams
- Develop National Recovery Strategy and other supporting strategies

CURRENT INITIATIVES

Change in Ethos:

FEMA performance during recent disasters reflects a new culture, customs, and practices that validate and anticipate requirements, proactively identify needs for Federal assistance, and pursue innovative and flexible solutions prior to, during, and in recovery from an event. FEMA's new ethos, simply stated, is that "FEMA will lean further forward to deliver more effective assistance to communities and disaster victims."

- *Comprehensive, All-Hazards Focus.* FEMA priorities are not limited to the response to, and recovery from, natural hazards. Instead, FEMA currently coordinates Federal government response and recovery operations for all hazards. FEMA also manages and facilitates planning, exercising, training, grant-making, and capability building initiatives on behalf of the entire Federal government across prevention, protection, mitigation, response, and recovery mission areas.
- *Broader Stakeholders and Partners.* FEMA is no longer engaged only with the emergency management community for response and recovery operations. Instead, FEMA now maintains strong relationships with Homeland Security Advisors, intelligence fusion centers, Joint Terrorism Task Forces, major urban areas, Protective Security Advisors, and numerous Congressional Committees.



Description of the New FEMA

- *Enhanced Field Presence.* In order to forge strong partnerships with the surrounding communities, and to understand and promptly apply pragmatic solutions, FEMA has increased the number of staff and capability in 10 Regional Offices in order to create additional programs and services.
- *Strategic Planning.* The FEMA Strategic Plan sets forth five goals that cut across each of the Agency's organizations and mission areas to systematically govern resource management, project planning, and coordination initiatives.

Leaning Forward:

Through analysis of risks and capabilities, proactive incident management, and a culture of early engagement, FEMA now pre-positions, plans, and provides assistance to close gaps before an event occurs or in its early stages.

- *GAP Analysis.* To inform planning efforts, FEMA continuously identifies gaps between the needs of a local jurisdiction and the actual capability of the local, State or Federal government to address the needs.
- *Logistics.* FEMA has assumed a larger role as the Federal government's National Logistics Coordinator by providing transparent supply chain visibility and accountability, pre-positioning, pre-event procurements, and maximum use of private sector and volunteer services.
- *Command and Control.* FEMA has increased situational awareness, interagency and intergovernmental coordination, and incident management capabilities through new staffing, technology, communications, and expanded operations at the National Response Coordination Center (NRCC) and 10 Regional Response Coordination Centers (RRCCs).
- *All-Hazards Planning.* Pursuant to the new Integrated Planning System, FEMA coordinates, synchronizes, and integrates Federal capabilities through interagency concept plans and provides technical and other assistance in the development of regional and State operational plans.
- *Surge Capacity.* The Disaster Reserve Workforce, including each of the Agency's disaster response cadres, is now a better-managed and professionally trained resource available to augment response and recovery operations at any time, for any disaster.
- *Early Response.* New National and Regional Incident Management Assistance Teams (IMAT) are operational and can immediately deploy emergency management personnel and expertise in support of any incident response requirement.
- *Risk Reduction.* Mitigation practices continue to lessen the financial impact of disasters on the Nation, create safer communities, and promote resilience by enabling individuals and communities to recover more rapidly from disasters.

Business Approach:

FEMA has instilled a more focused and accountable business approach to business – specifically improving service delivery and responsiveness in the areas of human resources, procurement, finance and budget, and facilities. The lead actions include establishment of the Management Directorate, significant increases in new positions, investments in business IT systems and implementation of performance measures as part of risk-based decision process.

Preparedness Integration:

Through the new National Preparedness Directorate and Regional Federal Preparedness Coordinators (FPCs), FEMA drives and synchronizes national capability building through doctrine, planning guidance development, risk assessments, contingency planning, requirements generation, training, exercise, evaluation, and reporting. The principles of preparedness and national programs are purposefully and increasingly being integrated with primary FEMA mission of disaster operations, disaster assistance, and mitigation.



Description of the New FEMA

Recovery Partnerships:

Through improved partnerships with other Federal agencies, volunteer organizations, communities, and the private sector, FEMA is facilitating a more holistic approach to helping communities and individuals recover from disasters with rapid, compassionate, and simply accessed assistance that better meets the needs of victims, while minimizing the opportunity for waste, fraud, and abuse.

Strategic Documents for FY 2010-2014

National Strategy for Homeland Security

Goal 2: Protect the American people, our critical infrastructure, and key resources

Goal 3: Respond to and recover from incidents that do occur

DHS Secretary's Strategic Goals

Goal 4: Build a Nimble, Effective Emergency Response System and a Culture of Preparedness

Goal 5: Strengthen and Unify DHS Operations and Management

DHS Secretary's FY 2010-2014 Integrated Planning Guidance for Goal 4

4.1: Enhance and maintain national doctrine

4.2: Define, assess, and update risk-based national performance objectives for all-hazards preparedness

4.3: Establish and maintain a national integrated planning system

4.4: Achieve target levels for core incident management capabilities established in the National Preparedness Guidelines

4.5: Establish citizen and community preparedness and resiliency

4.6: Reinforce the Nation's distributed all-hazards incident management structure

4.7: Support a National approach to disaster recovery

FEMA Vision: *The Nation's Preeminent Emergency Management and Preparedness Agency*

Core Competencies and Supporting Strategies

Core Competencies:

Incident Management	Emergency Communications	Public Disaster Communications
Operational Planning	Service to Disaster Victims	Integrated Preparedness
Disaster Logistics	Continuity Programs	Hazard Mitigation

Supporting Strategies:

Shape the Workforce
Develop a Business Approach to Achieving Desired Results

FEMA Strategic Plan FY 2008-2013 Goals

Goal 1: An integrated approach that strengthens the Nation's ability to address disasters, emergencies, and terrorist events

Goal 2: Easily accessible and coordinated assistance for all programs

Goal 3: Reliable information at the right time for all users

Goal 4: FEMA investment in people and people's investment in FEMA

Goal 5: A business culture that rewards performance and stewardship and builds public trust and confidence

FEMA Administrator's FY 2010-2014 Strategic Priorities

1. Implement robust operational and logistical deployable capabilities in the field, integrated with federal, state, local and NGO partners	2. Establish a comprehensive, region-oriented preparedness program in partnership with federal departments and agencies, states, major urban areas, and the private sector	3. Build out FEMA's core competencies and establish a professional development program for the FEMA workforce	4. Strengthen FEMA's internal business support systems and processes, and those that interface with our external partners	5. Improve the FEMA coordination and notification network's capability to connect with partner Coordination Centers and to gain and sustain situational awareness
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Lessons Learned

OVERVIEW

Following hurricanes Katrina and Rita, FEMA identified lessons learned and transformed the Agency into the nation's preeminent emergency management and preparedness agency. In addition to FEMA internal review, other government agencies, Congress, and non-governmental organizations (NGOs) produced numerous reports which studied the Federal response to the 2005 hurricanes. In October 2006, Congress passed the Post-Katrina Emergency Management Reform Act (PKEMRA), which strengthened its roles, broadened its mission, and affirmed the New FEMA ethos. As a result of these events, FEMA leadership developed a new vision and direction for the Agency. FEMA evaluated its core mission, organizational structure, and internal systems and procedures and set forth a vision for the New FEMA that outlines how the Agency's nine core competencies can be strengthened. FEMA also incorporated these new principles into its FY 2008–2013 Strategic Plan. This plan captures five cross-cutting goals and seven overarching themes which provide the framework for New FEMA implementation.



Highlighted below is a sample of major steps from across FEMA components that embraces lessons learned from the 2005 hurricane season and bolsters Agency capabilities to successfully prepare for, respond to, and recover from all hazards. Details from many of these initiatives are described in Tab 2 of this binder.

THE REGIONS

Weaknesses in local planning and coordination efforts illustrated the importance of investing in, utilizing, and entrusting the Regional Offices to implement national policies and programs. To address these weaknesses, FEMA has strengthened the authorities, sizes, and capabilities of the 10 Regional Offices – empowering them to make decisions, forge partnerships, and drive national initiatives in support of State, local, and Tribal governments.

The new Federal Preparedness Coordinators (FPC), Regional Incident Management Assistance Teams (IMAT), and enhanced Regional Response Coordination Centers (RRCC) significantly strengthen the FEMA Regions. The Regions are also increasing their ties to partners, thereby expanding opportunities to communicate and exchange ideas with key constituency groups through the establishment of Regional Advisory Committees and Regional Emergency Communications Working Groups.

MITIGATION

Shortly after the 2005 hurricane season, the Multihazard Mitigation Council (MMC) of the National Institute of Building Sciences released *Natural Hazard Mitigation Saves: An Independent Study to Assess the Future Savings from Mitigation Activities*, which highlighted important lessons about the benefits of mitigation. Key findings focused on the cost-effectiveness of mitigation dollars spent, and savings realized, from these mitigation investments. The study found that for each dollar spent on mitigation, an average of four dollars is saved, with positive benefit-cost ratios for all hazard types studied.

Mitigation reduces risks and lessens costs to FEMA and U.S. taxpayers. Mitigation works in partnership with communities, States, and the private sector to accomplish natural hazard risk reduction prior to, during, and immediately following disasters. Continued investments are needed in risk identification, modernization of flood maps, and scientific analysis in order to inform land use, community planning, and the National Flood Insurance Program, to name a few.



Lessons Learned

RESPONSE

Our program, process, and capability improvements over the past two years have resulted in a FEMA that is more agile, responsive, and proactive in support of our State and local partners. In every disaster, we engage and coordinate with impacted jurisdictions to ensure that Federal assistance is delivered as quickly and seamlessly as possible.

Weaknesses in the Agency's planning and coordination during the 2005 hurricane season have been addressed by hiring operational planners—the first time FEMA has hired individuals with this skill set—to perform sophisticated operational analyses, analyze trends, and improve response planning. Planners have been hired in FY 2007 and FY 2008, and more will be added at FEMA Headquarters and Regional Offices in FY 2009. There is now greater depth and capability to work with State and Federal partners to prepare operational plans and conduct crisis action planning to ensure the Agency can lead and support a national all-hazard emergency management response.

Successfully responding to the anticipated effects of a catastrophic disaster is one of the greatest challenges Federal, State, and local governments face. Historic and recent events, such as Hurricanes Katrina, Gustav and Ike, demonstrate that a catastrophic disaster can impact the United States at any time. FEMA implemented the Catastrophic Disaster Response Planning Initiative in FY 2006 designed to ensure that the Agency and its Federal, Tribal, State, and local partners plan and prepare an appropriate, timely, and efficient response to a catastrophic disaster.

The Gap Analysis Initiative was another planning improvement carried out by FEMA in FY 2007. This project provided FEMA, and its partners in the hurricane-prone regions of the country, with shared visibility of capability gaps to determine the level of Federal support potentially needed to respond to a Category 3 hurricane. Understanding these gaps ensures FEMA and the entire Federal government are better prepared to support States with the assistance they need when they need it. The GAP initiative is also effective in helping to identify State resource needs for each Hurricane State in advance of the storms. In 2008, FEMA revised the GAP initiative to expand the program to address all-hazards for all Regions.

State, Tribal, or local authorities are typically the primary incident commanders, and seek to receive Federal assistance only as needed and where appropriate. However, we have learned that FEMA must be poised to quickly and efficiently provide coordinated Federal assistance when the response and/or recovery requirements of an incident exceed, or threaten to exceed, State resources. The establishment of Incident Management Assistance Teams (IMAT) provides a highly mobile, responsive, and self-sufficient capability of qualified and experienced FEMA emergency management personnel and resources to deploy immediately in support of any incident. During hurricanes Gustav and Ike, Federal response teams were effectively pre-staged and deployed as needed to the two consecutive storms. The teams remained highly flexible and were able to quickly adapt and redeploy based on changing storm tracks. This enhanced FEMA's ability to integrate in a unified command structure to more effectively support State responses.



Command and control improvements were necessary to maintain situational awareness of disasters, obtain visibility of FEMA and other Federal support activities, and interpret information into a common operating picture for the President and the Secretary. Upgrades to the NRCC and the 10 RRCCs include 24/7 operations



Lessons Learned

and improved physical facilities, information technology and video teleconferencing capabilities. The Disaster Emergency Communications (DEC) initiative links vertical command and control connectivity to State and local communications operability and interoperability solutions. The new Regional Emergency Communications Coordination Working Groups are developing a rapidly deployable, responsive and highly reliable emergency communications capability using the latest commercial off-the-shelf voice, video, and data technology.

As a result of this improved information technology, FEMA was able to effectively track and respond to a record-breaking six consecutive named tropical storms/hurricanes impacting the U.S. mainland during the 2008 hurricane season. Even as it responded to six tropical storms/hurricanes in August and September, FEMA also supported two important National Special Security Events, the Democratic National Convention and the Republican National Convention.

FEMA also developed and implemented an innovative planning approach to manage the response to multiple storm events. While Regions 4 and 6 were responding to Hurricane Gustav, Regions 1, 2, and 3 worked together as a combined Regional Response Cell to lead the planning needed to support preparations for and response to Hurricane Hanna as it approached the East Coast.

Part of the planning approach involved an enhanced evacuation strategy. FEMA recognized there was a gap in Louisiana's ability to transport large numbers of people in the event of a major hurricane. This led to two years of proactive regional evacuation planning in coordination with the State of Louisiana, resulting in development of the Gulf Coast Evacuation Plan. The planning paid off in Hurricane Gustav and enabled the execution of the first mass evacuation of a major U.S. city using multi-modal evacuations by air, bus, and rail. Two million people were evacuated from New Orleans within 48 hours and subsequently returned within four days. FEMA supported the Gulf Coast regional evacuation planning effort through the Louisiana Warm Cell/Gulf Coast Regional Planners in Baton Rouge. Additional planners were deployed to the Region during hurricanes Gustav and Ike to support the Louisiana and Texas evacuations, sheltering, and related response issues.



Lessons Learned

LOGISTICS MANAGEMENT

During Hurricane Katrina, the absence of a real-time asset-tracking system left Federal emergency managers unaware of the status of shipped resources. The investment in the new stand-alone Logistics Management Directorate enables FEMA to build a 21st century logistics system. In addition, the new Directorate allows FEMA to assume a greater leadership role under Emergency Support Functions (ESF) 7 Logistics Management as the National Logistics Coordinator. In addition, the Total Asset Visibility (TAV) program is designed to provide enhanced visibility, awareness, and accountability of disaster resources throughout the supply chain. Meanwhile, a change in culture was necessary to forge stronger partnerships and to better understand actual needs for managing ‘virtual’ warehouses that quickly provide the right supplies at the location needed through automation and with fewer federally owned devices.

RECOVERY

Following the 2005 hurricane season, it was apparent that improvements were needed in the delivery of assistance to disaster victims. FEMA made necessary changes to recovery functions by streamlining registration, expediting eligibility decisions, tracking displaced victims, and incorporating safeguards against fraud. In August 2006, the President signed Executive Order 13411, titled “Improving Assistance for Disaster Victims,” charging Federal agencies, led by DHS, with the responsibility of improving and simplifying the application process for Federal disaster assistance to individuals. FEMA participated in an interagency task force responsible for developing and delivering a Disaster Assistance Improvement Plan (DAIP), which outlines coordinated activities across Federal government and nongovernmental organizations and the private sector to make disaster assistance readily available to impacted communities by December 31, 2008.

Streamlining and hastening the process of getting disaster aid to victims must be balanced with the need to be a responsible steward of the Disaster Relief Fund. To this end, in FY 2007 FEMA introduced new software to track and manage applicant data on disaster victims and provide real-time data to caseworkers in order to help prevent duplicative or overlapping assistance. Reviews are also implemented that flag "high-risk" addresses, including check cashing stores, mail drops, cemeteries, and jails. Improved monitoring tools also help gather data on Public Assistance Project Worksheets and the Mitigation Directorate, Hazard Mitigation Grant Program.

Adherence to proper roles and responsibilities is also imperative to ensure that disaster victims receive the full assistance available and that the assistance conforms to the needs and specifications of States and localities; and to prevent the Agency from over-extending. For example, FEMA now sets forth strict specifications for housing units, facilitates Joint Disaster Recovery Task Forces in order to tailor assistance to the specific desires of the States, and relies heavily on other departments and agencies with subject matter expertise in areas of housing, construction, the environment, and public health.

Specific improvements to recovery operations include:

- Pre-landfall declarations - FEMA issued the Pre-Disaster Emergency Declaration Policy in July 2007. This policy built on previous FEMA policy that provided guidance on making recommendations on States’ requests for emergency and major disaster declarations before the impact of an incident. While the





Lessons Learned

previous policy was specific to hurricane and typhoon incidents, the new policy provides guidance for all hazards, as stipulated by PKEMRA.

- Host state agreements - To address the needs of those displaced by Hurricane Katrina, emergency declarations were declared for each state providing evacuation and sheltering support evacuees from the Gulf Coast. Based upon this experience, FEMA regulations were changed in 2006 so that evacuation and sheltering support would be eligible for reimbursement by FEMA outside of a declared area without the need to declare areas hosting evacuees as emergencies. FEMA issued the Host-State Evacuation and Sheltering Reimbursement policy to provide guidance on implementing the new regulation.
- Emergency Support Function 6 - FEMA coordinates and directs Federal resources to support local, Tribal, and State governments and voluntary organizations in the delivery and execution of mass care, emergency assistance, housing, and human services missions under ESF 6. FEMA also collaborates with voluntary organizations to ensure a coordinated mass care/emergency assistance response. FEMA has worked closely with ESF 6 partners to develop and implement the National Shelter System (NSS), the National Emergency Family Registry and Locator System (NEFRLS), and the National Emergency Child Locator Center (NECLC). In addition, FEMA is developing essential operating guidelines and related policies to support the delivery of emergency assistance, including the provision of services to special needs populations and evacuation support for individuals, households, household pets, and service animals. During Hurricane Katrina, the American Red Cross was the primary “agency” for ESF 6 under the National Response Plan. Since that time, the National Response Plan has been updated and FEMA is now the primary agency for ESF 6, Emergency Assistance, Mass Care, Housing, and Human Services, under what is now called the National Response Framework. FEMA, in coordination with Agency partners including the American Red Cross, is developing and implementing a number of initiatives to address shortfalls identified during Hurricane Katrina.
- Improving the declaration process - FEMA has been making progress in improving the transparency of the disaster declaration process. FEMA initiated a Disaster Declarations Work Group with representatives from several States, the National Emergency Management Association, FEMA regional offices, and FEMA headquarters staff. This group has focused on increasing transparency in the declaration process by clarifying guidance on damage assessment factors for Individual Assistance (IA) when evaluating the severity and magnitude of an event that may warrant Federal assistance. In addition, FEMA has explored ways to incorporate quantitative State and local capability indicators, such as financial metrics, into the declaration decision-making process.
- The National Disaster Housing Strategy captures lessons learned from Hurricane Katrina and subsequent disasters; embraces the larger issues of disaster victims beyond simply providing a structure; seeks innovative and creative housing options; elevates issues of safety, security and access to those with disabilities; emphasizes the value of planning; differentiates the catastrophe above all other disasters; and, for the first time in any single document, addresses all forms of housing and suggests that these issues merit full-time attention before and between disasters, not the traditional just-in-time, short-term and sporadic-term interest just after a specific disaster. The *Strategy* draws on best practices and lessons learned to identify actions that must be taken to improve disaster housing assistance, an effort that involves renewing our focus on planning, building baseline capabilities, and providing a broader range of flexible disaster housing options. It describes key principles; responsibilities and roles; and current practices across sheltering, interim housing, and permanent housing. The *Strategy* recognizes that disaster housing is more than simply providing a structure. It must address human needs and make the connection to community-based services. The *Strategy* also discusses future directions for how we as a nation can work together to achieve the goals within the *Strategy*. This includes reviewing best practices and innovations to develop and establish baseline capabilities and core competencies, validate roles and responsibilities, and improve the range, quality, and timeliness of disaster housing services provided by communities, States, and the Federal government.



Lessons Learned

INTEGRATED PREPAREDNESS

One of the results of the lessons learned is the integration of doctrine, goals, and capability-building activities across preparedness. To achieve this integration and to renew the Agency's role in the implementation of the National Preparedness System, Congress called for a robust emergency management and preparedness agency in both organization and mission scope through the PKEMRA of 2006.

A major improvement upon prior practices culminated in January 2008 with the release of the NRF and supporting plans and procedures to succeed the National Response Plan (NRP). The new response doctrine clearly delineates responsibilities and sets expectations among Federal agencies, State and local governments, NGOs, the private sector, and citizens. FEMA is now capable of fostering a new, robust culture of preparedness to implement the NRF because of several new requirements in PKEMRA and the transfer of preparedness missions and functions from DHS.

The newly established National Preparedness Directorate (NPD) is complemented by a cadre of Regional Federal Preparedness Coordinators (FPCs) who steer national policies and coordinate capability building consistent with the National Preparedness Guidelines. The Guidelines help synchronize training and exercise programs at the National Integration Center, and a new planning doctrine coordinates the Federal interagency planning processes with those of State and local governments. FEMA also now plays an integral role in coordinating several major national initiatives on behalf of the entire Federal government, such as the National Exercise Program.

In addition, FEMA has established the National Integration Center, responsible for reaching out to key constituencies and bringing into alignment FEMA doctrine and higher education through the Center for Domestic Preparedness, Emergency Management Institute and the National Fire Academy.

CONTINUITY PROGRAMS

Time and again, disasters challenge our imaginations by presenting new scenarios that threaten our ability as a government to maintain mission essential functions. Our systems and processes are increasingly dependent upon technology and networks, thereby presenting critical risks that the Federal government must be prepared to withstand. FEMA provides continuity services, not only for FEMA, but also for the entire Federal government, across the Nation, for common and asymmetric threats alike. It is essential for FEMA to maintain high-performance continuity services in the form of exercises, planning, standards, training, communications, and resiliency measures.

Providing the American people with accurate, timely, and actionable information is in increasing demand today. To this end, FEMA's Integrated Public Alert Warning System (IPAWS) leverages modern technologies and methodologies to disseminate a broad spectrum of alerts and warnings across the many types of communications platforms, reaching a greater percentage of the population within a shorter period of time.

MANAGEMENT

FEMA's mission, expectations of performance, and need for 21st century business practices for the Agency have substantially changed in today's post-9/11 and post-Hurricane Katrina environment. FEMA established the Management Directorate to improve cross-functionality of distinct internal service providers; synchronize provider efforts; and increase overall administrative program effectiveness, efficiency and cohesiveness.

Following Katrina, it was apparent that in certain catastrophic situations, day-to-day procedures and protocols must be flexible enough to adapt to operations driven by an emergency environment. Response efforts were



Lessons Learned

hindered during the Hurricane because of certain bureaucratic processes that slowed the delivery of disaster supplies and assistance. As a result, FEMA's Acquisition Management Division drafted the *Emergency Acquisition Field Guide*, to ensure that noncontract specialist personnel can effectively and appropriately contract for goods and services in an emergency situation. The *Guide* defines the critical elements of an emergency acquisition in plain language so that any qualified member of the disaster support team can understand and apply proper procedures.

FEMA also lacked adequately trained and experienced staff. The Human Capital Division (HCD) has worked diligently since then to ensure that the Agency has the right staff to successfully execute its mission. In 2007, HCD took on the challenge of overcoming previous staffing and retention impediments, optimizing its workforce, improving professional development and training programs, and streamlining HCD processes through technology solutions. At the close of FY 2007, FEMA had filled 96.5 percent of its authorized permanent full-time positions.

Additional improvements include:

- COTR Program improvements – To address contract monitoring and management problems raised in post-Katrina assessments, the FEMA Acquisition Management Division (AMD) increased the number of DHS-certified COTRs to over 1,000, and created an organized certification, training and reporting structure in which to grow the COTR program and culture within the Agency. As part of this effort, AMD developed the COTR Community website where Contracting Officers can now validate a COTR's certification status prior to delegating contract administration duties to the COTR. In FY 2009, FEMA will begin implementation of the COTR tiered certification program, which will require more training for COTRs assigned to manage large and complex contracts. The tiered program will thereby reduce contract cycle times, improve the accuracy of requirements, reduce fraud, waste and abuse, and provide a greater degree of COTR contract administration. The COTR tiered certification program represents an investment in the New FEMA by supporting the transformation of the current workforce to highly skilled and effective COTRs.
- Pre-positioned contracts – To address the lack of pre-positioned contracts raised in post-Katrina assessments, FEMA put in place a variety of pre-positioned contracts to provide the breadth of supplies and services needed to respond to and support emergency and disaster activities. These contracts enable FEMA to be better prepared and use industry partners as a force-multiplier for mission support. Additionally, because the contracts were negotiated and/or competed in advance, FEMA is able to better predict and control the costs of performance in times of emergency – enabling greater stewardship of public funds. FEMA continues to assess our existing 65 pre-positioned contracts with an eye toward improved effectiveness and cost efficiency. Some pre-positioned contracts are being consolidated and “right-sized”; some are being re-competed. During this process, FEMA is establishing terms that are more favorable to the government, such as moving away from “cost plus” contracting and “time and materials” and migrating towards firm fixed cost structures. Where cost plus or time and materials pricing is necessary, we are limiting that type to those aspects where it is needed with the remainder of the contract being based on firm fixed pricing.
- Disaster local contracts program (small business focus) – FEMA is committed to promoting the use of local contractors, in compliance with recent changes to the Stafford Act that requires FEMA to maximize use of local contractors following disasters. To focus our efforts in this area, we established a task force in TX following Hurricane Ike. This task force continues to work with the Small Business Administration and the State to assist the local business community in understanding how to do business with FEMA. They are also working with FEMA program offices to assist them in configuring their acquisitions so they can be competed among local firms. Concurrent with this effort, we are capturing the process and are developing a Standard Operating Procedure (SOP). When complete, the SOP will be incorporated as an annex into the Joint Field Office Operating Procedures. To date, in response to hurricanes Gustav and Ike, the task force had responded to over 1,200 e-mails, 1,200 phone contacts and met face-to-face with hundreds of local contractors.



Lessons Learned

- Acquisition Advisor Position in Disaster Joint Field Offices – To provide needed visibility for the acquisition function in a disaster field office and to provide expedited acquisition expertise to the Federal Coordinating Officer (FCO), especially in the fast-paced environment of the disaster response phase, the Acquisition Management Division established the position of Acquisition Advisor to the FCO. This position was activated for the first time during the response to hurricanes Gustav and Ike and proved to be very successful in helping responders to avoid unauthorized commitments, and to expedite procurements to meet their response needs.

OFFICE OF THE CHIEF FINANCIAL OFFICER / BUDGET PROCESS IMPROVEMENTS

Building on a foundation of strong people, the OCFO implemented a reorganization in August 2008 designed around the key financial processes of: budget, accounting, internal controls, and financial policy. The Budget Division was restructured and provided six new positions from the FY 2009 FEMA Vision enhancements so that the OCFO can provide stronger analysis and oversight of Agency resource needs and provide better and more comprehensive support to FEMA customers for budget formulation and execution, improved reporting, and assisting program offices in interpreting and applying program/organizational requirements to the budget process/out-year planning.

For better accountability and to emphasize the corporate responsibility of financial management, FEMA implemented an agency Investment Review process managed through the chartered Investment Working Group (IWG). The IWG, co-chaired by the Deputy CFO and Director of PA&E, makes corporate recommendations on investment initiatives to FEMA Senior Leadership group. The agency's budget build has become more transparent and is tied to the Administrator's Intent and implementing the key facets of FEMA Vision: Strengthening Core Competencies; Building Regions; Strengthening Partnerships; and Professionalizing the National Emergency Management System.

In FY 2009, the OCFO will implement a budget management automation tool for better budget formulation, budget execution and manpower management. New positions are also allowing FEMA to implement and manage policies and processes for internal controls over financial management and provide an increased capacity for development and interpretation of financial policy. The OCFO also initiated a strategic planning initiative that is customer-focused and keen on supporting the FEMA mission, and established strategic goals that map well to the FEMA strategic goals.



Lessons Learned

EXTERNAL AFFAIRS

Dissemination of timely and accurate information to the media and the public is necessary to achieve mission objectives, coordinate actions, and improve faith in Federal response activities. The establishment of public affairs structures, such as Joint Information Centers and field external affairs officers, is immediate and returns several dividends. For this reason, external affairs personnel exist within each Region and have the capability to provide robust communications services during both early-stage response and steady-State activities.

Further, experiences from the development and promulgation of several national-level policies and initiatives consistently called for robust and early-stage coordination with key stakeholder groups, associations, and national leaders. Not only does their involvement improve the quality of FEMA products, it also eases the ability to implement improvements. In response, FEMA chartered a National Advisory Committee and ten Regional Advisory Committees to maintain continuous communications and vet programs and policies. FEMA also coordinates all legislative, public, intergovernmental, international, Tribal, internet, and other affairs through a single External Affairs Directorate that works in close coordination with its DHS and White House counterparts.

FINAL THOUGHTS

One overarching lesson learned from the 2005 hurricane season was the need for FEMA to become more proactive in carrying out its mission in cooperation with State, local, and Tribal governments. FEMA's response efforts in August 2007 to Category 5 Hurricane Dean, the 2008 Midwest Floods, the 2008 California Wildfires, and hurricanes Gustav and Ike are emblematic of the Agency's new forward-leaning approach. When forecasts project potential threats, FEMA, working with local, State, and Federal partners, moves large amounts of supplies and personnel to projected impacted areas. Occasionally, despite projections, the potential threat does not result in a disaster, resulting in unused resources and planning. However, FEMA takes advantage of such opportunities to maintain a high level of vigilance. Such tests are necessary to maintain a high level of vigilance, readiness, and to identify weaknesses that may be corrected before the next potential disaster. In today's post-9/11 and post-Hurricane Katrina environment, FEMA should always maintain a state of readiness and response in anticipation of the next disaster.



National Response Framework

BACKGROUND

The National Response Framework (NRF)—developed and maintained by FEMA—presents the guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies, from the smallest incident to the largest catastrophe. The NRF establishes a comprehensive, national, all-hazards approach to domestic emergency management.

The NRF defines key principles, roles, and structures that organize the way we respond as a nation. It describes how communities, Tribes, States, the Federal government, and private-sector and nongovernmental organizations (NGOs) apply these principles for a coordinated, effective national response. It also identifies special circumstances where the Federal government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. The NRF enables first responders, decision makers, and supporting entities to provide a unified national response.

The NRF is written for senior elected and appointed leaders, such as Federal department or agency heads, governors, mayors, Tribal leaders, and city or county officials—those who have a responsibility to provide an effective response to preserve the safety and welfare of the community—and for the emergency management community, which has the responsibility of coordinating the development of jurisdictional emergency operations plans in consonance with the NRF. At the same time, the NRF informs emergency services communities, including first responders, of their roles and responsibilities.

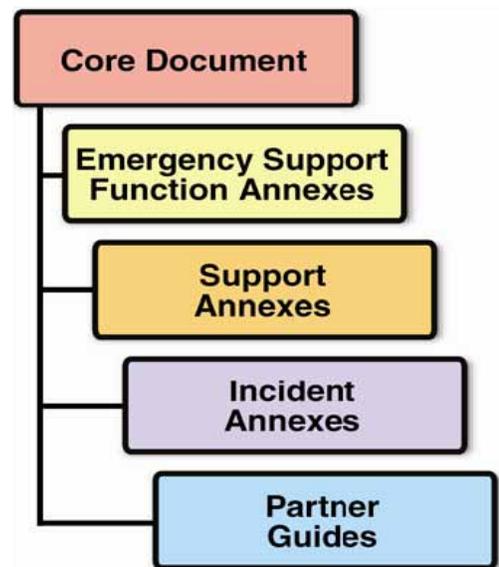
THE FRAMEWORK

The NRF is constituted of the core document, Emergency Support Functions (ESFs), Support and Incident Annexes, and the Partner Guides (See Figure 1: Organization of NRF).

The Core Document describes the doctrine that guides our national response, roles and responsibilities, response actions, response organizations, and planning requirements to achieve an effective national response to any incident that occurs. The Core Document is organized into the following five chapters:

Roles and Responsibilities:

With rare exceptions, incidents are managed at the State, Territory, Tribal, and local level and quickly transition from initial response to recovery without a need for Federal assistance. State, Tribal, or local authorities exercise primary incident command and seek and receive Federal assistance only as needed and appropriate. However, when the response and/or recovery requirements of an incident exceed or threaten to exceed State resources, FEMA must be poised to quickly and efficiently coordinate Federal assistance under the NRF.



Organization of NRF



National Response Framework

Phases:

The NRF describes the three phases of how the nation collectively manages an incident.

Phase I: Prepare: The preparedness cycle is an essential activity to possess and maintain an effective response capability: (1) plan; (2) organize, train, and equip; (3) exercise; and (4) evaluate and improve.

Phase II: Respond: Once an incident occurs, priorities shift—from building capabilities to employing resources to save lives, protect property and the environment, and preserve the social, economic, and political structure of the jurisdiction. Depending on the size, scope, and magnitude of an incident, communities, States, and, in some cases, the Federal government will be called to action. A response section describes the four key actions that typically occur in support of a response: (1) gain and maintain situational awareness; (2) activate and deploy key resources and capabilities; (3) effectively coordinate response actions; then, as the situation permits; (4) demobilize.

Phase III: Recover: Once immediate lifesaving activities are complete, the focus shifts to assisting individuals, households, critical infrastructure, and businesses in meeting basic needs and returning to self-sufficiency. A final section in this chapter focuses on coordination and execution of recovery programs.



The Preparedness Cycle Builds Capabilities

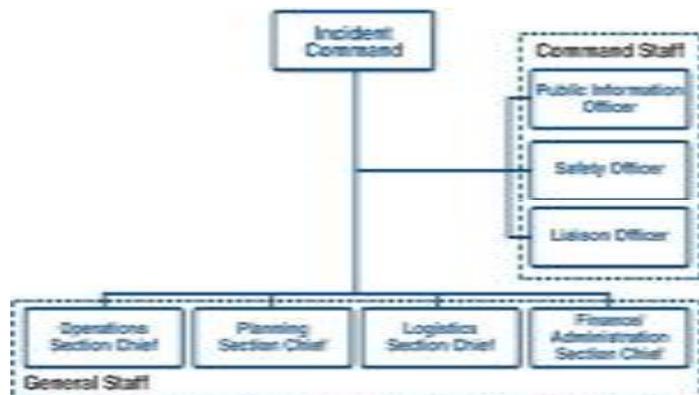
Response Organization:

The NRF explains how the nation is organized to implement response actions across Federal, State, and local response structures.

Federal Level: A Federal response section contains information on headquarters-level support (i.e., National Operations Center [NOC], the NRCCs, RRCCs, Supporting Federal Operations Centers [FOCs], ESFs, etc.), Regional level support (i.e., Regional Response Coordination Center), and field-level support structures (i.e., Initial Response Teams and Joint Field Office).

State Level: A State response section explains the role of the State EOC and other State-level officials in managing a response operation.

Local Level: A local response section explains how local responders use the Incident Command System (ICS) and local Emergency Operation Centers (EOCs) to manage response operations.



Incident Command Structure



National Response Framework

Planning:

The NRF emphasizes the importance of planning as the cornerstone of national preparedness and summarizes the elements of national planning structures. The NRF fosters unity of effort at every level of government for emergency operations planning by providing common doctrine and purpose. The State, Tribal, and local planning structure is supported by Federal preparedness assistance. This structure in turn supports the NRF and the Federal planning structure by building capabilities that contribute to national response capacity.

Mission-Specific Roles and Responsibilities:

The NRF ESF Annexes group Federal resources and capabilities into functional areas that are most frequently needed in a national response. Each ESF is led by a coordinator and primary agencies noted next to their ESF below (Note: agencies listed before semicolons signify coordinating lead agencies; agencies listed after semicolons signify other primary agencies).

- ESF 1: Transportation (DHS/FEMA; DOT)
- ESF 2: Communications (DHS/NCS; DHS/FEMA)
- ESF 3: Public Works and Engineering (DOD/USACE)
- ESF 4: Firefighting (USDA/FS)
- ESF 5: Emergency Management (DHS/FEMA)
- ESF 6: Mass Care, Emergency Assistance, Housing, and Human Services (DHS/FEMA)
- ESF 7: Logistics Management and Resource Support (DHS/FEMA and GSA)
- ESF 8: Public Health (HHS)
- ESF 9: Search and Rescue (DHS/FEMA)
- ESF 10: Oil and Hazardous Materials Response (EPA; DHS/USCG)
- ESF 11: Agriculture and Natural Resources (USDA/DOI)
- ESF 12: Energy (DOE)
- ESF 13: Public Safety and Security (DOJ)
- ESF 14: Long-Term Community Recovery (DHS/FEMA; USDA, HUD, and SBA)
- ESF 15: External Affairs (DHS; DHS/FEMA)

Support Functions:

The NRF Support Annexes describe coordination and execution of common functional processes and administrative requirements necessary to ensure efficient and effective incident management. During an incident, numerous procedures and administrative functions are required to support incident management.

The eight Support Annexes are:

1. Critical Infrastructure and Key Resources
2. Financial Management
3. International Coordination
4. Private Sector Coordination
5. Public Affairs
6. Tribal Relations
7. Volunteer and Donations Management
8. Worker Safety and Health



National Response Framework

Incident Concepts:

The NRF Incident Annexes describe the concept of operations to address specific contingency or hazard situations or an element of an incident requiring specialized application of the NRF for the following incidents:

1. Biological
2. Catastrophic
3. Cyber
4. Food and Agricultural
5. Mass Evacuation
6. Nuclear/Radiological
7. Terrorism Incident Law Enforcement and Investigation

ADDITIONAL INFORMATION

The NRF Resource Center is an online repository of supporting documents, resources, and educational materials designed to help readers understand and execute their roles under the NRF. It contains the Core Document and multiple supporting documents, including ESF, Support and Incident Annexes, and several informational documents, including an overview of the Stafford Act provisions, a guide to authorities and references, and an acronym list. The Resource Center homepage may be found at <http://www.fema.gov/NRF>.





Emergency Management Paradigm

DEPARTMENTAL ROLES AND RESPONSIBILITIES IN INCIDENT MANAGEMENT

Secretary of the Department of Homeland Security:

The Secretary is the principal Federal official for domestic incident management. By Presidential directive and statute, the Secretary is responsible for coordination of Federal resources utilized in the prevention of, preparation for, response to, or recovery from terrorist attacks, major disasters, or other emergencies.

The role of the Secretary is to provide the President with an overall architecture for domestic incident management and to provide guidance and oversight to the Department's operational and support components (e.g., U.S. Coast Guard, Transportation Security Administration, FEMA). Depending upon the incident, the Secretary also contributes elements to the response coordination performed by FEMA consistent with DHS's mission, capabilities, and authorities (e.g., maritime security, law enforcement assistance, intelligence analysis).

Particularly for catastrophic or unusually complex incidents, the Secretary may appoint a Principal Federal Official (PFO) to serve as his or her primary representative in the field to ensure consistency of Federal support as well as the overall effectiveness of the Federal incident management. The PFO does not direct or replace the incident command structure, but will interface with Federal, State, Tribal, and local jurisdictional officials as a member of a Unified Coordination Group.

FEMA Administrator Responsibilities:

The FEMA Administrator is the principal advisor to the President, the Secretary, and the Homeland Security Council on all matters regarding emergency management.¹ Specifically, the Administrator will:

- Review damage assessments and requests for assistance from the State(s) and the analysis of the Regional Administrator (RA), and set forth a recommendation to the President through the Secretary on whether or not to declare a major disaster or emergency and the appropriate scope of Federal assistance.
- Upon a major disaster or emergency declaration, review recommended Federal Coordinating Officer (FCO) designations from the Director of FCO Operations and recommend appointment(s) to the President through the Secretary.
- Based upon requirements of the State(s) and recommendations of the FCO(s) and RA(s), direct, delegate, and oversee command and coordination of disaster response and recovery activities (e.g., teams, assets, resources, planning, operations) pursuant to the NRF.
- Prior to and after an incident, manage and oversee Federal, State, local, nongovernmental, and private sector information sharing and reporting at the National Response Coordination Center (NRCC) and provide regular situation reports to the President and the Secretary.
- Maintain communications with governors, local government officials, ESF primary and supporting agency heads, and the American public.
- Oversee and manage the administration of the Agency to support disaster mission requirements including, among other things, the disaster reserve workforce, procurements, external affairs, and the Disaster Relief Fund.
- Oversee and manage the review and evaluation of past actions, identify corrective actions, and enhance capabilities in preparation for future events.

¹ "Emergency Management" is defined in the Post-Katrina Emergency Management Reform Act (P.L. 109-295) as "the governmental function that coordinates and integrates all activities to build, sustain, and improve the capability to prepare for, protect against, respond to, recover from, or mitigate against threatened or actual natural disasters, acts of terrorism or other man-made disasters."



Emergency Management Paradigm

Director, Operations Coordination Responsibilities:

The Director of Operations Coordination maintains a deliberate, informational and coordination role that complements all Federal operational entities (e.g., USCG, TSA, FEMA, ICE, CBP, HHS, USDA, DOD, FBI) with the following responsibilities:

- Manage the National Operations Center (NOC) to maintain a common operating picture across all threats and incidents;
- Provide strategic-level guidance and planning for departmental and Federal interagency operations plans;
- Provide the Secretary with guidance and cross-departmental perspective on operational activities; and
- Monitor and coordinate DHS operations, information flow, and reporting.

Other DHS Component Head Responsibilities:

DHS operational components, including Customs and Border Protection, FEMA, Immigration and Customs Enforcement, the Secret Service, Transportation Security Administration, and the U.S. Coast Guard perform their mission functions and maintain situational awareness through the NOC as set forth in the NRF. Other DHS components (e.g., National Protection Programs Directorate, Office of Intelligence and Analysis, Office of Health Affairs) provide information analysis, protection, subject matter expertise and other support specific to their unique mission and capability as needed and appropriate.

DEPARTMENTAL CENTERS OF COORDINATION

National Operations Center (NOC):

The NOC is the primary national hub for situational awareness and operations coordination across the Federal Government for incident management. It provides the Secretary and other principals with information necessary to make critical national-level incident management decisions. The NOC serves as the national fusion center, collecting and synthesizing all-source information, including information from State fusion centers, across all-threats and all-hazards information covering the spectrum of homeland security partners.

National Response Coordination Center (NRCC):

The NRCC is the national-level interagency coordination center at FEMA Headquarters that functions as the operational component of the DHS NOC. The NRCC coordinates personnel and resource deployments to support disaster operations and prioritizes interagency allocation of resources. It also maintains situational awareness linkages with regional, State, and local partners and a 24/7 watch team.

Regional Response Coordination Center (RRCC):

The RRCCs are regionally based (in all 10 FEMA regions) multi-agency coordination centers that perform a complementary role to the NRCC. The RRCCs provide situational awareness information, identify and coordinate response requirements, perform capabilities analysis, and report on status of the Federal disaster response. The RRCCs also deploy staff to initiate Federal support, facilitate initial delivery of goods and services, and facilitate “in-theater” interagency resource allocation and coordination.

Joint Field Office (JFO):

The JFO is the primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, State, Tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery through a Unified Coordination Group.



Emergency Management Paradigm

Emergency Operations Center (EOC):

State and local EOCs are physical locations where multi-agency coordination occurs. EOCs help form a common operating picture of an incident, relieve on-scene command of the burden of external coordination, and secure additional resources. The core functions of an EOC include coordination, communications, resource allocation and tracking, and information collection, analysis, and dissemination.

FEMA Operations Center (FOC):

The FOC is a centralized point of management to collect, analyze, and disseminate time-critical information to key emergency management decision-makers in support of mission requirements. The FOC actively supports the NRCC and the NOC by maintaining a full-time, 24/7 operation. Main functions include: providing warnings about domestic and worldwide events, facilitating information flow among FEMA, the NOC, and NRF partners, and notifying and reporting known facts to FEMA and DHS staff about all-hazards events.

Mobile Emergency Communications Support (MERS) Operations Centers (MOC):

The MERS platform provides mobile telecommunications capabilities and life, logistics, operational and power generation support required for the onsite management of disaster response activities, and supports Presidential emergency communication capabilities. The MOCs provide 24/7 support to deployed MERS detachments and support the FEMA Regions. Each MOC serves as an initial point of contact for Federal, State, and local governments: receiving, processing, managing, and disseminating critical command and control information before, during, and after a crisis or incident. MOCs are an integral part of the Federal information management system for all-hazards response operations.

Mount Weather Emergency Operation Center (MWEOC):

The MWEOC, located in Berryville, Virginia, is a continuity of operations (COOP) relocation site for several aspects of DHS and FEMA. The facility provides operational space for FEMA and DHS Emergency Relocation Group members to perform Departmental and Agency mission essential functions.

National Infrastructure Coordinating Center (NICC):

The NICC monitors the nation's critical infrastructure and key resources on an ongoing basis. During an incident, the NICC provides a coordinating forum to share information across infrastructure and key resource sectors through appropriate information-sharing entities such as the Information Sharing and Analysis Centers and the Sector Coordinating Councils.

PERIOD OF HEIGHTENED ALERT (POHA) OPERATIONAL PLANNING

Background:

The 2008 Presidential election and accompanying presidential transition, beginning in August 2008 (pre-election preparation) and concluding in July 2009, may be seen as a period of opportunity for an attack on our nation. The intent is to remain in the highest state of readiness during the 2009 administration transition. Departments and agencies continue to build, strengthen, and sustain the necessary coordination relationships to prevent, protect against, prepare for, respond to, and recover from emergencies that may occur during this POHA.





Emergency Management Paradigm

Planning Activities:

Pursuant to the Federal Strategic Guidance Statement (SGS) and Strategic Plan developed by DHS (Ops), FEMA has coordinated the development of a Federal Concept Plan (CONPLAN) that identifies priorities for key mission area enhancements to be implemented during this period of increased risk. The purpose of the CONPLAN is to ensure the uninterrupted leadership capability to respond to contingencies during the POHA due to the 2008 Presidential election and accompanying transition. The planning scope is broad to include the nation's overall capability to prevent or protect against significant multi-hazard threats and incidents, including terrorist attacks, and to expeditiously recover and reconstitute critical services while mitigating damage to public safety and health, the economy, and national security during the period of transition.

The CONPLAN addresses how the Federal government intends to implement its strategic objectives across the homeland security spectrum of operations (prevention, protection, response, and recovery) during the phases identified in the POHA. The Federal CONPLAN informs the development of individual department and agency Operational Plans (OPLAN) that identify detailed resource, personnel, and asset allocations to execute the strategic objectives.



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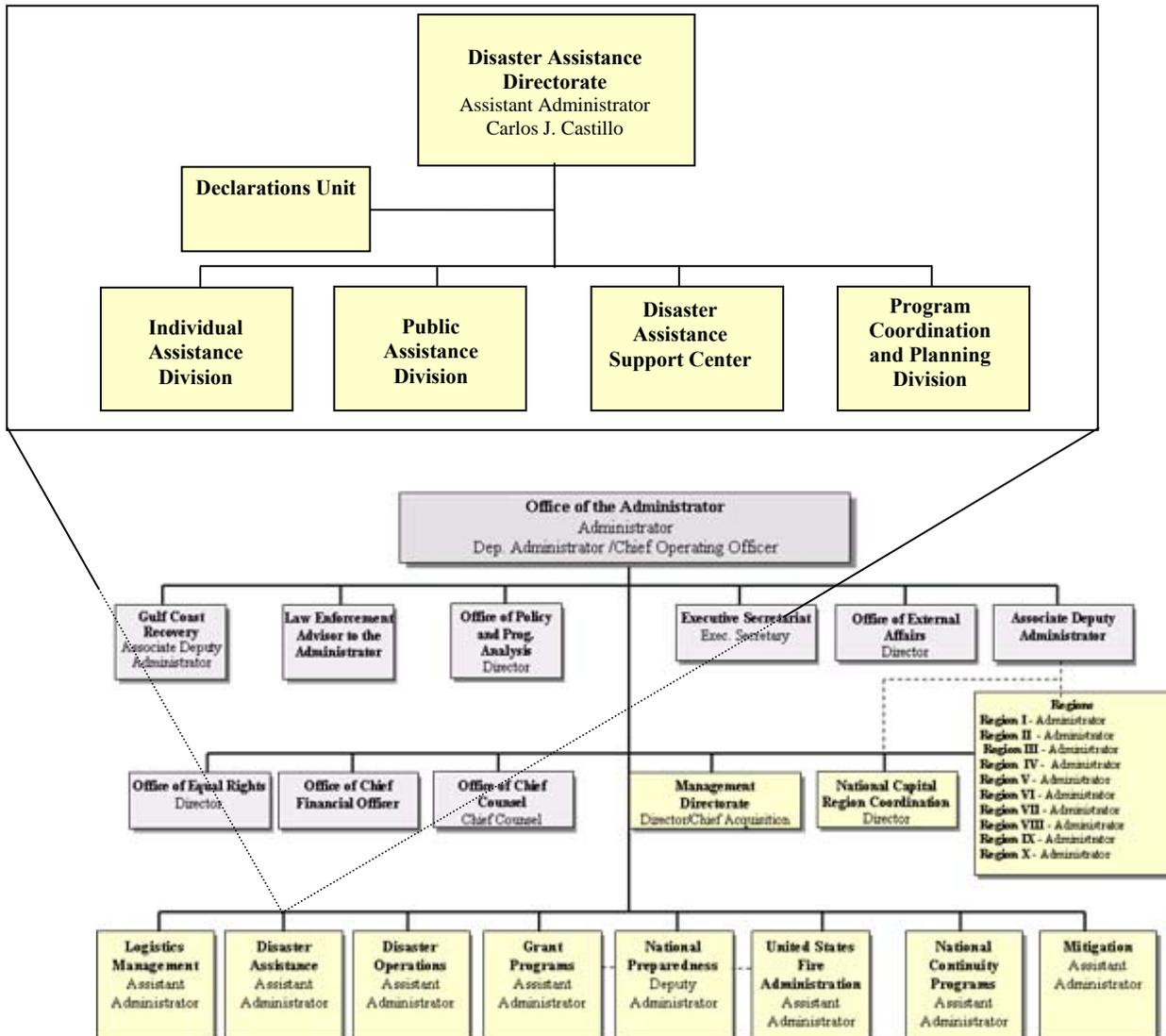
FEMA



Disaster Assistance Directorate

THIS SECTION CONTAINS:

- Overview of the Disaster Assistance Directorate
- Critical mission functions
 1. Disaster Declaration Process
 2. Disaster Housing
 3. Emergency Support Function 6
 4. Emergency Support Function 14
 5. Individual Assistance
 6. Public Assistance
 7. National Processing Service Centers
 8. Information Management
- Essential improvements
 1. Disaster Assistance Improvement Program (DAIP)
 2. Disaster Assistance Policy and Regulation Improvement Initiative (3-3-10)





Disaster Assistance Directorate

MISSION

The Disaster Assistance Directorate (DAD) ensures that individuals and communities affected by disasters of all sizes are able to return to normal function with minimal suffering and disruption of services.

BUSINESS LINES

Disaster Assistance: Ensure that individuals and households affected by Presidentially declared disasters have access to all eligible FEMA programs; as well as provide financial reconstruction assistance to help States, Tribal and local governments, and certain types of private nonprofit organizations quickly recover from major disasters or emergencies.

Disaster Declarations: Responsible for processing all requests for Presidential major disaster or emergency declarations and Fire Management Assistance Grants, and all other related actions, to include appeals and cost share adjustments under the Stafford Act.

DIRECTORATE HISTORY

March 31, 2007 FEMA's Recovery Division was renamed the Disaster Assistance Directorate.

March 1, 2003 The Response and Recovery Divisions were established as separate divisions with the transition of FEMA into DHS.

INDIVIDUAL ASSISTANCE

Financial assistance provided to individuals and households. The Individual Assistance (IA) mission is to ensure that people affected by Presidentially declared disasters are, in a timely manner, provided access to all eligible FEMA programs and forms of assistance, and that the best possible level of service is provided to applicants in the administration of these programs.

IA Disaster Programs include:

Individuals and Households Program (IHP): IHP includes two types of assistance: Housing Assistance and Other Needs Assistance (ONA). Housing Assistance can be used by eligible disaster victims to rent a different place to live and/or repair/replace a disaster-damaged dwelling. FEMA can also provide housing assistance directly to an applicant, including

the provision of temporary housing units, such as mobile homes. ONA can be used to pay for repairing/replacing personal property and/or transportation, medical, dental and funeral expenses. Assistance may be awarded up to program maximum limit of \$28,800 (adjusted annually).

Disaster Unemployment Assistance (DUA):

Unemployment benefits and reemployment services. Funding is awarded from FEMA and provided through the Department of Labor.

Crisis Counseling Program (CCP): Supplemental funding provided to States for short-term counseling services. Funding is awarded from FEMA and administered through the State Mental Health Agency in cooperation with the Department of Health and Human Services' Center for Mental Health Services.

Disaster Legal Service (DLS): FEMA, through an agreement with the Young Lawyers Division of the American Bar Association, provides free legal help for disaster victims. Services are intended for low-income individuals. Legal advice is limited to cases that will not produce a fee.

Disaster Case Management (DCM): FEMA is partnering with Federal, State, and local officials to pilot the delivery of case management services that promote client access to available recovery assistance programs and services and the development of individualized recovery plans.

Voluntary Agency (VOLAG) Coordination: FEMA also works closely with States and all members of National Voluntary Organizations Active in Disaster (e.g., American Red Cross; Salvation Army; Hope Coalition) to build their capacity to manage large numbers of unaffiliated volunteers and unsolicited donated goods in disasters.

IA Non-Disaster Programs include:

Emergency Food and Shelter Program: Authorized through the McKinney-Vento Homeless Assistance Act. Local recipient organizations provide supplemental emergency food and shelter services to individuals and families.

PUBLIC ASSISTANCE

Financial reimbursement provided to local and Tribal governments, and certain nonprofit organizations, for eligible disaster-related damages. Categories of Public Assistance (PA) include: Debris Removal, Emergency Protective Measures, Roads and Bridges, Water Control Facilities, Buildings and Equipment, Utilities, and Parks and Recreational Facilities.



Disaster Assistance Directorate Overview

FEMA's PA Grant Program is one way Federal assistance gets to the State and local governments and to certain private nonprofit organizations. These grants allow them to respond to disasters, to recover from their impact, and to mitigate impact from future disasters. Although these grants are aimed at governments and organizations, their final goal is to help a community and all its citizens recover from devastating natural disasters.

For example, the Fire Management Assistance Grant Program is reimbursement provided to State and local governments for the mitigation, management, and control of wild land fires that pose a catastrophic threat to improved property.

NATIONAL PROCESSING SERVICE CENTERS

National Processing Service Centers (NPSCs) are FEMA's disaster assistance processing facilities, and are responsible for: registering applicants for disaster assistance; verifying disaster losses through onsite inspections; processing applications to determine assistance eligibility; and responding to applicant inquiries.

On December 31, 2008, a Disaster One-Stop portal will be established, as directed by the President by Executive Order and outlined in and by the Disaster Assistance Improvement Plan. The portal will function as a single application for citizens to apply for disaster assistance across all programs that receive Federal government assistance.

EMERGENCY SUPPORT FUNCTION 6

The Disaster Assistance Directorate (DAD) is the lead FEMA organization for the National Response Framework's Emergency Support Function (ESF) 6 "Mass Care, Emergency Assistance, Housing, and Human Services." In this capacity, FEMA coordinates with other Federal agencies, State and local governments, and voluntary agencies to coordinate the delivery of Federal mass care, emergency assistance, housing, and human services when local, Tribal, and State response and recovery needs exceed their capabilities.

EMERGENCY SUPPORT FUNCTION 14

DAD is the Coordinator for Emergency Support Function (ESF) #14, Long Term Community Recovery. ESF 14 is comprised of four primary agencies (DHS, HUD, SBA, USDA) and 14 support

agencies. The mission of ESF 14 is to promote successful long-term recoveries for communities suffering extraordinary damages, where local capacity to implement a recovery is limited. Coordination of resources and technical assistance are the primary tools of ESF 14.

DISASTER ASSISTANCE SUPPORT CENTER

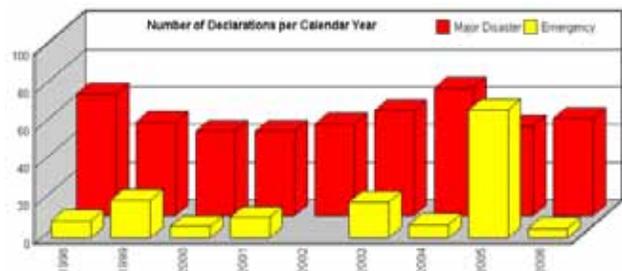
The Disaster Assistance Support Center (DASC) is a division of the Disaster Assistance Directorate, and is composed of three branches: Analysis, Reports, and Technology Solutions; Strategic Resources Management; and Correspondence. These branches manage and centralize support operations for DAD HQ, Regional and Field offices.

PROGRAM COORDINATION AND PLANNING

The Program Coordination and Planning Division of the Disaster Assistance Directorate is composed of three branches: Program Evaluation and Coordination; Planning; and Long-Term Community Recovery. These branches manage the Alternative Housing Pilot Program; coordinate agencies and organizations that provide assistance for long-term recovery; and coordinate catastrophic disaster planning and planning activities associated with the National Response Framework.

MAJOR DISASTER AND EMERGENCY DECLARATIONS

The two types of Declarations provided for in the Stafford Act are Emergency Declarations and Major Disaster Declarations. Both authorize the President to provide Federal disaster assistance. However, Emergencies are normally declared when an event only involves the need for Federal support of emergency protective measures. A Major Disaster is normally declared for disasters of larger scope and impact. The chart provides a historical count of the number of declarations per calendar year (by major disaster and emergency).





Disaster Assistance Directorate

Critical Mission Function

Disaster Declaration Process

EXECUTION OVERVIEW

The Disaster Assistance Directorate maintains responsibility for managing the Declarations Unit. This Unit is responsible for processing all Gubernatorial requests for Presidential major or emergency declarations, Fire Management Assistance Grants and all other related actions to include appeals and costs share adjustments authorized by Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. 5121-5206 (Stafford Act).

ROLES AND RESPONSIBILITIES

The primary function of the Declarations Unit is to analyze and process emergency or major disaster declaration requests by affected States. Requests must be made by the Governor to the President through the appropriate FEMA Regional office and must demonstrate that the incident is beyond the State and local capability to respond and that supplemental Federal assistance is required.

A major disaster is defined as “Any natural catastrophe, or, regardless of cause, any fire, flood, or explosion in any part of the United States which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance to supplement the efforts and available resources of States, local governments and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.” The review process for a major disaster declaration begins with the incident. As appropriate, joint FEMA-State Preliminary Damage Assessments are performed. The Governor of the affected State uses this information to generate a request for supplemental Federal assistance. FEMA, specifically the Declarations Unit, is responsible for analyzing this information and support Agency leadership in making a recommendation to the President. The final decision rests with the President.

An emergency is defined as “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.” The review process for an emergency declaration begins with the incident. The Governor of the affected State requests emergency Federal assistance in order to avert the loss of life or protect public property. FEMA’s Declarations Unit is responsible for analyzing this information and supporting Agency leadership in making a recommendation to the President. However, the final decision rests with the President. After an emergency declaration is made, joint FEMA-State Preliminary Damage Assessments are performed.

Other related responsibilities include the analysis and processing of add-on counties for assistance, appeals, and requests for cost-share adjustments.

POINT OF CONTACT

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Disaster Assistance Directorate

Critical Mission Function

Disaster Housing

EXECUTION OVERVIEW

In the aftermath of the 2005 hurricane season, FEMA worked continuously to develop and implement program improvements and alternative interim housing options. In 2006, Congress amended the Stafford Act with the Post-Katrina Emergency Management Reform Act (PKEMRA) to address a number of limitations in the Federal government's authorities for disaster housing. The PKEMRA called for a National Disaster Housing Strategy to chart a new direction to better meet the housing needs of disaster victims and communities. A draft version of the Strategy was released for public comment and review by key partners, including FEMA's National Advisory Committee, the National Council on Disabilities, Federal Departments and Agencies, the American Red Cross and organizations representing Tribal, State and local governments until September 22, 2008. Once finalized, the Strategy will provide the overarching vision, goals, and principles for a national disaster housing effort. It complements the 2008 Disaster Housing Plan, which describes the specific actions that FEMA is taking now to support State and local officials in meeting the housing needs for disaster victims.

ROLES AND RESPONSIBILITIES

Disaster housing responsibilities, capabilities, and resources cross a diverse array of organizations that have varied missions and vested interests in providing disaster housing assistance. No single entity working independently has the means to address the full spectrum of disaster housing challenges. The range of disaster housing options and the span of disaster housing providers depend on the type of disaster, its severity, and the adversity of impact on the existing housing situation of those affected.

Disaster housing assistance responsibilities are based on the fundamental roles established by the National Strategy for Homeland Security and the National Response Framework. Within these guiding documents, local governments have the primary responsibility for responding to and recovering from disasters, with State governments fulfilling a vital supporting role. States provide additional resources or capabilities when needed and address issues that may require coordination with nearby States. Non-governmental organizations provide a wealth of community-based resources and networks, and the private sector brings unique capabilities and resources. In addition, the Federal government maintains a range of resources and capabilities that can be provided in support of local, State, and Tribal governments at the request of the Governor.

One of FEMA's key disaster assistance responsibilities (as authorized by Section 408 of the Stafford Act) is to provide temporary housing

assistance to individuals and households displaced by disaster. If the damage to the community's infrastructure is more significant and rental property is insufficient or unavailable, additional assistance will be necessary. The type of housing assistance provided during the intermediate period (generally up to 18 months) that covers the gap between sheltering and securing permanent housing is referred to as interim housing.

FEMA's 2008 Disaster Housing Plan provides safe, flexible interim housing assistance that can be adjusted to meet the requirements of the disaster. In collaboration with the impacted State, FEMA will first maximize available housing resources by making immediate temporary repairs, providing financial assistance for permanent repairs, providing financial rental assistance, cataloguing available rental units, providing hotel-motel transitional shelter assistance, or coordinating rental assistance payments at or based on Fair Market Rent, directly to property owners through Federal partners or a contract agent. In situations where these options will not be adequate to meet housing needs, the next step is to provide manufactured housing either on the damaged property site or in community group sites near the impacted area. The third step would be to employ alternative and innovative forms of direct housing, some of which may be currently under evaluation through the Joint Housing Solutions Group or Alternative Housing Pilot Program. If other interim housing forms are unavailable, infeasible, or not cost-effective, the fourth step would be to collaborate with HUD to conduct one or more multifamily apartment rehabilitation projects under the Rental Repair Pilot



Disaster Assistance Directorate

Critical Mission Function

Disaster Housing

Program or authorize permanent housing construction under Section 408 authority.

National Disaster Housing Task Force (NDHTF):

The National Disaster Housing Task Force brings together experts from Federal, State, Tribal, and local governments and from the private sector and non-governmental organizations under leadership from FEMA, HUD, and the American Red Cross. The Task Force mission is to improve disaster housing across the nation, advise the FEMA Administrator and the Secretaries of DHS and HUD on disaster housing issues, and plan for and oversee overall implementation of the National Disaster Housing Strategy. During the response to a major or catastrophic disaster, the Task Force reconfigures to form the core of a National Disaster Housing Crisis Action Team. In this capacity, the team applies its collective wisdom and experience to examine current housing options and advise State or Federal leadership on urgent housing issues. At the same time, the team may advise the Unified Coordination Group in the Joint Field Office, support the State-led Joint Housing Task Force, and interface with the private sector to devise innovative options and recommend courses of action.

Joint Housing Solution Group (JHSG): The mission of the Joint Housing Solution Group is to improve disaster housing assistance by systematically and rigorously assessing potential housing alternatives and identifying viable options for use. The Joint Housing Solution Group is made up of housing specialists from the U.S. Department of Housing and Urban Development (HUD); the National Institute of Building Sciences (NIBS); as well as specialists from FEMA housing, policy, Individual Assistance, Program Coordination and Planning, and Public Assistance divisions.

The JHSG focus is on FEMA's immediate requirements for temporary housing units that have a small footprint, comply with the Uniform Federal Accessibility Standards, meet indoor air-quality standards, and can be produced quickly. The group is exploring the latest in factory-built contemporary housing, modular homes based on universal design, housing built from recyclable materials, and innovative work by schools of architecture and design at universities across the country.

The group has also developed a housing assessment tool to assist FEMA planning teams to more systematically and accurately predict needs for direct housing missions and project parameters of housing missions to include the number of applicants requiring assistance, rental resources that can be leveraged, and timetables for meeting housing needs.

Alternative Housing Pilot Program (AHPP):

In the 2006 Emergency Supplemental (The Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, 2006, P.L. 109-234, Section 2403), Congress appropriated \$400 million to FEMA for the development of an Alternative Housing Pilot Program (AHPP) to identify and evaluate better ways to house disaster victims. In response, FEMA designed and implemented the AHPP as a competitive grant to the Gulf Coast states. Five projects of the 29 submitted were awarded to four states. Two projects were awarded to Mississippi and one each to Alabama, Louisiana, and Texas. The types of AHPP housing piloted (permanent, temporary, single-or multifamily) differ in each state. All states must, however, ensure that individuals with an ongoing housing need as a result of the 2005 hurricane season are given first priority for occupancy.

FEMA and HUD will conduct a multi-year evaluation to assess both the structural integrity of the houses (i.e., durability, versatility, engineering, etc.) and the impact of the housing on individual and community recovery (i.e., quality of life). Results of the evaluation of the AHPP will be integrated with the ongoing research of the JHSG to increase the range of housing options the Federal government can provide to people and communities impacted by disasters.

Rental Repair Pilot Program (RRPP): The Rental Repair Pilot Program (RRPP) is a pilot authorized through Section 689i of the Post-Katrina Emergency Management Reform Act (PKEMRA), of the Robert T. Stafford Disaster Relief and Emergency Assistance Act. The RRPP is designed to make better use of existing rental housing located in areas covered by a major disaster declaration, when existing resources are sparse. RRPP is currently being piloted in DR-1763-IA and DR -1791-TX with



Disaster Assistance Directorate

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Disaster Housing

limited scope. The RRAA has helped FEMA to make better use of housing resources; provide timely and cost-effective temporary housing assistance; and meet the goal of engaging all levels of government, non-profit and private sectors to collectively meet the housing needs of disaster applicants and communities. The long-term evaluation of the pilot projects will be conducted by HUD with a final report due to Congress by March 31, 2009. The evaluation will include a review of longer-term costs, durability, consumer perceptions, and housing impacts on individual and long-term community recovery well-being.

Disaster Housing Assistance Program (DHAP):

The interagency partnership required to provide an effective and efficient continuum of housing assistance is also exemplified in FEMA's interagency agreements (IAA) with HUD to establish the Disaster Housing Assistance Program (DHAP). It is a temporary housing rental assistance and case management program for individuals and households displaced by Hurricanes Katrina and Rita, and more recently Gustav and Ike. The program is administered through HUD's existing infrastructure of local Public Housing Agencies (PHAs). The local PHAs will be designated by HUD to administer the DHAP in their jurisdictions. PHAs will be awarded grants from FEMA to provide rent subsidies to eligible families for a period up to 18 months.

Under the IAA, HUD will act as the servicing agency of the DHAP. The designated PHAs will also provide case management services, which will include a needs assessment and individual development plan (IDP) for each family. The objective of HUD case management services is to promote self-sufficiency for participating families.

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Disaster Assistance Directorate

Critical Mission Function

Emergency Support Function 6

EXECUTION OVERVIEW

As part of the National Response Framework (NRF) review process, the Federal Emergency Management Agency (FEMA) and American Red Cross (ARC) agreed early in 2007 that FEMA would assume Primary Agency responsibilities for the mass care component of Emergency Support Function (ESF) 6 and the American Red Cross would become a Support Agency to ESF 6 with its focus on mass care activities.

FEMA ESF 6 Primary Responsibilities	
Mass Care	<ul style="list-style-type: none"> Mass Care services are provided through a congregate care system that includes sheltering of general populations, feeding operations, and distribution of emergency supplies.
Emergency Assistance	<ul style="list-style-type: none"> These services include mass evacuation support, specialized sheltering to include functional, medical and nonconventional facilities, services to special needs populations, facilitation of family reunification, coordination of donated goods and services, coordination of voluntary organization assistance, and emergency assistance to service animals and household pets.
Housing	<ul style="list-style-type: none"> This assistance, guided by the National Disaster Housing Strategy, includes the housing components of the Individuals and Households Program (IHP), Rental Assistance, Minor Repair Program, Transitional Shelter Assistance (TSA), semi-permanent and permanent construction, and Direct Housing Assistance program.
Human Services	<ul style="list-style-type: none"> Includes the implementation of programs such as Individuals and Households Program, Other Needs Assistance (ONA), The Small Business Administration Disaster loan Program, Crisis Counseling Program (CCP), Disaster Unemployment Assistance (DUA), and Disaster Legal Services, Disaster Case Management, Cora Brown and the coordination of other Federal disaster assistance programs and services.

ROLES AND RESPONSIBILITIES

DHS/FEMA: FEMA coordinates and directs Federal resources to support local, Tribal, and State governments and voluntary organizations in the delivery and execution of mass care, emergency assistance, housing, and human services missions under ESF 6. FEMA also collaborates with voluntary organizations to ensure a coordinated mass care/emergency assistance response.

FEMA has worked closely with ESF 6 partners to develop and implement the National Shelter System (NSS), the National Emergency Family Registry and Locator System (NEFRLS), and the National Emergency Child Locator Center (NECLC).

In addition, FEMA is developing essential operating guidelines and related policies to support the delivery of emergency assistance, including the provision of services to special needs populations and evacuation support for individuals, households, household pets, and service animals.

ESF 6 Partner Organizations and Agencies:

The strength of ESF 6 is in the coordinated efforts and resources of a host of Federal and voluntary

organization partners, with each agency contributing unique recovery resources, services, and subject matter expertise. ESF 6 partner agencies include:

Voluntary Organization Partners:

American Red Cross (Red Cross): The Red Cross provides specially trained liaisons to work daily at designated FEMA field locations. The liaisons provide subject matter expertise on general mass care planning, preparedness, and response activities, as well as support to the National Shelter System (NSS).

The Red Cross also encourages FEMA registration for shelter occupants and the use of the National Emergency Family Registry and Locator System (NEFRLS).

The Red Cross works with FEMA on a national level by promoting cooperation and coordination among national voluntary organizations and appropriate government entities that are engaged in planning the mass care/emergency assistance response to major disasters.

National Voluntary Organizations Active in Disaster (NVOAD):

NVOAD is composed of over 40 member organizations that support mass care, emergency assistance, housing, and human service programs.



Disaster Assistance Directorate

Critical Mission Function

Emergency Support Function 6

Voluntary organizations provide substantial support during both the response and recovery phases of disaster operations. During response, these agencies dedicate substantial material and human resources to the delivery of mass care and emergency assistance services, especially sheltering and feeding those in need and distribution of emergency supplies.

During the recovery phase, NVOAD members devote critical resources to Long-Term Recovery Committee (LTRC) efforts, providing ONA to those affected by disaster.

Federal Partners:

- Department of Agriculture – housing assistance, food, and support to household pets
- Department of Defense – material and human resources to support all phases of the ESF 6 function
- Department of Health and Human Services – assessment teams and expertise in support of special needs populations; CCP program
- Department of Housing and Urban Development – housing services and case management
- Department of the Interior – material and human resources to support all phases of the ESF 6 function
- Department of Justice – financial assistance to individuals that are victims of crime affected by the disaster
- Department of Labor – technical assistance and DUA program
- Department of Transportation – technical assistance
- Department of the Treasury – IRS disaster claims
- Department of Veterans Affairs – housing, medical and other direct services to disaster affected veterans
- General Services Administration – material resources support
- Small Business Administration – housing and personal property loans
- Social Security Administration – human resources support
- U.S. Postal Service – assistance with mail delivery
- Corporation for National and Community Services – human resources support to all phases of the operation

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Disaster Assistance Directorate

Critical Mission Function

Emergency Support Function 14

EXECUTION OVERVIEW

ESF 14 is among the newest emergency support function under the National Response Framework. The mission of ESF 14 is to promote successful long-term recovery for communities suffering extraordinary damages by working in support of state recovery efforts. ESF 14 support consists of technical assistance and available programs and resources of Federal agencies that enable community recovery. The mission is complete when the team has identified and coordinated all potential resources, conducted the necessary impact analyses, and provided support to launch community recovery plans.

ESF 14 was first activated for Hurricanes Katrina and Rita, with subsequent missions in a variety of other States, and most recently the 2008 Midwest Floods and Hurricane Ike in Texas. Recently, FEMA leadership has requested that ESF 14 play a larger coordination role in recovery operations, and has advised FCOs to activate ESF 14 with greater frequency. Both have important implications for staffing requirements.

ESF 14 is in a critical growth stage, in which the capabilities are being built to fulfill its important mandate. The following five activities are essential for making this new ESF mission ready:

2009 CRITICAL ACTIVITIES FOR MISSION READINESS

Activity 1	Strengthen regional staff capabilities, including the appointment of Permanent Full Time staff to conduct long-term recovery operations.
Activity 2	Recruit and train a reserve workforce of ESF 14 Disaster Assistance Employees.
Activity 3	Complete development and piloting of performance measurement system to assess the success of recovery efforts.
Activity 4	Begin building State capability to lead long-term recovery efforts.
Activity 5	Establish a standing Long-Term Recovery Technical Assistance Contract (TAC) that permits ESF 14 to efficiently conduct readiness and disaster recovery operations.

ROLES AND RESPONSIBILITIES

FEMA is the lead agency for ESF 14. The Disaster Assistance Directorate (DAD) is the lead within FEMA. The Program Coordination and Planning Division (PCP) Long Term Community Recovery Branch Chief serves as the National Coordinator for the ESF 14 National Work Group comprised of the four primary agencies (DHS, HUD, SBA, USDA) and 14 support agencies.

Department of Homeland Security (DHS)/FEMA: Provides technical assistance in community, Tribal, and State planning; recovery and mitigation grant and insurance programs; outreach, public education, and community involvement in recovery planning; building science expertise; and natural hazard vulnerability/risk assessment expertise.

DHS/Office of the Private Sector: Provides expertise in private-sector capabilities and services; provides coordination with private-sector organizations.

DHS/Office for Civil Rights and Civil Liberties: Provides expertise in issues related to special needs populations to ensure that they are an integral part of the recovery process.

Department of Housing and Urban Development (HUD): Provides building technology technical assistance, and assistance for housing, community redevelopment and economic recovery, public services, infrastructure, mortgage financing, and public housing repair and reconstruction.

Small Business Operations (SBA): Provides long-term loan assistance to homeowners, renters, businesses of all sizes, and nonprofit organizations



Disaster Assistance Directorate Critical Mission Function *Emergency Support Function 14*

for repair, replacement, mitigation, relocation, or code-required upgrades of incident-damaged property. The SBA also provides loan assistance to small businesses to address adverse economic impact due to the incident.

Department of Agriculture: Provides emergency grants and loans for the agricultural sector; economic and technical assistance for recovery of rural community facilities, businesses, utilities and housing; technical assistance for agricultural market recovery, community planning, and community development; and resource conservation assistance.

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Disaster Assistance Directorate

Critical Mission Function

Individual Assistance

EXECUTION OVERVIEW

Ensures that individuals and families that have been affected by disasters have access to the full range of FEMA programs in a timely manner and that the best possible level of service is provided to applicants in the administration of these programs. This includes developing partnerships with the States, voluntary organizations, the private sector, and other Federal agencies that are delivering similar kinds of assistance.

The Individual Assistance Division is also responsible for managing the operation of the National Processing Service Centers, or NPSCs. The NPSCs are FEMA’s disaster assistance processing facilities and are responsible for: registering applicants for disaster assistance, verifying losses through onsite inspections; processing applications to determine assistance eligibility; and responding to applicant inquiries.

Individual Assistance Program Overviews

The Individuals and Households Program (IHP)	<ul style="list-style-type: none"> ▪ Provides financial help or direct services to those who have necessary expenses and serious needs if they are unable to meet the needs through other means. ▪ Forms of assistance include: Housing Assistance (including Temporary Housing, Repair, Replacement, and Semi-Permanent or Permanent Housing Construction) and Other Needs Assistance (including personal property and other items).
Crisis Counseling Program	<ul style="list-style-type: none"> ▪ Supports short-term interventions with individuals and groups experiencing psychological trauma to large-scale disasters. ▪ These interventions involve the counseling goals of assisting disaster survivors in understanding their current situation and reactions, mitigating additional stress, assisting survivors in reviewing their options, promoting the development and use of coping strategies, providing emotional support, and encouraging linkages with other individuals and agencies that may help survivors recover.
Disaster Legal Services Program	<ul style="list-style-type: none"> ▪ The purpose of Disaster Legal Services (DLS) is to provide legal assistance to low-income individuals who, prior to or because of the disaster, are unable to secure legal services adequate to meet their disaster-related needs. ▪ When the President declares a disaster, FEMA provides free legal help for victims of that disaster. ▪ FEMA utilizes this agreement under the authority of Section 415 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended).
Disaster Unemployment Assistance Program	<ul style="list-style-type: none"> ▪ The purpose of Disaster Unemployment Assistance (DUA) is to provide unemployment benefits and re-employment services to individuals who have become unemployed because of the disaster and are unable to secure regular unemployment benefits. ▪ When the President declares a disaster, FEMA provides unemployment compensation for certain disaster victims through a delegation to the Department of Labor (DOL) and under the authority of Section 410 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended).
Disaster Case Management	<ul style="list-style-type: none"> ▪ The purpose of the Disaster Case Management (DCM) program is to assist individuals or families who have been impacted by a disaster in accessing the resources necessary for their recovery. ▪ FEMA is partnering with Federal, State, and local officials to pilot the delivery of case management services that promote client access to available recovery assistance programs and services and the development of individualized recovery plans.



Disaster Assistance Directorate

Critical Mission Function

Individual Assistance

Emergency Food and Shelter Program	<ul style="list-style-type: none"> ▪ The Emergency Food and Shelter National Board Program (EFS) is a non-disaster Federal program administered by FEMA to provide shelter, food, and supportive services for the nation’s hungry, homeless, and people in economic crisis. ▪ A National Board, chaired by FEMA, with representatives from American Red Cross; Catholic Charities, USA; National Council of the Churches of Christ in the U.S.A.; The Salvation Army; United Jewish Communities; and United Way of America governs the EFS Program. The United Way of America serves as Secretariat and Fiscal Agent to the National Board.
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ROLES AND RESPONSIBILITIES

Headquarters: Is responsible for providing IHP policy and guidance in writing to the NPSCs and Regions and for providing policy and guidance with regard to Disaster Housing Operations (MH/TT Program). Headquarters is also responsible for approving or denying payments for closed disasters.

National Processing Service Centers (NPSCs): NPSCs are responsible for processing all applications for assistance, attending to any questions and concerns of applicants, and maintaining the records of all applicants.

The NPSCs manage multimillion dollar contracts such as Housing Inspections Services and Mail Operations. There are four NPSC facilities (Maryland, Texas, Virginia, and Puerto Rico) nationwide that include only 23 permanent staff. Day-to-day management and operations are supported by an average of 1,100 temporary employees at any given time. More information is provided on page 16.

Regions: The Regions have primary responsibility for administration of the Individual Assistance Programs during Presidential Declarations. These responsibilities include but are not limited to:

- Coordination of the Individuals and Households Program (IHP) Resource mission, including monitoring of the amounts and increments of assistance to be provided.

- Collaboration with the National Coordination Team (NCT) regarding the National Emergency Management Information System (NEMIS) Human Services configuration and set up checklists.
- Provide the NCT with written guidance regarding processing/policy issues.
- Respond to Formal Congressional Inquiries.
- Establish, as required, Disaster Recovery Centers.
- The region is required to inform the NCT in writing of the closing of the Other Needs Assistance (ONA) when the State chooses to process ONA and designate an ONA Coordinator.
- Provide flood maps not available through the National Flood Mapping Service Center.
- A Disaster Recovery Center (DRC) is an accessible facility or mobile office where applicants may go for information about FEMA, disaster-related assistance programs or questions relating to applicant assistance.

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Disaster Assistance Directorate

Critical Mission Function

Public Assistance

EXECUTION OVERVIEW

FEMA's Public Assistance Program assists communities in recovering from the devastating effects of disasters by providing technical assistance and financial grants in an efficient, effective, consistent, and customer-friendly manner. FEMA accomplishes the mission by having experienced, trained, knowledgeable, and friendly staff; well-documented, easy-to-understand, and accessible policies and procedures; timely and transparent decision-making; and a strong partnership with the States. As part of this dedication, FEMA continuously seeks to identify opportunities to improve program delivery.

ROLES AND RESPONSIBILITIES

Public Assistance Program: The Public Assistance Program, as authorized by the Stafford Act, awards cost share grants to assist State and local governments and certain Private Nonprofit (PNP) entities with the response and recovery from disasters. The program provides assistance for the following: Category A-Debris Removal; Category B-Emergency Protective Measures; Category C-Roads and Bridges; Category D-Water Control Facilities; Category E-Building and Equipment; Category F-Utilities; and Category G-Parks, Recreational Facilities, and other items.

Public Assistance Technical Assistance Contract: The PA TACs provide technical assistance in support of FEMA PA disaster operations in the 50 United States, the District of Columbia, Puerto Rico, the Virgin Islands, Guam, American Samoa, and the Commonwealth of the Northern Mariana Islands, and augment FEMA's capacity to respond to natural catastrophes, with emphasis on riverside and coastal flooding, tornadoes, hurricanes, typhoons, earthquakes, and tsunamis, or regardless of cause, any fire, flood, or explosion. The PA TACs provide technical specialists (e.g., architects, engineers, estimators, etc.) to document damages and develop scopes of work and estimates for the repair or replacement of damaged public facilities.

Fire Management Assistance Grant Program: The Fire Management Assistance Grant Program (previously known as the Fire Suppression Program) is administered on a real-time active "incident fire" basis, under which a State submits a request for assistance to the appropriate FEMA Regional Director as a "threat of a major disaster" exists. The entire process is accomplished on an expedited basis and FEMA renders a decision in a matter of hours.

Fire Management Assistance does not require a declaration of a major disaster by the President. Eligible cost includes the following: Field camps and meals; Use of publicly-owned equipment; Use of Federally owned equipment; Tools, materials, and supplies expended or lost; Safety items for firefighter health and safety; Mobilization and demobilization; and Limited prepositioning.

Community Disaster Loan Program (CDL): Community Disaster Loans are available, subject to Congressional funding, to any local government or other political subdivision of the State. The jurisdiction must have suffered a substantial loss (generally in excess of 5 percent) of tax or other revenues as a result of a major disaster and must demonstrate the need for the Federal assistance to perform its governmental functions. Following Hurricane Katrina FEMA provided approximately \$1.3 billion to jurisdictions in the Gulf Coast region. Congress recently approved \$100 billion in community disaster loans for use to assist jurisdictions affected by hurricanes Ike and Gustav.

Debris Management: FEMA's Public Assistance Program is undertaking several efforts and initiatives aimed at improving debris removal operations in the field, and promoting preparedness and increased capability at the State and local level: FEMA sponsored Debris Management Planning Workshops to assist State and local governments in developing FEMA-approved debris management plans. The FEMA Lead Contaminated Debris Interagency Working Group (IWG) has developed an SOP for an Interagency Contaminated Debris Task Force to promote interagency coordination following a CBRNE event. The Debris Estimating Initiative supports the enhancement of the USACE predictive debris model. The Reasonable Cost Study Initiative is evaluating debris management costs across the



Disaster Assistance Directorate

Critical Mission Function

Public Assistance

country to inform a policy strategy to help FEMA, State, and local government applicants establish reasonable costs for debris management. Finally, the Mobile Data Collection Tool Integration Project is developing an integration plan for operational use of tablet PC mobile data collection tools to support debris estimation, situational awareness, and expedited grants based on estimated PW development in FEMA debris operations.

Catastrophic Disaster Infrastructure Plan: This Catastrophic Disaster Recovery initiative began with the development of a Concept Plan (CONPLAN) that presents the strategy for delivering the Public Assistance (PA) Program after a catastrophic event. It provides the framework for obtaining, managing, and delivering PA resources and maximizing their effectiveness in the field. The plan takes into account the devastating effects of catastrophic events and identifies methods, means, and approaches that will work in concert to minimize losses, overcome

resource limitations, and accelerate recovery. Phase 1 concludes with the development of the CONPLAN.

Phase 2 of the Catastrophic Disaster Recovery initiative uses the CONPLAN as a basis for developing additional guidance, training, reports, plans and tabletop exercises. The goal is to develop the plans and procedures, tools, and training that will enable timely and effective recovery in the aftermath of a catastrophic disaster. This phase of the initiative begins to put the plan into action by clarifying roles and responsibilities, plans and procedures that are essential to making the plan operational.

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Disaster Assistance Directorate Critical Mission Function *National Processing Service Centers*

EXECUTION OVERVIEW

Four national centers provide centralized disaster application service to FEMA customers. Known as National Processing Service Centers (NPSCs), these centers house an automated "teleregistration" service, a toll-free phone service through which disaster victims apply for assistance to the Individuals and Households program.

The NPSC computer systems are used to record vital caller data, to order and process inspections, to electronically transmit the data to the numerous disaster aid providers within minutes, and to answer questions from applicants via the "helpline." The computer systems also help assure that each caller is mailed important custom tailored information regarding the types and nearest sources of various forms of disaster aid specific to each caller's needs. Finally, the databases provide a variety of statistical analyses, reporting and tracking services to FEMA and other agencies active in disaster relief.

NPSCs are located in Hyattsville, MD; Trujillo, Alto, Puerto Rico; Denton, TX; and Winchester, VA. Since the first national center opened in 1994, more than 275 major disasters have been processed; with over 2.5 million applications processed and several million calls taken.

ROLES AND RESPONSIBILITIES

Maryland National Processing Center: Provides accurate and timely recovery services to disaster victims through processing applications, reports, registrations, and helpline calls. This location is managed by the Virginia National Processing Center.

Puerto Rico National Processing Center: Is managed by the Texas National Processing Center, and also provides accurate and timely recovery services to disaster victims through processing applications, reports, registrations, and helpline calls.

Texas National Processing Center: Provides technical support and coordinated solutions for efficient staff coverage of forecasted call and case processing workloads for the enterprise, as well as the following activities:

- Increases quality, productivity, efficiency, and overall performance by conducting quality control and individual performance analysis and defining performance standards.
- Conducts internal and external Customer Service surveys and analysis.
- Serves as point of contact for enterprise employee training and credentialing.
- Oversees Puerto Rico facility (Puerto Rico provides most of our Spanish language phone agents and acts primarily as a call center reporting to the TX-NPSC Branch Chief).

Virginia National Processing Center: Manages the NEMIS Innovations and Testing Lab which translates NEMIS enhancements into viable requirements and serves as an interface between user community, software developers, and FEMA information technology (IT) infrastructure support. In addition, the VA NPSC performs the following activities:

- Manages the housing Inspection Services contracts (approximately \$1 Billion/5 years). To support FEMA's housing mission, two contracts were awarded to conduct disaster-related property assessments. The HIS contractors are Alltech, Inc. and Partnership for Response and Recovery (PaRR). Contractor performance is measured with each disaster and performance-based financial incentives or disincentives are applied.
- Serves as point of contact for all NEMIS reports and database development.
- Acts as an information conduit between Headquarters, Regions, JFOs and the NPSCs through the National Coordination Team (NCT).
- Oversees the Maryland facility.

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Disaster Assistance Directorate

Critical Mission Function

Information Management

EXECUTION OVERVIEW

Following the 2004 and 2005 Hurricane Seasons, the need for coordinated information and reporting regarding Disaster Recovery data increased significantly. In response to the demand, the Disaster Assistance Directorate (DAD) created what has become known as the Analysis, Reports & Technology Solutions (ARTS) Branch, Disaster Assistance Support Center (DASC) Division, within DAD.

The mission of the ARTS Branch is to develop, manage, and use innovative solutions to analyze complex data and geospatial information systems, allowing for consistent and agile communication among headquarters, all disaster assistance offices and field units. The ARTS Branch is composed of two sections: Analysis and Reports and Technology Solutions (ARTS).

As the intelligence nerve center for DAD, the ARTS Branch provides the following services:

1. Analysis & Reports on the development of the recovery effort
2. Geospatial Information Systems (GIS)
3. Technology Solutions, including web-based tool development for recovery data collection
4. Mobile Response Team deployment to the field
5. Directorate Special Project Management

ARTS has also become an innovation center and a focus for the current effort to streamline and establish an agency-wide business intelligence effort.

ROLES AND RESPONSIBILITIES

The Analysis, Reports & Technology Solutions (ARTS): The ARTS Branch was founded after Hurricane Katrina to meet the unprecedented demand for analysis and reporting services. It has since become a vital part of the Disaster Assistance Support Center's (DASC) efforts to centralize and manage the needs of the Disaster Assistance Directorate's (DAD) headquarters, field unit, and regional disaster assistance operations office.

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Disaster Assistance Directorate

Essential Improvement

Disaster Assistance Improvement Plan

OVERVIEW

A wide variety of assistance programs are available to disaster victims from across the Federal government, involving the departments of Homeland Security, Treasury, Defense, Justice, Agriculture, Commerce, Interior, Labor, Health and Human Services, Housing and Urban Development, Education, and Veterans Affairs, and also the Social Security Administration, Small Business Administration, Office of Personnel Management, and Office of Management and Budget. The Disaster Assistance Improvement Program (DAIP) was created in the aftermath of Hurricane Katrina to alleviate disaster victim frustration when dealing with multiple Federal disaster assistance programs and to ensure disaster victims receive prompt and efficient access to Federal disaster assistance.

On August 29, 2006, the President issued Executive Order: Improving Assistance for Disaster Victims, directing the Secretary of Homeland Security to lead an interagency task force to improve the promptness and efficiency for disaster victims to obtain access to Federal disaster assistance. The resulting Disaster Assistance Improvement Plan outlines a coordinated strategy to implement a centralized application process for Federal disaster assistance and an information clearinghouse regarding disaster assistance.

Justification for Essential Improvement:

- Disaster victim difficulties understanding and accessing Federal disaster assistance.
- Assistance platforms are not interoperable.
- Assistance programs accessed through multiple, disconnected points of entry.

Integration Points within FEMA:

The Chief Information Officer leads the DAIP Program Management Office, including managing the DAIP budget, IT platform development, and leading the interagency DAIP Working Group. The Disaster Assistance Directorate provides programmatic ownership and expertise of the DAIP. Regional Offices and the Disaster Operations Directorate will integrate the DAIP within disaster field operations.

Risks:

- Funding for the DAIP platform is derived from FEMA appropriations and from interagency contributions.
- Technical and policy synchronization of multiple Federal disaster assistance platforms, including the Federal GovBenefits.gov and FEMA National Emergency Management Information Systems.
- Disaster victims do not possess uniform needs, capabilities, or expectations.

Objective:

To allow citizens to locate all available forms of assistance, to submit a single application that automatically shares information with all participating Federal agencies, and to check an application's status or update information.

Timeline:



Milestones:

- √ Develop Disaster Assistance Coordination Plan
- √ Establish Program Management Office, Inter-Agency Working Group and Executive Steering Committee
- FY 2008** Assess technical and programmatic criteria of assistance platforms
- Develop Data Management and System Security Plans
- Finalize Interagency Agreements
- Approve and procure system development
- Finalize DAIP Strategic Plan
- FY 2009** Deploy integrated DAIP system
- Incorporate additional forms of assistance into DAIP

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Disaster Assistance Directorate Essential Improvement Disaster Assistance Policy and Regulation Improvement Initiative (3-3-10)

OVERVIEW

The 3-3-10 initiative represents updates and improvements in regulations and policies governing three Public Assistance (PA), three Individual Assistance (IA), and 10 policies related to disaster recovery efforts that may be perceived as too prescriptive or bureaucratic. Based on the lessons learned from Hurricane Katrina and subsequent disasters, it is imperative for FEMA to explore every opportunity to provide the most effective assistance to State and local governments.

Public Assistance Regulation Improvements:

- Provide advance funding to local governments, through the State, so they can expedite the initiation of recovery projects and speed the recovery process.
- Comprehensively revise Public Assistance regulations to address post-Katrina business practices, philosophy, and law.
- Achieve limited capability during catastrophic incidents to reimburse State and local governments for the regular- or straight-time salaries and benefits of an applicant's permanently employed staff for the costs incurred on emergency protective measures and debris removal.

Individual Assistance Regulation Improvements:

- Revise the Criteria for Continued Assistance to significantly streamline the recertification process and simplify imprecise "ability to pay" determinations.
- Required that FEMA mission-assign responsibility for Individual Assistance Rental Repair Pilot execution and implementation to the Department of Housing and Urban Development (HUD).
- Clarify and update ambiguous and outdated provisions to be consistent and not impede effective delivery of disaster assistance to applicants.
- Set forth policies and procedures for assisting in transporting relocated disaster victims back to their communities.

Recovery Policy Improvements:

- Reimbursement for Permanent Employee activities in PA.
- Allow PA reimbursement for elevation or replacement costs of eligible public and private, nonprofit facilities.

- Sharing Federal Commodities with States Prior to Declaration.
- Expedited Critical Evacuation Needs Assistance (IA).
- Transitional Sheltering Protocol for the use of hotels and motels.
- Payment of the Cost of Utilities (IA).

Risks:

- Delays in FY 2008 milestones may affect the overall project timeline.

Timeline:



Milestones:

- FY 2008** Develop Regulatory Reform Package
- FY 2009** Initiate and complete formal regulatory notice and comment process

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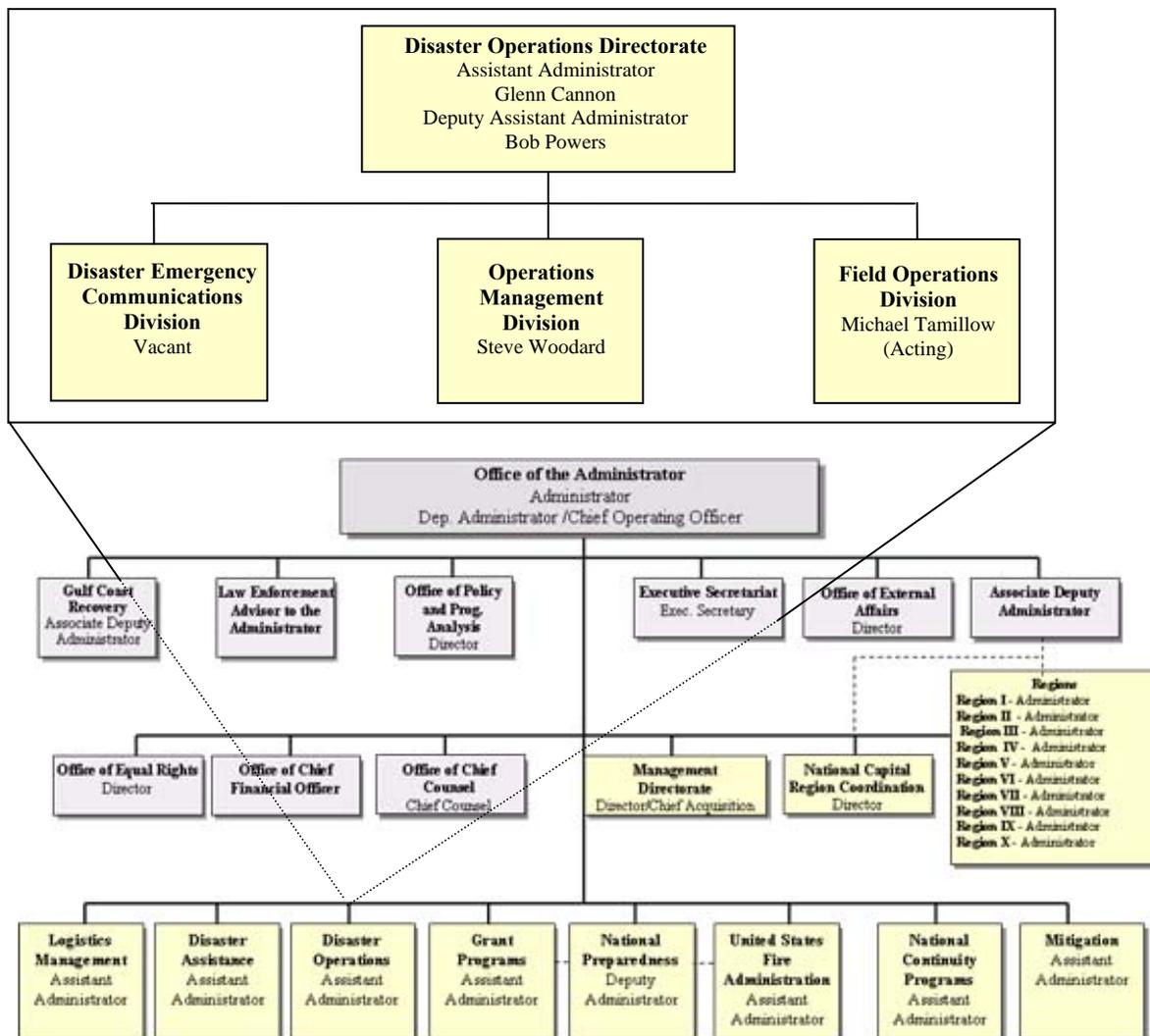
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Disaster Operations Directorate

THIS SECTION CONTAINS:

- Overview of the Disaster Operations Directorate
- Critical mission functions:
 1. Disaster Response
 2. Direction and Control of Disaster Response Activities
 3. Emergency Communications
- Essential improvements:
 1. Incident Management Assistance Teams
 2. Operational Planning
 3. Upgrading the NRCC and RRCCs
 4. Pre-Scripted Mission Assignments
 5. Gap Analysis





Disaster Operations Directorate Overview

MISSION

To coordinate and provide the core Federal disaster response capability needed to save lives, reduce suffering, and protect property in communities throughout the nation that have been overwhelmed by the impact of a major disaster or emergency, regardless of cause.

BUSINESS LINES

Operations Management: Plans, manages, coordinates, and executes capabilities that support disaster response operations, exercises, and special events.

Field Operations: Manages and supports national- and field-level team responses.

Disaster Emergency Communications: Provides tactical disaster emergency communications capabilities to support all-hazards disaster response and national security emergency requirements.

KEY PLANNING INITIATIVES

Operational Planning: Responsible for development of hazard-specific contingency plans, coordination of operational level all-hazards contingency plan execution, and forecasting and analyzing potential events and trends. Incorporates planning for hurricanes, pandemic influenza, anthrax attacks, and nuclear attacks, in addition to planning for other specific hazard scenarios and special security events.

Catastrophic Disaster Response Planning Initiative: Geographic-specific catastrophic planning and disaster readiness initiatives focusing on several areas: Southeast Louisiana, the Eight-State New Madrid Seismic Zone, the State of Florida, the State of California, the State of Nevada, and the State of Hawaii. Initiative identifies high risk areas, examines loss estimates, assesses current disaster response capabilities, identifies anticipated response shortfalls, and develops Federal, State, Tribal, and local comprehensive planning strategies.

Evacuation Planning: Development of overall guidelines to enable evacuation of large numbers of people in incidents requiring a coordinated Federal response. Focuses on synchronization of Federal, State, Tribal, and local emergency evacuation plans and requirements; evacuation functions; Agency roles and responsibilities; and integration of Federal, State, Tribal, and local mass evacuation disaster operations support.

RESPONSE ASSETS

Response Teams: See the Disaster Response Critical Mission Function section for response team details.

Mission Assignments (MA)/Pre-Scripted Mission Assignments (PSMA): MAs provide the interagency process to task and reimburse other Federal departments and agencies to provide direct assistance in an emergency or major disaster. PSMA are drafted in advance and therefore facilitate a rapid response. Currently, 236 PSMA are developed in coordination with 33 Federal departments and agencies.

Pre-positioned Equipment Program (PEP): Standardized equipment sets prepositioned in eight geographic areas to support States and localities in WMD and other disaster events. PEP Pods include the following equipment: personal protective, decontamination, detection, technical search and rescue, law enforcement, medical, interoperable communications, and other emergency response equipment. Eleven PEP Pods are mandated by law.

Gap Analysis Program (GAP): See the GAP Essential Improvement section for details.

INTERAGENCY COORDINATION

Emergency Support Function Leaders Group (ESFLG): Disaster Operations holds quarterly meetings with the ESFLG to: facilitate collaborative planning and discussion to ensure interagency coordination and communication; focus on developing strategic, time-sequenced plans for preparedness and response; and ensure ESFs are prepared to execute their SOPs and commence operations consistent with the NRF.

Department of Defense (DoD) Liaisons: DoD has assigned liaisons to FEMA Headquarters to ensure effective coordination of activities. DCOs, supported by DCEs, are also assigned to FEMA's Regions to ensure effective military/disaster response coordination at the regional level. FEMA has a full-time representative at USNORTHCOM to help coordinate disaster planning and response activities.

United States Coast Guard (USCG) Liaisons: To ensure coordination of USCG and FEMA planning and disaster response operations, USCG liaisons are assigned to FEMA Headquarters to provide interagency coordination and facilitate synchronized and effective disaster response operations.

DIRECTION AND CONTROL

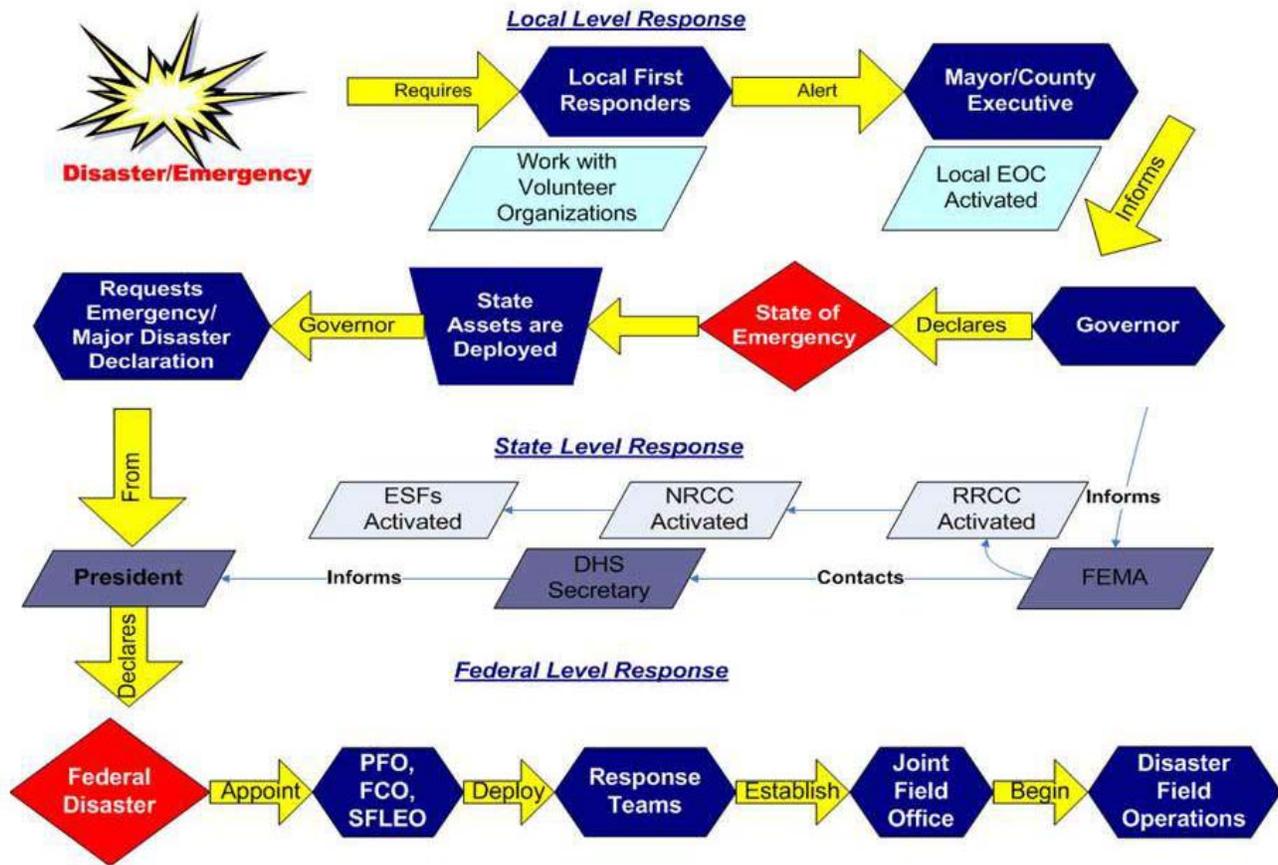
See the Direction and Control Critical Mission Function section for details.



Disaster Operations Directorate Critical Mission Function *Disaster Response*

EXECUTION OVERVIEW

Disaster Response is the execution of immediate actions to save lives, protect property and the environment, and meet basic human needs in the event of an incident.



ROLES AND RESPONSIBILITIES

Incident Management Assistance Teams (IMAT):

Three National and 10 Regional IMAT (these teams will ultimately replace the ERT and ERT-A).

Responsibility: Deploy within approximately two hours. Establish an effective Federal presence that can support State and local incident commanders within 12 hours of notification. Coordinate Federal disaster response activities and provide initial situational awareness. Maintain self-sufficiency for a minimum of 48 hours.

Emergency Response Teams National (ERT-N):

~32 FEMA HQ and regional staff.

Responsibility: Coordinate disaster response activities and deployment of national response assets and

resources, provide situational awareness, and maintain connectivity with key DHS operations centers and components. Help provide the initial staffing cadre for a JFO supporting a major disaster. ERT-Ns have been replaced by National IMAT.

Emergency Response Teams Advanced (ERT-A):

Located in each region, ~25 FEMA regional staff, representatives from ESF departments and agencies.

Responsibility: Deploy in the early phases of an incident. Work directly with States to assess the disaster impact, gain situational awareness, help coordinate the disaster response, and respond to specific State requests for assistance. Establish a presence initially in the State EOC and later help staff the JFO to support the disaster response. ERT-As are being replaced by Regional IMAT.



Disaster Operations Directorate

Critical Mission Function

Disaster Response

Urban Search and Rescue (US&R) Task Forces:

Twenty-eight national US&R Task Forces located throughout the continental United States.

Responsibility: Deploy to assist Tribal, State and local governments in rescuing victims of structural collapse incidents or to assist in other search and rescue missions. Depending on the nature of a pending incident, US&R Task Forces may be pre-positioned.

Nuclear Incident Response Team (NIRT):

Specialized teams managed day to day by the Department of Energy (DOE)/National Nuclear Security Administration (NNSA) and operationally controlled by DHS/FEMA when activated.

Responsibility: Provide expert technical advice and support in disaster response operations and other needs involving nuclear weapons accidents, radiological accidents, lost or stolen radioactive material incidents and acts of nuclear terrorism.

Domestic Emergency Support Team (DEST):

Specialized interagency U.S. government team.

Responsibility: Provide expeditious expert advice, guidance and support to the FBI On-Scene Commander during a WMD incident or credible threat.

Hurricane Liaison Team (HLT):

Responsibility: Enhance hurricane disaster response by facilitating information exchange between the National Hurricane Center in Miami, Florida, other National Oceanic and Atmospheric Administration components, emergency management officials at all levels of government, and other government officials.

Mobile Emergency Response Support (MERS):

See Disaster Emergency Communications Critical Mission Functions.

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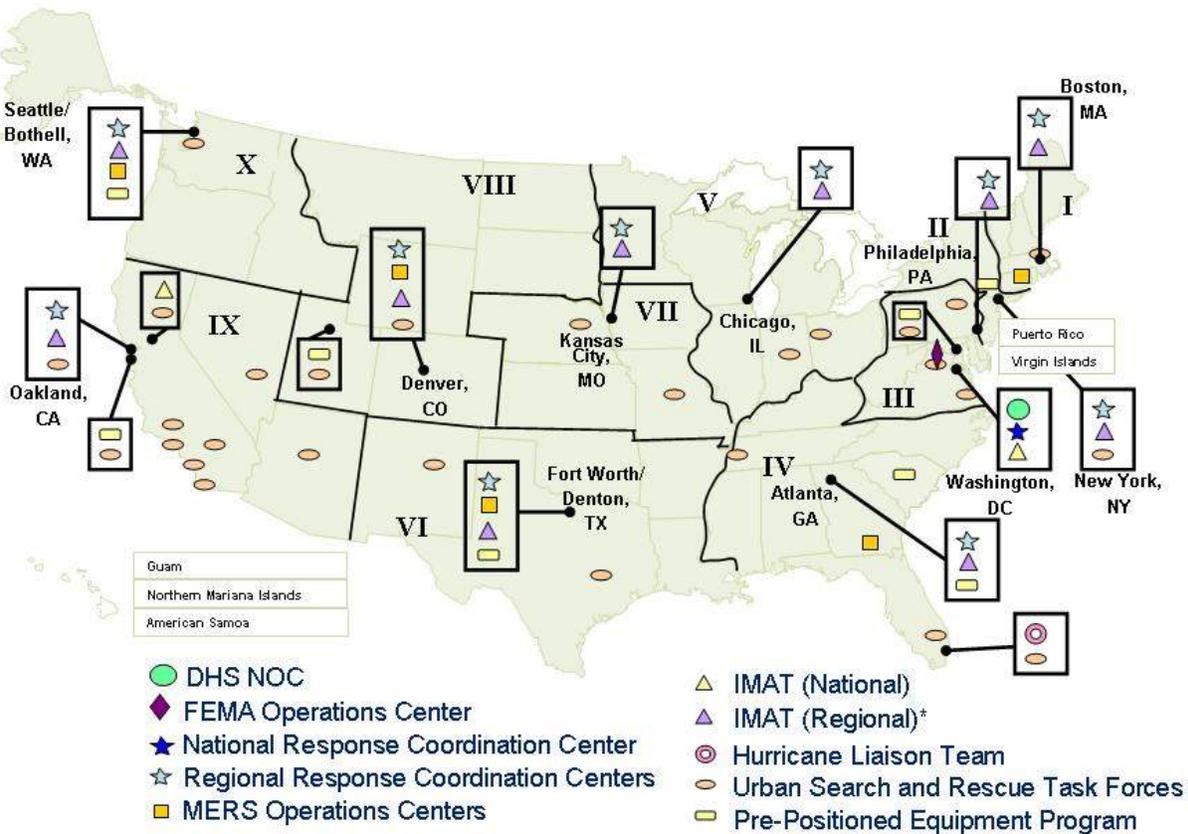
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Disaster Operations Directorate Critical Mission Function *Direction and Control of Disaster Response Activities*

EXECUTION OVERVIEW

Direction and Control of Disaster Response Activities (NRCC, RRCCs, FOC, and MOC): Collectively, the National Response Coordination Center (NRCC) and Regional Response Coordination Centers (RRCC) have three main functional responsibilities: situational awareness, notification/activation, and coordination of response and recovery operational support, focused either nationally or regionally as appropriate. The FEMA Operations Center (FOC) supports the NRCC with a 24/7 watch, implements myriad notifications, and activates emergency management staff. The MERS Operations Centers (MOC) provide 24/7 support to deployed MERS detachments and support the FEMA Regions. Each MOC serves as an initial point of contact for Federal, State, and local governments; receiving, processing, managing, and disseminating critical command and control information before, during, and after a crisis or incident. The MOC is an integral part of the FEMA information management system for all-hazards response operations.



*All Regional IMATS will not be fully established until 2010. See IMAT Essential Improvement section for details. ERTs and FIRSs will be replaced by IMATs and are not shown on this map.



Disaster Operations Directorate

Critical Mission Function

Direction and Control of Disaster Response Activities

ROLES AND RESPONSIBILITIES

National Response Coordination Center (NRCC):

Multiagency team operating from FEMA Headquarters that functions as the operational component of the DHS National Operations Center (NOC).

Responsibility: The NRCC coordinates personnel and resource deployments to support disaster operations and prioritizes interagency allocation of resources. It also maintains situational awareness linkages with regional, State, and local partners and a 24/7 watch team.

Regional Response Coordination Center (RRCC):

Regionally based (in all 10 Regions) multiagency coordination centers that perform a complementary role to NRCC.

Responsibility: Provide situational awareness information, identify and coordinate response operations and requirements, perform capabilities analyses, and report on status of Federal disaster response. Deploy staff to initiate Federal support, facilitate initial delivery of goods and services, and facilitate “in-theater” interagency resource allocation and coordination.

FEMA Operations Center (FOC):

Centralized point of management to collect, analyze, and disseminate time-critical information to key emergency management decision-makers in support of mission requirements.

Responsibility: Actively supports the NRCC 24/7 by providing warnings and notifications about domestic and world-wide events, facilitating information flow between FEMA and NRF partners, and reporting information to FEMA and DHS staff about all-hazards events.

MERS Operations Centers (MOC):

Responsibility: The MOCs provide 24/7 support to deployed MERS detachments and support the FEMA Regions. Each MOC serves as an initial point of contact for Federal, State, and local governments; receiving, processing, managing, and disseminating critical command and control information before, during, and after a crisis or incident. The MOC is an integral part of the FEMA information management system for all-hazards response operations.

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Disaster Operations Directorate

Critical Mission Function

Emergency Communications

EXECUTION OVERVIEW

Disaster Emergency Communications – Designed to improve tactical disaster emergency communications (DEC) and interoperability capabilities of the Agency to support all-hazards disaster response and national security emergency requirements.

STEP	ACTION ITEM
Immediate	In the event of a disaster, FEMA’s Disaster Operations Directorate provides the initial mission guidance to operational emergency response teams and Mobile Emergency Response Support (MERS) detachments with specific deployment instructions. (During a no-notice response to the detonation of a nuclear device in the U.S., the MERS System would immediately deploy rapid response communications teams.)
4 hours after receipt of the initial notification	Telecommunications specialists could be tasked to deploy medium communications support package consisting of lightweight portable transmission and satellite systems.
12 hours after receipt of the initial notification	<p>The initial deployment teams arrive equipped with several personal communications devices that ensure connectivity with the NRCC, as well as any forward command and control nodes supporting the operation on the ground in the disaster area.</p> <p>While the small emergency response teams are deploying, “large-scale” communications systems can be deployed from home stations to DoD aerial ports of debarkation and to predetermined locations in the incident area. The larger communications systems have the ability to provide high bandwidth (T-1s) and provide voice, video, and data networked services to first responders at the Federal, State, and local levels as well as to Federal Interagency partners. Additionally, the larger systems may serve as temporary Area Command Centers or JFOs for a period of up to 96 to 120 hours after deployment.</p>

ROLES AND RESPONSIBILITIES

Disaster Emergency Communications:

Responsibility: Design, staff, and maintain a rapidly deployable, responsive, interoperable and highly reliable emergency communications capability using the latest commercial off-the-shelf voice, video and data technology.

Mobile Emergency Response Support (MERS)

System:

Responsibility: Provide mobile telecommunications capabilities and life, logistics, operational and power generation support required for the onsite management of disaster response activities.

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Disaster Operations Directorate Essential Improvement *Incident Management Assistance Teams*

OVERVIEW

The Incident Management Assistance Teams (IMAT) present a highly mobile, responsive, and self-sufficient capability of qualified and experienced Federal emergency management personnel and resources for FEMA to immediately deploy in support of any all-hazard incident response in the nation. The new capability represents an evolution in Federal responses, providing an early Federal coordination presence on the ground to facilitate and coordinate accelerated Federal assistance in support of State, Tribal, and local governments. The IMAT is maintained as a dedicated, cohesive unit that functions, prepares, and operates as a unit, and continuously engages in steady-state coordination with State, Tribal, and local governments and their Federal counterparts. The IMAT is unlike its predecessor emergency teams, which depended on the requirement to “pull” personnel from their primary jobs within the Regional Offices and Headquarters to form response teams.

These new teams are replacing the existing Emergency Response Teams (ERT) at the national and Regional levels and the Federal Incident Response Support Teams (FIRST). Three National and 10 Regional IMAT will have the capability to deploy within approximately two hours and establish an effective Federal presence that can support the State, coordinate Federal activities and provide initial situational awareness within 12 hours of notification. Each IMAT will be led by a credentialed Federal Coordinating Officer (FCO) and help establish the Joint Field Office (JFO).

Justification for Essential Improvement:

- The IMAT fulfills the mission of “Regional Office Strike Teams” set forth by section 611 of the Post-Katrina Emergency Management Reform Act (PKEMRA).
- The requirement to establish an early Federal support and coordination presence in anticipation of, or immediately after, any type of event.
- Objective 1.8 in the FEMA Strategic Plan: Maintain a high level of FEMA readiness to respond to disasters and emergencies.

Integration Points within FEMA:

DoD is the program manager of the entire IMAT capability, ensuring that it remains a mission-ready national asset, while DoD or the Regional Office maintain operational control over the National or Regional IMAT, respectively.

The IMAT enables the early performance of disaster response, mitigation, public information, and recovery responsibilities as ‘forward extensions’ of the program offices at Headquarters and the Regions; thus requiring substantial coordination with such offices during both disaster and steady-state operations.

Risks:

- Availability of funding, facilities, and personnel
- Clarity of Regional and headquarter program office roles and responsibilities

Timeline:



Milestones:

- ✓ Establish one National IMAT (East), one National IMAT (West) and three Regional IMAT (Regions IV, V, VI)
- ✓ Establish a second National IMAT (West) and fourth Regional IMAT (Region II)
- FY 2009** Establish additional Regional IMAT (Regions II and VII)
- FY 2010** Establish the remaining five Regional IMAT (Regions I, III, VIII, IX, X)
- FY 2011** Establish a third National IMAT (Central)

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Disaster Operations Directorate Essential Improvement Operational Planning

OVERVIEW

An Operational Planning Branch has been created to lead the development of DHS and FEMA hazard-specific operational contingency plans. Operational planners forecast and analyze potential events and trends, coordinate execution of all-hazards contingency operations, develop National and Regional operational planning guidance, and facilitate/conduct regional evacuation planning.

During disaster response, operational planners assist the NRCC Activation Team in conducting crisis action planning to maintain situational awareness, focusing on planning for the next 24-hour period and beyond the current operational period. Operational planners assess information and intelligence to develop refined situational awareness with respect to emerging threats, events, conditions, and warnings using all available resources.

Justification for Essential Improvement:

- Operational Planning is a core competency of FEMA. It encompasses the full spectrum of the planning process, ensuring continuity between long range planning, current operations planning, and field element incident action planning. This ensures alignment of both near- and long-term operational objectives, mission assignments, and resource allocation.
- Operational Planning enhances the ability to proactively plan for real events by coordinating vertical and horizontal operational planning spanning the interagency community and all levels of government.

Integration Points within FEMA:

The FEMA National Preparedness Directorate and the DHS Incident Management Planning Team (IMPT) are key integration points. (The hazard-specific operational contingency planning is being carried out in accordance with HSPD-8 and the Integrated Planning System (IPS)).

Risks:

- Inefficiency/duplication if effective coordination by DHS and National Planning doctrine is not ensured.
- Inefficiency/duplication if effective coordination with DHS Office of Operations Coordination is not ensured.
- Inefficiency/duplication if effective coordination with other catastrophic planning entities within FEMA is not ensured.
- Success of the improvement is dependent upon the effective management of the new IPS.

Timeline:



Milestones:

- ✓ (2007) 15 operational planners were hired at FEMA Headquarters
- ✓ (2008) Regional planners have been and continue to be hired. Planner positions have been filled in eight Regions. These planners will coordinate and facilitate development of Federal, State, and local plans.

FY 2009 Hiring of additional operational planning staff to provide greater depth and capability to prepare operational plans and conduct crisis action planning. Development and completion of hazard-specific plans such as hurricane, Terrorist Use of Explosives, Improvised Nuclear Device, Bio Attack, Radiological Dispersal Device, etc.

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Disaster Operations Directorate

Essential Improvement

Upgrading the NRCC and RRCCs

OVERVIEW

The goal of this essential improvement is to enhance incident and information management and coordination through professional, dedicated 24/7 NRCC and RRCCs. This includes upgrading the capability of the NRCC to immediately process, receive, and share sensitive, classified material, ultimately with the capability to operate at the TS/SCI-level.

Justification for Essential Improvement:

- In order to perform its disaster response mission, FEMA maintains disaster response operations centers, teams and assets that play a key part in coordinating and providing disaster response assistance. It is imperative to continually review and ascertain technological capabilities and facility features to enhance:
 1. Situational awareness,
 2. Common operating picture capabilities, and
 3. Equipment compatibility with various Federal, State, and local operations centers and other emergency management partners.
- In accordance with the Post Katrina Emergency Management Reform Act (PKEMRA), FEMA is upgrading the NRCC Watch Area to operate at the Secret-level in an all-hazards environment, to ensure interoperability with the law enforcement, intelligence, and military communities.
- This improvement correlates directly with Objective 1.8 in the FEMA Strategic Plan – Maintain a high level of FEMA readiness to respond to disasters and emergencies.
- This improvement raises the NRCC and RRCCs to a level of service comparable to other “industry standard” operations centers (e.g., 911 Call Centers, State Emergency Operations Centers, etc.), which maintain a 24/7 watch.

Integration Points within FEMA:

NRCC and RRCC coordination functions impact/involve all FEMA components because of their disaster response responsibilities. The major FEMA Directorates and Offices are all more or less impacted during disaster operations because these entities provide staff to and/or directly or indirectly support the NRCC and/or RRCCs.

Risks:

- Funding Availability
- Availability of trained staff

Timeline:



Milestones:

- √ NRCC transformed into a true 24/7 coordination center
- √ NRCC’s IT capabilities strengthened
- √ Connectivity with the DHS National Operations Center (NOC), Emergency Support Functions (ESF) operations centers, and Joint Field Office (JFO) improved
- FY 2008** Complete engineering study to upgrade the NRCC and RRCCs.
Hire two new Watch Analysts per Region to provide 12/7 watch capabilities in RRCCs.
Upgrades to the RRCCs physical facilities, information technology and audio visual capabilities.
- FY 2009** Complete construction and equipment acquisition of classified upgrades.
Continue staffing upgrades to begin to achieve 24/7 watch capability in all Regions.
Install a new Emergency Management Information Management System (EMIMS).

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Disaster Operations Directorate Essential Improvement *Pre-Scripted Mission Assignments*

OVERVIEW

Other Federal departments and agencies have considerable resources and expertise that are critical in lifesaving circumstances and provide major support to the disaster response and recovery process. A major FEMA responsibility is to identify needs and to task, or “mission assign,” the appropriate agency to fulfill these needs. FEMA uses the Mission Assignment (MA) as the interagency process to task and reimburse other Federal departments and agencies to provide direct essential assistance to support disaster responses. Greater emphasis has been placed on the MA process to include development of Pre-Scripted Mission Assignments (PSMA), a mechanism used to facilitate rapid response, as well as to standardize development of MAs prior to and during disaster operations. PSMA are statements of work and projected cost estimates written prior to an event (e.g., major disaster or emergency) by the Primary Department/Agency of an Emergency Support Function that has been evaluated and mutually agreed upon by FEMA and the Primary Department/Agency designated in a mission assignment.

Justification for Essential Improvement:

- Based upon the lessons learned from Hurricane Katrina, PSMA became a focus area for FEMA. FEMA may choose to preposition Federal teams and resources in anticipation of a request from a State to provide Federal support. The intent behind the PSMA development is to support the “rapid” deployment of Federal assets by having language ready to implement life-saving, life-sustaining activities already agreed to by FEMA and other Federal agencies (which may be directed to provide additional resources and capabilities).
- The development of PSMA supports FEMA Strategic Plan Goal 1, Objective 1.8: Maintain a high level of FEMA readiness to respond to disasters and emergencies.

Integration Points within FEMA:

PSMA have been developed in coordination with 33 departments and agencies as well as with key FEMA offices such as the CFO and Office of Acquisition.

Risks:

None Identified

Timeline:



Milestones:

- ✓ (2006) FEMA had a total of 44 PSMA (with two Federal agencies) in place for support
- ✓ (2008) FEMA increased the number of PSMA to 236 (in coordination with 33 Federal agencies). This support ranges from heavy-lift helicopters from the DoD, to generators from the U.S. Army Corps of Engineers, to Disaster Medical Assistance Teams from HHS, and Emergency Road Clearing Teams from the U.S. Forest Service.
- ✓ (2008) A PSMA Catalogue was released on June 16, 2008 which provides directions for use, contains a listing of all PSMA, and addresses comments received during development of the Catalogue

FY 2009 Release a “Coordinating Draft” of the MA Standard Operating Procedures

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Disaster Operations Directorate Essential Improvement *Gap Analysis*

OVERVIEW

The GAP Analysis was inaugurated for the 2007 Hurricane Season to provide FEMA and its State and local partners in hurricane-prone regions with a snapshot of asset gaps to determine the level of Federal support potentially needed in responding to a Category 3 hurricane. GAP is a critical operational planning component by which visibility of the common operating picture can be derived, analyzed, and used by FEMA and its partners to achieve the highest level of preparedness across the all-hazard emergency spectrum. The Gap Analysis Program was developed using a consistent, national approach to determine asset gaps at the local, State, and national levels. The initial focus in 2007 was on seven areas: debris, interim housing, sheltering, evacuation, commodity distribution, medical, and communication/fuel in 18 hurricane-prone States. The critical GAP Analysis areas were revised/expanded in 2008 to include the following: emergency debris clearance, transportation and evacuation, sheltering/mass care (general population, companion animals, special needs), search and rescue, fuel and emergency power, medical (with HHS), and communications. The primary objective of the program is to strengthen the capabilities of States to reduce their reliance on Federal support by developing creative solutions that leverage the capabilities of State and local jurisdictions and the private sector.

Justification for Essential Improvement:

- Operational Planning is a core competency of FEMA. GAP Analysis directly correlates with operational planning and the overarching related strategic objectives. The GAP Analysis Program aids in ensuring the nation's jurisdictions have adequate plans, programs, and capabilities to effectively address all-hazards and minimize loss of life and property.

Integration Points within FEMA:

Because of the nature of the program, GAP Analysis needs to be coordinated with the National Preparedness Directorate, the Disaster Assistance Directorate, FEMA Regions, and other FEMA components as needed, as well as with other Federal Departments and Agencies and the National Emergency Management Association (NEMA).

Risks:

- Success of the improvement is dependent upon State/Local participation.
- Inefficiency/duplication of effort if coordination with national preparedness capability assessments (e.g., Target Capabilities List) is not ensured.

Timeline:



Milestones:

- Under a Gap Analysis Initiative rolled out by FEMA in 2007, a Gap Analysis tool was developed and implemented to provide FEMA and its partners at both the State and local levels in the hurricane prone regions of the country a snapshot of asset gaps.

FY 2008 Roll-out of the revised program for Hurricane Prone Regions. The Revised Program will have reworked and improved templates to minimize the subjectivity of some of the current questions and be completely web based.

FY 2009 Full roll-out of the revised program for all Regions for all-hazards.

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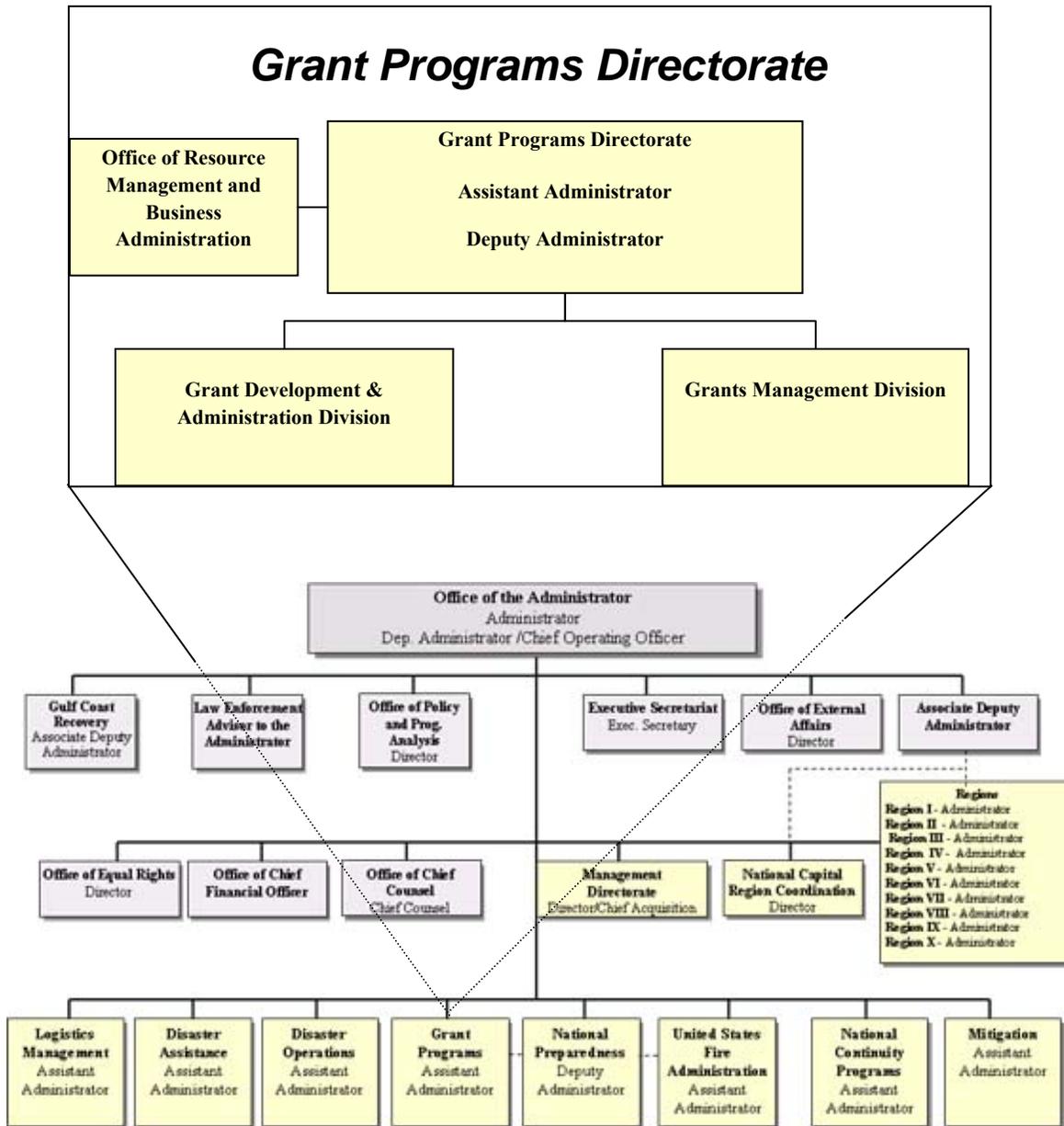
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Grant Programs Directorate

THIS SECTION CONTAINS

- Overview of the Grant Programs Directorate
- Critical mission functions
 1. Federal Financial Assistance Management
 2. Essential improvements
 1. Grant Guidance and Allocation Determinations
 2. Cost-to-Capabilities Assessment
 3. Non-Disaster Grants (ND Grants)





Grant Programs Directorate Overview

MISSION

The Grant Programs Directorate’s (GPD) critical mission is to manage Federal grant assistance to measurably improve capability and reduce the risks the nation faces in times of man-made and natural disasters.

BUSINESS LINES

Grant Development & Administration: Reviews, negotiates, awards, and manages FEMA’s *preparedness* grant portfolio; provides subject matter expertise in response to regional office and stakeholder inquiries; develops grant guidance and formulates risk methodology to support grant allocations; and analyzes investments.

Grants Management: As the one-stop-shop for business management of all FEMA Grants, the Grants Management Division is the driving force for grants management initiatives serving FEMA, its Regions, and the grantee community through the strategic delivery of policy, training, systems, and data analysis. In 2007 alone, the division managed 50 Grant Programs across six FEMA Directorates to total over \$10 million dollars in awarded grants.

DIRECTORATE HISTORY

GPD was formally created on April 1, 2007, in accordance with the Post-Katrina Emergency Management Reform Act of 2006 in order to consolidate the grant operations of all FEMA grants under a single organization. In order to achieve this, the new directorate was formed from three legacy organizations:

- FEMA Grants Management Branch
- DHS Office of Grants and Training – Office of Grant Operations
- DHS Office of Grants and Training – Preparedness Programs Division

In creating a single organization responsible for the financial grants management of all FEMA grant programs, and for the programmatic management of several preparedness programs, the Directorate serves as a “one stop shop” for grants management at FEMA and provides a consistent means of managing grants FEMA-wide.

INTERAGENCY COORDINATION

GPD manages a coordinated relationship with other programmatic offices across the Federal government, including the FEMA CFO, DHS Chief of Procurement, and FEMA Regions to:

- Ensure that all FEMA grant programs are executed in accordance with DHS policy regulations.
- Ensure that all grant dollars are allocated and monitored in accordance with Federal regulations and guidance.
- Better address the needs of stakeholders.

GPD also works very closely with the FEMA Regions with direct contacts in the Regional National Preparedness Division and Regional Management Division. This coordination has established a more robust role for the FEMA Regions in the administration and monitoring of grant programs and serves to facilitate the on-going transfer of selected grant programs and functions to the Regions.

FY 2007 FEMA GRANT INFORMATION

Type of Grants	No. of Awards	Amount
AFG	6,436	\$672,280,341
Preparedness	788	\$3,697,455,785
Disaster Assistance	129	\$5,471,384,499
Non-Disaster Grants	422	\$785,490,791
TOTAL	7,775	\$10,626,611,416

Note: GPD is fiscally responsible for all grants awarded by FEMA.



Grant Programs Directorate Overview

The following provides a list of all FEMA assistance programs.

GPD GRANT PROGRAMS

- Assistance to Firefighters Grant (AFG) Program
 - Fire Prevention and Safety Program (FP&S)
 - Staffing for Adequate Fire Emergency Response Grant Program (SAFER)
- Homeland Security Grant Program (HSGP) State Homeland Security Program (SHSP)
 - Urban Areas Security Initiative (UASI)
 - Metropolitan Medical Response Grants (MMRS)
 - Citizen Corps Program (CCP)
- Transit Security Grant Program (TSGP)
 - Intercity Passenger Rail Security (Amtrak)
 - Freight Rail Security Grant Program (FRSGP)
- Port Security Grant Program (PSGP)
- Intercity Bus Security Grant Program (IBSGP)
- Trucking Security Program (TSP)
- Buffer Zone Protection Program (BZPP)
- Emergency Operations Centers (EOC)
- Operation Stonegarden (OPSG)
- Interoperable Emergency Communication Grants (IECG)
- UASI Non-Profit
- Public Safety Interoperable Communications (PSIC) Program
- Emergency Management Performance Grant (EMPG)
- Driver's License Security Grant Program (DLSGP)

Note: GPD has programmatic and fiscal responsibility over the above grant programs.

NPD PROGRAMS

- National Training Program
- Competitive Training Grant
- Homeland Security Preparedness Technical Assistance
- Systems Support Grant Program
- Chemical Stockpile Emergency Preparedness Program (CSEPP)
- Regional Catastrophic Preparedness Grant Program

U.S FIRE ADMINISTRATION GRANT PROGRAMS

- State Fire Training Systems Grants
- TRADE Grants
- Fire Service Hazardous Materials
- PARADE Grants
- Safe Kids
- Degrees at a Distance Training Assistance

MITIGATION PROGRAMS

- Earthquake Consortium
- National Dam Safety
- Cooperating Technical Partners
- Map Modernization Management Support
- Community Assistance Program – State Support Services Element
- Flood Mitigation Assistance
- Repetitive Flood Claims
- Pre-Disaster Mitigation Competitive
- Hazard Mitigation Grant Program
- Severe Repetitive Loss

DISASTER OPERATIONS PROGRAMS

- Urban Search and Rescue Cooperative Agreements (Activations)
- Urban Search and Rescue Cooperation Agreement (Preparedness)

DISASTER ASSISTANCE PROGRAMS

- Alternative Housing Pilot Program
- Debris Removal Insurance
- Disaster Donations Management
- Katrina Case Management
- Emergency Food and Shelter National Board
- Fire Management Assistance
- Public Assistance
- Crisis Counseling Program
- Individuals and Households - Other Needs
- Case Management (Newly Authorized Program Stafford Act Section 426)



Grant Programs Directorate Overview

DIRECT FEDERAL ASSISTANCE, LOAN AND STIPEND PROGRAMS

- U.S. Fire Administration
 - Reimburse Firefighting on Federal Property
 - Training Assistance
 - NFA Education Programs
 - 9/11 Heroes Stamps
- Disaster Assistance
 - Community Disaster Loans
 - Cora Brown Fund
 - Disaster Unemployment Assistance
 - Disaster Legal Services
 - Disaster Housing Operations for Individuals and Households
 - Disaster Housing Assistance
- National Preparedness
 - System Assessment and Validation for Emergency Responders (SAVER)
 - Commercial Equipment Direct Assistance Program (CEDAP)
 - EMI Independent Study
 - EMI Residential Educational
 - EMI Training Assistance



Grant Programs Directorate Critical Mission Function *Federal Financial Assistance Management*

EXECUTION OVERVIEW

GPD’s mission has been deemed critical because the traditional model of waiting for State and local capabilities to be overwhelmed before Federal assistance is on the scene of a disaster is no longer sufficient. Grants are one of the important means to enhance the nation’s capabilities to prevent, protect against, respond to, and recover from incidents of terrorism or other catastrophic events.

Delivering Assistance through the Regions: FEMA’s new vision has propelled GPD to support the transformation of preparedness and emergency management. This transition includes strengthening the FEMA Regions by moving selected programmatic and financial grants management functions to the Regions. Further, GPD has the critical function of awarding many of FEMA’s nondisaster grant and cooperative agreement dollars.

Overarching National Policy: The preparedness programs administered by GPD support the achievement of the National Preparedness Guidelines and the eight National Priorities to build and sustain capabilities over the long term and the implementation of a common framework grounded in capabilities-based planning. The eight National Priorities include the following:

- Expand Regional Collaboration
- Implement the National Incident Management System and the National Response Framework
- Implement the National Infrastructure Protection Plan
- Strengthen Information Sharing and Collaboration Capabilities
- Strengthen Interoperable and Operable Communications Capabilities
- Strengthen CBRNE Detection, Response, and Decontamination Capabilities
- Strengthen Medical Surge and Mass Prophylaxis Capabilities
- Strengthen Planning and Citizen Preparedness Capabilities

STEP	ACTION ITEM
1	Program Guidance Development
2	Risk Allocation Determination
3	Grant Roll-out
4	Solicitation
5	Application Review
6	Peer or Federal Review
7	Award
8	Congressional Notification
9	Notification of Award
10	Payment
11	Post-Award Grants Management Lifecycle
12	Training of Grants Management Staff
13	Training on eGrants systems

Although each preparedness program has been designed to support a specific purpose, the policy priorities driving each program are mutually reinforcing and ultimately contribute to improving the preparedness across the nation.

ROLES AND RESPONSIBILITIES

Grant Development and Administration Division (GDA): GD&A acts as the executive agent for preparedness grant guidance and is composed of four branches:

- The Assistance to Firefighters Grants Branch manages all aspects of the Assistance to Firefighters Grant Program (AFG), including program administration, programmatic monitoring, peer review, and grant reporting.
- The Transportation Infrastructure Support Branch manages all aspects of transportation grant programs, including program administration, programmatic monitoring, peer review, and grant reporting.
- The Homeland Security Grant Programs Branches (East, Central and West) manage all aspects of HSGP, the Buffer Zone Protection Program (BZPP), Emergency Management Program Grants (EMPG), and the Driver’s License Security Grant Program, including program administration, programmatic monitoring, peer review, and grant reporting.
- The Grant Development Branch acts as the executive agent for grant guidance development for FEMA’s preparedness grant portfolio.



Grant Programs Directorate

Critical Mission Function

Federal Financial Assistance Management

Grants Management Division (GMD): GMD consists of six branches:

- The Systems and Business Support Branch oversees development, implementation, maintenance, user support, and training for the Agency's suite of grants management information systems.
- The Accountability, Management, and Oversight Branch develops and manages Agency-wide grant policies and operating procedures to assist Headquarters program offices and the Regions in the implementation, award and management of FEMA grant programs.
- The Training Branch develops and facilitates grant management training for a wide range of FEMA stakeholders and provides internal professional development support to GMD staff.

- The Operations Branches (East, Central and West) performs pre-award, post-award, and award grant administration functions; and provides procedural and technical business support to award recipients.

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Grant Programs Directorate

Essential Improvement

Grant Guidance and Allocation Determinations

OVERVIEW

FEMA's grant allocation process determines funding for prevention, protection, response, and recovery programs, and develops eligibility documents and final allocations for risk-based grants from terrorism or catastrophic events. The development and approval process of a risk-based methodology was refined for FEMA's FY 2009 risk-based preparedness grants. The formal Risk Management methodology constitutes a formal process for evaluating the impacts of decision-making and evaluating foreseeable problems.

The release of the FY 2009 grant applications and allocations should occur during the transition, which will include the new Urban Area lists, as well as the Transit Tier 1 and Port Groups 1-2 directed allocations. Some allocations should occur (such as EMPG and IPP) during transition, and preliminary discussion of grant allocations under HSGP.

Justification for Essential Improvement:

- Development of FY 2009 funding allocations furthers Goal 2, Objective 2.1, which seeks to formulate and administer financial assistance programs that are aligned with strategic objectives and delivered through a simple and coordinated process.
- Development of this FY 2009 risk methodology and guidance furthers Goal 2, Objective 2.1, which seeks to formulate and administer financial assistance programs that are aligned with strategic objectives and delivered through a simple and coordinated process. The funding for grant programs will be provided in an FY 2009 Appropriations package.

Integration Points within FEMA:

The impact on this initiative includes other DHS programmatic offices, such as the Office of Infrastructure Protection (OIP), Intelligence & Analysis (I&A), U.S. Coast Guard, and the Transportation Security Administration. Other FEMA components impacted include the National Preparedness Directorate and the 10 FEMA Regions, as well as support staff in CFO, Management and the Administrator's Office.

Risks:

Delays in FY 2009 appropriations could cause a delay in release of funding. Release of FY 2009 funding allocations should occur during the transition, based on timelines for each grant package.

Timeline:



Milestones:

- FY 2008** Announcement of funding allocations for FY 2009. (January – June 2008)
Outreach to DHS partners and the field to allow for data review. (July 15, 2008)
Development of FY 2009 draft guidance packages for outreach to other DHS components for input. (August 15, 2008)
Proposed changes to the FY 2008 formula, as well as new data received by top 100 MSAs, prepared for FEMA senior leadership review. (September 1, 2008)
Draft FY 2009 guidance packages with input from DHS partners, prepared for FEMA senior leadership review. (September 15, 2008)
Draft FY 2009 risk methodology and guidance package, cleared by FEMA leadership and sent to DHS leadership. (October 1, 2008)

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Grant Programs Directorate Essential Improvement *Cost-to-Capabilities Assessment*

OVERVIEW

The Cost-to-Capability Grants Assessment will provide a detailed analysis of selected Target Capabilities activities across all grant programs, to determine their effectiveness, as well as develop a requirements definition document that will outline the program plan for an end-to-end system.

The development of a Cost-to-Capabilities Grant Assessment will provide FEMA with a framework for historical analysis of investments made in FY 2003-2007. It will enable continued analysis for future funding, as well as incorporate any changes or improvements in data reporting and provide cost-to-capabilities system requirements.

Justification:

- FEMA awarded over \$19.8 billion in preparedness grants during FYs 2003–2007. Grant programs at this time were administered in multiple locations and did not identify a primary source for responsibility, making analysis of grant program effectiveness difficult. The Cost-to-Capability Grants Assessment will assist in measuring grant program contributions to national preparedness at the portfolio and program levels.
- Preparedness grants were previously only analyzed to determine their effectiveness at the end of the grant program. Analyzing grant programs at the end of a grant does not provide an accurate reflection of grant effectiveness and does not provide identified improvements that are needed to accomplish the goals and objectives of a grant. To identify necessary improvements, FEMA needs to analyze goals and objectives during and after a grant has ended.
- This initiative directly supports the FEMA Strategic Plan Objective 1.8 by ensuring a high level of readiness and preparation for a Federal response to acts of terrorism, natural disasters and man-made crises.
- FEMA has identified a significant challenge for the analysis of the goals and objective for these grant programs from FYs 2003–2007. Each year these grants were awarded, they became more focused, therefore making it difficult to analyze from year to year. The availability and quality of information readily available will be the driving force for measuring the grants.
- The Cost-to-Capability Assessment will help restructure the preparedness program risk analysis of grantees. Grants were awarded based on basic allocations and risk. This assessment will assist in showing where changes are needed in preparedness or capability based on each individual grantee.
- A Cost-to-Capability Assessment of all grant programs will integrate FEMA’s support functions

by identifying areas that need to be improved in order to effectively and efficiently serve FEMA’s priority of becoming an All Hazards Agency.

- The Cost-to-Capability Grant Assessment will also provide FEMA data which will support whether grant funding provided is meeting the goals of each individual grant program.

Integration Points within FEMA:

The analysis provided from this initiative will help the following offices/directorates: FEMA Leadership, Grant Programs Directorate, Office of Chief Financial Officer, and FEMA as an organization. The Cost-to-Capability Grant Assessment will provide FEMA with data to support whether preparedness grant dollars are meeting the objectives of the grant as well as provide areas of improvement to grant stakeholders for grant dollars spent.

Risks:

This task will be funded with existing resources in FY 2008; Funding must be identified for FY 2010.

Timeline:



Milestones:

- FY 2008** Task Planning (3/17/2008)
- Framework Development (4/21/2008)
- Data Collection/Framework Population and Assessment (8/1/2008)
- Completion of Requirement Definitions (10/1/2008)

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Grant Programs Directorate

Essential Improvement

Non-Disaster Grants (ND Grants)

OVERVIEW

This effort has been consolidated into the EMMIE initiative. In 2005, the DHS-wide eGrants Task Force, sponsored by the DHS Management Directorate, used a consensus process to select a modified version of the AFG system (now known as ND Grants) as the platform to consolidate all of the Department's nondisaster grants management functionality into a single eGrants system. The Non-Disaster Grants (ND Grants) System is intended to support the full lifecycle of all non-disaster grants within the Department of Homeland Security. The implementation lead for this effort was given to the former Office of Grants and Training (G&T) and passed to the Grant Programs Directorate with the realignment of G&T into FEMA. ND Grants supports the full nondisaster grants lifecycle and is designed to easily add new grant programs through adaptable content management, workflow, and administrative modules.

Justification for Essential Improvement:

There are a number of key challenges associated with the current FEMA grants management environment that necessitate the ND Grants effort. These include:

- Redundant system and staffing costs associated with maintenance and development of the numerous grant systems currently in use. Annual savings in system costs alone are estimated to be in the millions of dollars.
- FEMA grants are currently managed through a collection of automated and manual systems, which makes developing summary reports of all FEMA grant investments difficult and error prone.
- With the exception of the Assistance to Firefighters and Pre-Disaster Mitigation systems, none of FEMA nondisaster systems currently interface with a financial system. This means that the financial information exchanged between the systems is done through manual, batch processes that frequently result in discrepancies between the various systems that must be reconciled. This has been a consistent negative audit finding of DHS grants management systems.
- None of the current grants management systems interface directly with either DHS preparedness planning systems or with systems designed to measure outcomes achieved through the distribution of non-disaster grant dollars. This makes it difficult to accurately measure the effect of grant expenditures on national preparedness levels. This has been a recurring criticism of DHS grants management by the Homeland Security Council, Congressional Committees, and OMB.
- Beginning with the FY 2009 grants cycle, all Preparedness grants will be managed through ND Grants. Beginning with the FY 2010 grants cycle,

- all FEMA nondisaster grants will be managed through the ND Grants system. Beginning with the FY 2011 grants cycle, the remaining DHS non-disaster grants are planned to be consolidated into the ND Grants system.

Strategic Planning:

- ND Grants will simplify the means by which new grants programs can be made available to the Nation, and therefore supports the DHS Strategic Goal 1.5. A streamlined process will ensure all grants dollars needed to effectively prepare the nation from threats are made available to the State and Jurisdictions with efficiency resulting in reduced costs.
- ND Grants supports DHS Strategic Goal 2.1 and provides a single source for administering and managing all nondisaster grants whereby streamlining the processes and procedures required to distribute grant dollars through FEMA. ND Grants will provide a means for capturing a grantee's investment justification data, which links directly to strategic objectives.
- ND Grants correlates with the DHS Strategic Goal 3.1, as it provides a single entry point to both internal FEMA staff as well as grantees to administer and manage all nondisaster grants. ND Grants will become the repository of data for all nondisaster grants, allowing for more standardized processes for both internal FEMA staff and all of its stakeholders.
- ND Grants correlates with the DHS Strategic Goal 3.1 by consolidating all nondisaster grants into a single platform which is integrated into FEMA's financial system. "Real time" and accurate data will be available at any point in time.



Grant Programs Directorate Essential Improvement *Non-Disaster Grants (ND Grants)*

- ND Grants supports DHS Strategic Goal 4.3, as it will provide FEMA employees the ability to respond quickly and with accuracy to data calls needed by its Executives and to Congress.
- ND Grants will provide a platform by which results of the non-disaster grant programs can be readily accessed, measured, and reported to show success at delivering and administering non-disaster grants. This concept supports Strategic Goal 5.2.

Integration Points within FEMA:

Project success requires integration with a number of FEMA organizations, including:

- Office of the Chief Financial Officer – ND Grants will directly interface with the FEMA financial system (currently IFMIS). Financial system interface requirements and business processes must be provided by OCFO to ensure that the project proceeds on schedule and adequately meets the needs of GPD, OCFO, and our internal and external customers.
- Office of the Chief Information Officer – ND Grants will be deployed and hosted on FEMA systems. This means that the FEMA OCIO will play a major role in the system development life-cycle for this system. OCIO’s active participation and support throughout this project is crucial to its success.
- Beginning with FY 2010, all FEMA non-disaster grants will be managed through ND Grants. This means that all grant-making Directorates within FEMA will need to participate in requirements definition and system testing during FY 2009.

Risks:

- Funding Availability

Timeline:



Milestones:

- ✓ Mission Needs Statement
- ✓ MS Project Schedule
- ✓ Analysis of Alternative Systems (includes: gap analysis, cost-benefit analysis, and risk analysis)
- ✓ Business Process Flowcharts
- ✓ High-level Design Document
- ✓ System Mockups:
<http://ndgrants.reisys.com>
- ✓ Numerous OMB-requested documents related to the PL 106-107 Grants Management Line of Business requirements

FY 2008 Phase I will result in the consolidation of all Preparedness grants into a single grants management system (ND Grants). (September 30, 2008)

FY 2009 Phase II development will focus on the expansion of the grant management system functionality down to State and local grantees and sub-grantees. (September 30, 2009)

FY 2010 Phase III of the ND Grants project will focus on the consolidation of all remaining DHS grants into the single system and on the development of a robust reporting and data warehousing capability for all DHS grants (September 30, 2010)

POINT OF CONTACT

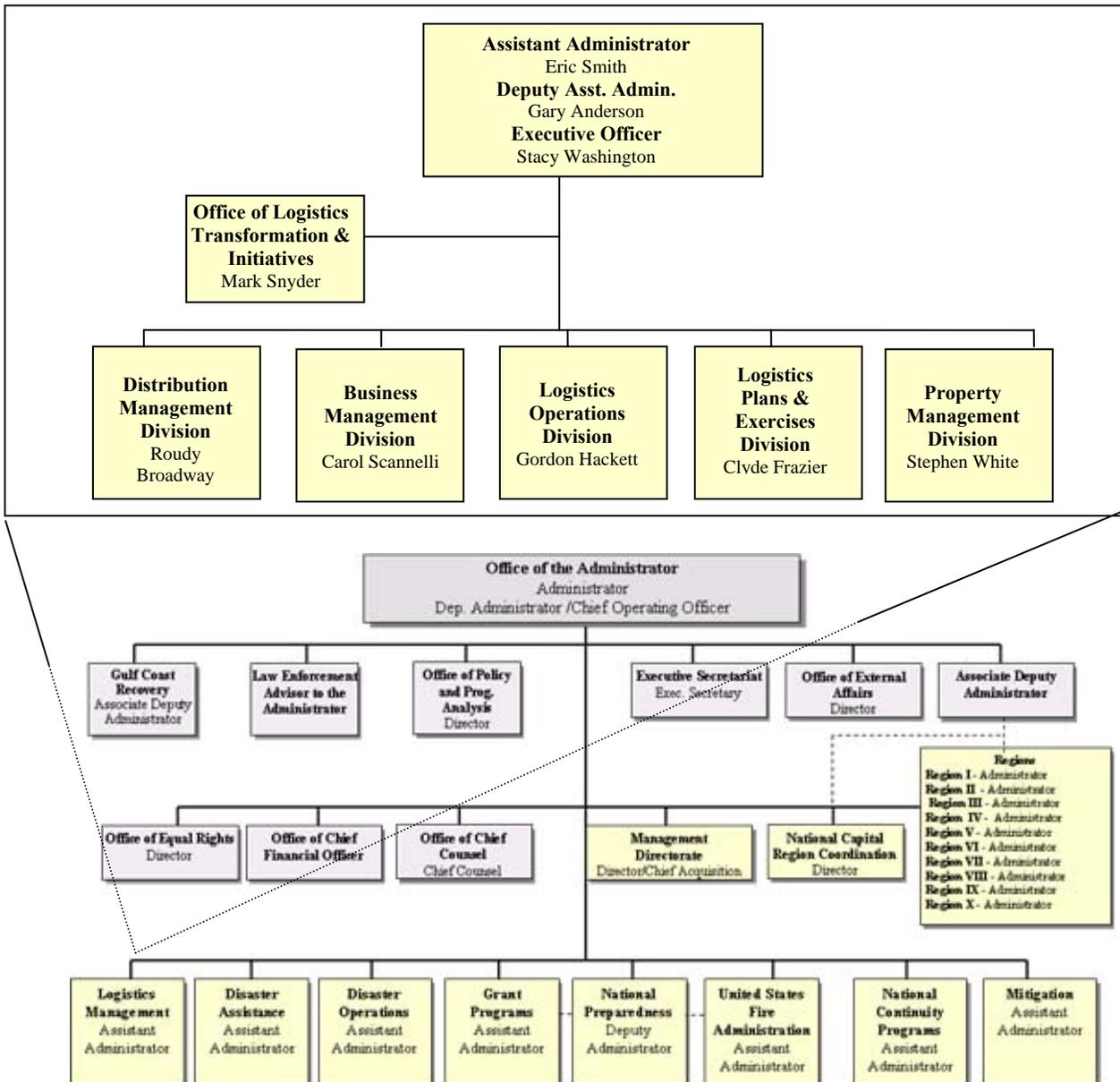
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Logistic Management Directorate

THIS SECTION CONTAINS

- Overview of the Logistics Management Directorate
- Critical mission functions
 1. National Logistics Distribution System
 2. Transportation Services/Evacuation Support
 3. Emergency Support Function 7: Logistics Management and Resource Support
- Essential improvements
 1. Logistics Management Transformation Initiative (LMTI)
 2. National Logistics Coordinator (NLC) Concept
 3. Temporary Housing Unit Storage Program
 4. Distribution Centers Strategic Plans
 5. Regional Logistics Readiness Staffing and Planning
 6. Demonstration Program: Logistics Capability Calculator





Logistic Management Directorate Overview

MISSION

Effectively plan, manage and sustain national logistics response and recovery operations, in support of domestic emergencies and special events – to serve as the National Logistics Coordinator (NLC).

DIRECTORATE HISTORY

The Post Katrina Emergency Management Reform Act (PKEMRA) of 2006, Sec. 636 “requires the FEMA Administrator to develop an efficient, transparent and flexible logistics system for procurement and delivery of goods and services necessary for an effective and timely response to major disasters, acts of terrorism and other emergencies and for real-time visibility of items at each point throughout the logistics system.” As a direct response to PKEMRA, FEMA developed a new organizational structure for logistics management. FEMA elevated logistics organizationally from branch-level to directorate-level, reporting directly to the FEMA Administrator. This new organization is headed by an Assistant Administrator (SES level) appointed in April 2007. FEMA made great strides in transforming its logistics management practices and processes. The Logistics Management Directorate (LMD) is rightsizing inventory levels, has established a fiscally responsible and effective pre-positioning plan and has strengthened relationships with primary Federal partners. These changes have created a more responsive and robust logistics capability. LMD has strengthened its business practices by enhancing its relationships with logistics partners as the single integrator for coordinating national logistics response operations. The preparations for Hurricane Dean and the responses to the California Wildfires and Nevada Floods in 2007, Mid-West ice storms and the West Coast winter storms in 2008 and, most recently, Hurricanes Gustav and Ike, have tested and validated the new business process strategy and emboldened the “National Logistics Coordinator (NLC)” concept.

People: Develop a professional logistics workforce, including regional staff, through hiring, training, credentialing and professional development; foster an accountability and results-based culture.

Customers: Develop collaborative relationships with key stakeholders; foster both horizontal and vertical coordination; develop bottom up requirement process.

Processes: Modernize and integrate the National Supply Chain Network; institute logistics planning to enhance response capability; develop and document key business policy and processes; perform analysis and take systematic approach to task/issue resolution.

Systems: Modernize the logistics system network; upgrade and fully integrate our systems to achieve maximum capability effectiveness.

BUSINESS LINES

Logistics Operations: Manages and executes national logistics command and coordination, tracking and reporting for all-hazards operations utilizing the National Logistics Coordinator concept. Operates the Logistics Management Center, which serves as the central reporting element for the National Response Coordination Center on all logistics operational activities and actions. Stores, maintains and deploys Temporary Housing Units (THUs) and Mobile Disaster Recovery Centers (MDRCs).

Plans and Exercises: Develops and determines strategic baseline planning criteria to provide cohesive and synchronized logistics plans and exercises to achieve both short and long term readiness requirements. Ensures deliberate planning efforts and coordinated ConOps and Plans, resulting in repeatable processes that optimize national logistics response and recovery operations in support of domestic emergencies and special events. Responsible for operations analysis, lessons learned and adaptive planning during incident support.

Distribution Management: Manages a comprehensive supply chain, warehouse and transportation operation using a strategic alliance of FEMA partner agencies to distribute supplies, equipment and services rapidly, effectively and efficiently to support emergencies.

Property Management: Provides management oversight, internal control and technical reviews in the areas of property accountability, reutilization and disposal of disaster supplies and equipment. Implements an enterprise-wide property accounting and asset visibility system designed and implemented to ensure best value.



Logistic Management Directorate Overview

MAJOR CRITICAL INITIATIVES

National Logistics Coordinator (NLC) Concept:

LMD is the Single Integrator for Strategic Logistics Support and coordinates all domestic emergency logistics planning, management and sustainment capabilities.

Total Asset Visibility (TAV) program: This program integrates a suite of systems to provide request, order visibility, order management, in-transit visibility and eventual delivery of assets and commodities.

Key Readiness Contracts: Contracts and Inter-agency Agreements (IAA) that provide an enhanced logistics readiness capability including supplies and services, transportation and asset visibility.

Demonstration Program: Logistics Capability

Calculator (LCC): The demonstration is a congressionally-directed program to form innovative public and private logistical partnerships to improve readiness, increase response capacity and maximize

the management and impact of homeland security resources. The demonstration program is directed at increasing State logistics planning and execution capabilities and collaboration with the Federal government. The concept addresses the necessary systems (both automated and manual processes) needed to facilitate critical logistics information flow and mutual visibility among Federal, State, Tribal and local governments, EMAC, NGOs and the private sector.

Logistics Management Transformation Initiatives

(LMTI): LMTI is the overarching initiative to help transform LMD into a more effective, responsive organization with improved readiness and response capability. LMTI has conducted a comprehensive analysis and assessment of current logistics core competencies and is now supporting numerous transformational initiatives within LMD, while ensuring fiscal prudence, accountability and supporting the NLC concept.



Logistics Management Directorate Critical Mission Function National Logistics Distribution System

EXECUTION OVERVIEW

The National Response Framework (NRF) assigned DHS/FEMA Logistics Management Directorate (LMD) the role of National Logistics Coordinator (NLC). As the NLC, LMD acts as the single integrator for coordinating the distribution of disaster support supplies, services and equipment with its public and private supply chain partners to ensure disaster support supply chains are fully integrated. The national logistics distribution system relies on the collaborative logistics and sourcing decisions based on the available response capabilities of the national logistics partner network using a four-tier approach:

- Tier 1: FEMA Distribution Centers
- Tier 2: Partner owned assets (GSA distribution centers, DLA depots, ARC warehouses)
- Tier 3: Partner procurement capabilities (GSA IAA, DLA IAA, USACE advance contract instruments)
- Tier 4: Private sector (e.g., direct procurement, vendor managed assets)

Locations of partner facilities and water and ice vendors are depicted on the map below. Response capabilities include both available inventory and procurement options. Appropriate sourcing decisions to fill requirements are based on decision factors including necessary quantity, location, availability, distribution requirements, response time and cost.





Logistics Management Directorate Critical Mission Function *Transportation Services / Evacuation Support*

EXECUTIVE OVERVIEW

DHS/FEMA MOU, dated July 1, 2008, realigned roles and responsibilities under ESF 1 (Transportation). Specifically, FEMA assumed responsibility for “managing transportation services and planning and coordinating evacuation transportation services.” The MOU did not change the role of the Department of Transportation (DOT) as the primary and coordinating agency lead for ESF 1 under the NRF. FEMA Logistics assumed full responsibility for performing the mission previously executed by the DOT-managed Emergency Transportation Center (ETC) on December 31, 2007. An interagency Emergency Transportation Center (ETC) Transition Working Group supported this transition of roles from DOT and helped LMD develop its in-house capabilities to acquire transportation services through the General Services Agency’s (GSA) freight tenders program via an Interagency Agreement (IAA)

ROLES AND RESPONSIBILITIES

Logistics Management Directorate:

LMD provides transportation and evacuation service assistance in domestic incident management, including:

- Contracting for passenger and intermodal transportation in support of ESF 1.
- Serve as COTR for evacuation services (Ambulance/Medical Special Needs; Bus; Rail) as follows:
 - Translate functional program requirements into contract language
 - Maintain situational awareness through direct monitoring of contractor performance
 - Coordinate all operational contract related issues to resolution

Federal Partners:

- Department of Transportation
- General Services Administration
- Health and Human Services

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Logistics Management Directorate

Critical Mission Function

Emergency Support Function (ESF 7)

Logistics Management and Resource Support

EXECUTION OVERVIEW

LMD is co-led with the General Services Administration (GSA), of ESF 7, Logistics Management and Resource Support, under the National Response Framework. This strategic realignment provides a comprehensive, national disaster logistics planning, management and sustainment capability that harnesses the resources of Federal logistics partners, key public and private stakeholders and non-governmental organizations (NGOs) to meet the needs of disaster victims and responders. LMD also provides assistance to Federal agencies and State, Tribal and local governments needing resource support prior to, during and/or after incidents that require a coordinated Federal response.

ROLES AND RESPONSIBILITIES

Logistics Management Directorate:

The National Logistics Coordinator centralizes the management of resource support requirements in support of Federal, State, Tribal and local governments including:

- Link with GSA Resources Support to acquire capabilities such as supplies, facilities, equipment, contracting services, personnel and other resources.
- Framework for the integration of internal and external logistics partners through increased collaboration in the planning, sourcing, acquisition and utilization of resources.
- Communication among all service support elements in order to minimize recovery efforts in the impacted area and reestablish State and local self-sufficiency as rapidly as possible.

Management:

Operations — Nationwide Resource Support capabilities are channeled through the National Response Coordination Center (NRCC), the Regional Response Coordination Centers (RRCCs) or the Joint Field Office (JFO). The primary determination of supply and service requirements is made by operational elements at the regional level working with the affected State and tracked at Headquarters.

Planners — Supply chain planning occurs at all levels within the national logistics management process. Strategic planning occurs within LMD supported by General Services Administration (GSA) elements.

Federal Partners:

- General Services Administration

Resource Support:

Management Tools — The following tools are used in support of this critical mission function:

TOOL	DESCRIPTION
Total Asset Visibility (TAV) Program	This program integrates a suite of systems to provide request, order visibility, order management, in-transit visibility and eventual delivery of assets and commodities. The long-term vision for the TAV program is to engage external emergency management stakeholders – from State, local and Tribal governments and other Federal agencies to non-government agencies and vendors – in the entire FEMA supply chain.
Key Readiness Contracts	Contracts and Inter-agency Agreements (IAA) that provide an enhanced logistics readiness capability including supplies and services, transportation and asset visibility.
National Logistics Distribution System	Management, partnership or procurement relationship with commodity and asset distribution centers across the nation.

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Logistics Management Directorate

Essential Improvement

Logistics Management Transformation Initiative (LMTI)

OVERVIEW

Ensuring a synchronized approach to end-to-end Logistics Management requires a fully integrated strategic approach reliant on other Federal agencies, national partners, regional, State and local partners, as well as the private sector. To achieve this, the Directorate has launched the Logistics Management Transformation Initiative (LMTI) to guide and synchronize the long-term strategic direction of logistics transformation in the highly dynamic environment of disaster logistics. Generally the LMTI will:

- *incorporate sound policy and modeling techniques to develop requirements*
- *improve business processes including better horizontal and vertical communication*
- *conduct supply chain analysis of warehousing, optimization planning and modeling*
- *use analyses and assessments of current logistics core competencies to design and support process improvement initiatives*

It is essential that these efforts continue as the Agency readies itself for the next event and continues to evolve into a culture of logistics excellence.

Transformation Description:

- 1. Instead of blindly building storage, contract and distribution capabilities, the LMTI will provide an accurate understanding of resource requirements for FEMA to appropriately invest and improve capabilities where they are needed most.*
- 2. Instead of owning and maintaining vast storage facilities, the LMTI enables FEMA to operate ‘virtual’ warehouses through partnership arrangements to possess the appropriate amount of supplies that the situation requires at the location they are needed and with fewer Federal government capital projects.*
- 3. Through improved databases and tracking processes, the LMTI will enable FEMA to more accurately and efficiently activate, direct and deliver resources.*

LMD is developing a project analysis process for use as a strategic management tool that will assist in managing the work efforts across all of its major programs as it seeks momentum toward performing its overarching mission and achieving its major goals. Using the “fishbone” diagram technique (refer to the diagram on the next page), LMD has identified its overarching mission focus: performing the National Logistics Coordinator role as the single integrator for coordinating strategic logistics support across all national partners. Each major area supporting this goal is shown along the central spine including the major supporting projects. After key leaders prioritize the work areas, resource estimates for time, manpower and funding can calculate and derive overall milestones. Any new projects must be costed out and compared against current projects and priorities to determine impact on achieving or delaying the overarching mission. Similar “fishbone” diagrams are being developed for other major areas.

Justification for Essential Improvement:

This improvement correlates with the following objectives from the FEMA Strategic Plan:

- Objective 1.8: Maintain a high level of FEMA readiness to respond to disasters and emergencies.
- Objective 3.1: Collect and share information on FEMA’s policies, programs and activities with employees, partners and stakeholders on a consistent basis.

- Objective 5.2: Develop a results-oriented business approach that enhances FEMA’s mission success.

Integration Points within FEMA:

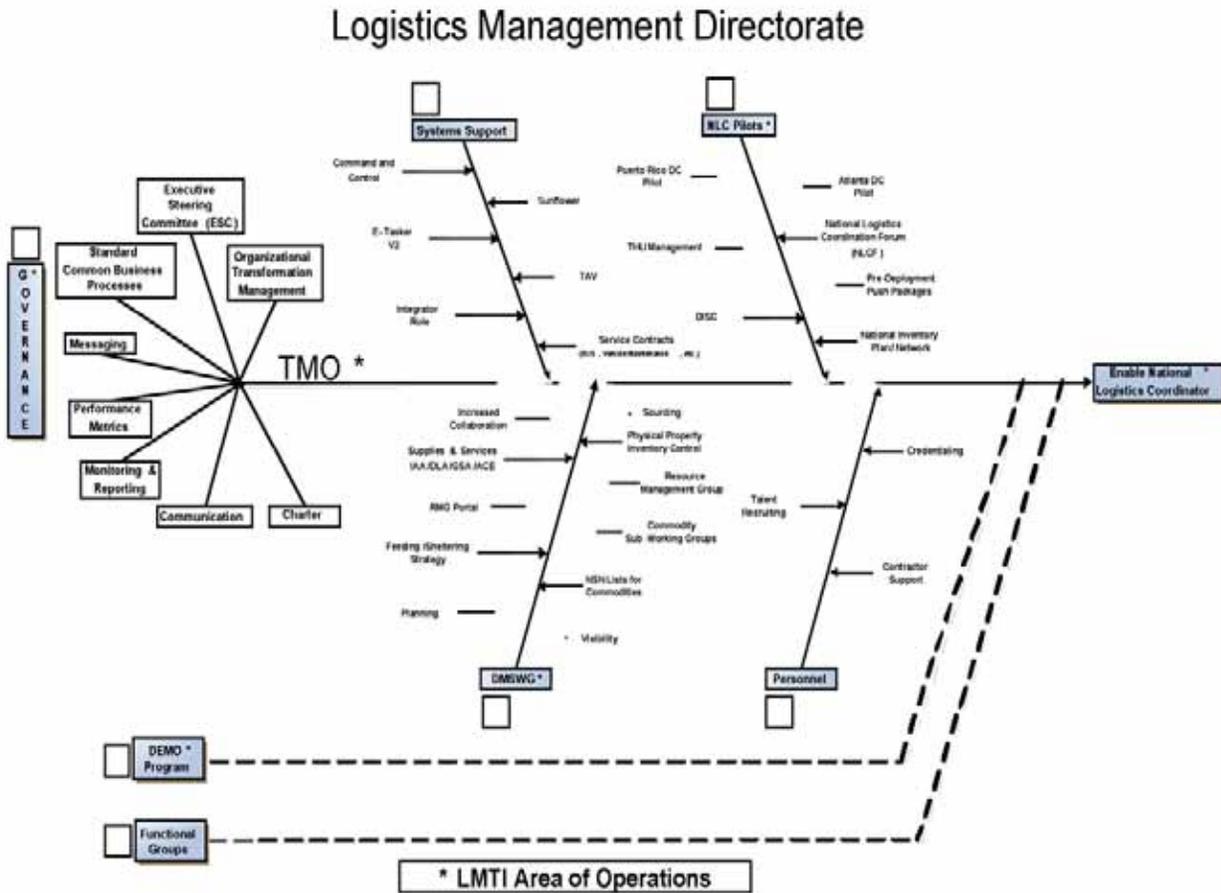
National Preparedness Directorate, Disaster Operations Directorate, Disaster Assistance Directorate, Office of Chief Counsel and Management Directorate, inclusive of Facilities Management and Office of Acquisition Management.



Logistics Management Directorate

Essential Improvement

Logistics Management Transformation Initiative (LMTI)



Risks:

Highly visible program that is mission critical.

Timeline:



Milestones:

- FY 2009** Begin incorporating lessons learned from pilot project into new business practices and processes
- Launch subsequent pilot projects

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Logistics Management Directorate Essential Improvement *National Logistics Coordinator (NLC) Concept*

OVERVIEW

In keeping with PKEMRA requirements for establishing professional and transparent logistics system capabilities, the National Response Framework calls for a fully integrated national logistics system approach, inclusive of State, local and Tribal governments, as well as the private sector. LMD, as the Single Integrator for Strategic Logistics Support, will act as the NLC to coordinate domestic emergency logistics planning, management and sustainment capabilities; promote the strategic logistics collaboration with other Federal agencies, public and private sector partners, non-governmental organizations and other stakeholders; and improve disaster logistics readiness, responsiveness and preparedness for both Stafford Act and non-Stafford Act disasters. This involves:

- *Corporate Sourcing Decisions made before an event occurs and during deliberate planning*
- *Establishing transparent national corporate procedures*
- *Increased automation and visibility at the local, State and national level*
- *Developing meaningful role in disaster logistics for commercial industry partners*

The NLC Forum, comprised of senior leadership, will serve as an umbrella organization for discussion of strategic challenges and empowering integrated working groups to develop solutions across Federal, regional, State, Tribal, private sector, non-governmental and public sector organizations.

Justification for Essential Improvement:

This improvement correlates with the following objectives from the FEMA Strategic Plan:

- Objective 1.1: Build a culture of preparedness across the nation for all hazards.
- Objective 1.2: Conduct, promote and communicate the identification and analysis of risk and capabilities as the basis for action.
- Objective 1.3: Promote physical and economic loss reduction measures.
- Objective 1.4: Engage stakeholders in developing and communicating clear national doctrine and policy, both internally and externally.
- Objective 1.5: Ensure the nation’s jurisdictions have adequate plans and programs to effectively address all hazards and minimize loss of life and property.
- Objective 1.6: Professionalize the national emergency management system and the training that supports it.
- Objective 1.8: Maintain a high level of FEMA readiness to respond to disasters and emergencies.
- Objective 2.2: Improve the delivery of disaster assistance while minimizing opportunities for waste, fraud and abuse.
- Objective 2.3: Effectively lay the foundation to meet the immediate needs of disaster victims and begin community recovery.
- Objective 3.2: Build a robust disaster communications program that provides “real time” reliable information before and during events.

- Objective 5.2: Develop a results-oriented business approach that enhances FEMA’s mission success.

Integration Points within FEMA:

National Preparedness Directorate, Disaster Operations Directorate, Disaster Assistance Directorate, Office of Chief Counsel and Management Directorate, inclusive of Facilities Management and Office of Acquisition Management.

Risks:

- Significant cultural change is required; establishing trust and support for the new approach is critical.
- Credentialing employees is critical — continued financial support is required.

Timeline:



Milestones:

- FY 2009** Conduct additional forum meetings.
Implement recommendations from the demonstration program.

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Logistics Management Directorate

Essential Improvement

Temporary Housing Unit Storage Program

OVERVIEW

The Temporary Housing Unit (THU) Storage Sites Program, also known as Emergency Housing Unit Storage Sites, Program Management Reinvention supports Disaster Assistance Directorate’s Direct Housing Program and requires a well thought out performance-based business model. Because the program was born from necessity following devastating hurricanes, a strategic lifecycle approach was not undertaken when designing the program. With the creation of the Logistics Management Directorate came the development of a strategically centralized yet tactically decentralized approach to this initiative. An atmosphere conducive to waste, fraud and abuse have been replaced with one founded in sound business practice.

Justification for Essential Improvement:

This improvement correlates with the following objectives from the FEMA Strategic Plan:

- Objective 2.2: Improve the delivery of disaster assistance while minimizing opportunities for waste, fraud and abuse.
- Objective 2.3: Effectively lay the foundation to meet the immediate needs of disaster victims and begin community recovery.
- Objective 5.2: Develop a results-oriented business approach that enhances FEMA’s mission success.

Integration Points within FEMA:

Disaster Assistance; Office of Chief Counsel and Management Directorate, inclusive of Facilities Management; Office of Acquisition Management; Office of Chief Financial Office and Gulf Coast Regional Office.

Risks:

- Highly visible, political, labor-intensive and expensive program.
- Formaldehyde lawsuit issues pending.
- Mold remediation initiative.

Timeline:



Milestones:

- FY 2009** Begin closing sites as disposal progresses (have prioritized sites within three geographic areas of responsibility – Field Coordinator East, Central, and West).
- Complete formaldehyde testing.
- Institute THU readiness tracking metrics for asset readiness and THU disposal.

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Logistics Management Directorate

Essential Improvement

Distribution Centers Strategic Plans

OVERVIEW

Essential improvements are underway for a Distribution Centers Strategic Plan and implementation. PKEMRA mandates the establishment of a professional logistics capability. Logistics Management Directorate is working toward a well thought out and performance-based business model which fully utilizes the capabilities and assets of our business partners and commercial industry. The result is an organic capability that is determined based on a National Inventory Plan as well as “virtual capability” from our partners.

Justification for Essential Improvement:

This improvement correlates with the following objectives from the FEMA Strategic Plan:

- Objective 2.2: Improve the delivery of disaster assistance while minimizing opportunities for waste, fraud and abuse.
- Objective 2.3: Effectively lay the foundation to meet the immediate needs of disaster victims and begin community recovery.
- Objective 5.2: Develop a results-oriented business approach that enhances FEMA’s mission success.

Integration Points within FEMA:

National Preparedness Directorate, Disaster Operations, Disaster Assistance, Office of Chief Counsel and Management Directorate, inclusive of Facilities Management, Office of Acquisition Management and Office of Chief Financial Office.

Risks:

- Highly visible program that is mission critical.
- One existing facility (Atlanta) is scheduled to close on or before March 2009 under the BRAC.
- At least one other facility (Puerto Rico) is substandard according to existing OSHA requirements.

Timeline:



Milestones:

- FY 2009** Support pilot warehouse effort to determine optimum warehouse size and operational requirements/configuration. Explore potential for partnership arrangements with private sector. Develop and submit budget requirements for FY 2010. Refine budget estimates for future years FYs 2010–2014 budget. Review and evaluate outsourcing logistics alternatives.
- FY 2010** Develop plan for implementing and integrating the appropriate mix of internal and external support capabilities.

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Logistics Management Directorate

Essential Improvement

Regional Logistics Readiness Staffing and Planning

OVERVIEW

Developing Regional and State capability is critical to a tactically decentralized logistics operation. PKEMRA mandates the establishment of a professional logistics capability as well as a robust logistics capability at the Regional and State level. The Logistics Management Directorate is working toward development of Regional Logistics Readiness Plans that clearly articulate the proposed logistics approach with defined metrics. This requires credentialed Regional logistics personnel with the associated programmatic funding to enable this effort to succeed. To facilitate a seamless approach to logistics and ensure synchronization of logistics processes and procedures between HQ FEMA and FEMA Regions, the Logistics Management Directorate, for FY 2008, allotted fifteen (15) PFT positions among the 10 Regions, as determined essential, including a full-time Logistics Section Chief and Liaison Officers (LNO) at each FEMA Region. The Directorate is seeking to acquire 89 PFT positions to staff out a Regional Logistics Management Division in 2010.

Justification for Essential Improvement:

This improvement correlates with the following objectives from the FEMA Strategic Plan:

- Objective 1.5: Ensure the nation’s jurisdictions have adequate plans and programs to effectively address all hazards and minimize loss of life and property.
- Objective 1.6: Professionalize the national emergency management system and the training that supports it.
- Objective 2.2: Improve the delivery of disaster assistance while minimizing opportunities for waste, fraud and abuse.
- Objective 2.3: Effectively lay the foundation to meet the immediate needs of disaster victims and begin community recovery.
- Objective 4.1: Hire, train and retain a talented and diverse workforce.
- Objective 4.2: Supply the information, support and resources that FEMA employees need to do an outstanding job.
- Objective 4.3: Track key workforce data and institutionalize workforce planning.
- Objective 5.1: Transform FEMA into a respected and professional organization through strong leadership and actively engaging employees in building and strengthening public trust.

- Objective 5.2: Develop a results-oriented business approach that enhances FEMA’s mission success.
- Objective 5.4: Develop, implement and maintain proper internal management controls and training programs to provide results-oriented management of FEMA resources and prevent waste, fraud and abuse.

Integration Points within FEMA:

National Preparedness Directorate, Disaster Operations Directorate, Disaster Assistance Directorate, Office of Chief Counsel and Management Directorate, inclusive of Human Capital, Facilities Management and Office of Acquisition Management.

Risks:

- Highly visible program that is mission critical.
- Regions are understaffed to adequately prepare and support States for future events.

Timeline:





Logistics Management Directorate

Essential Improvement

Regional Logistics Readiness Staffing and Planning

Milestones:

FY 2009 Develop staffing strategies to augment current PFT staffing in the Regions.
Validate and document Region Logistics Mission and Functions.
Continue to train, coach and assist regional logistics personnel.
Integrate LMD Exercise Program with FEMA National Exercise Program (NEP).
Refine Regional Logistics Readiness Plans in coordination with State and local logistics partners.
Align Exercise planning with the LMD After Action Review (AAR) Improvement Plan and schedule.
Validate plans through joint regional, HQ and partner participation in tabletop exercises.

FY 2010 Upon approval, allocate 89 PFT positions among 10 Regions.
Stand up Regional Logistics Management Division.

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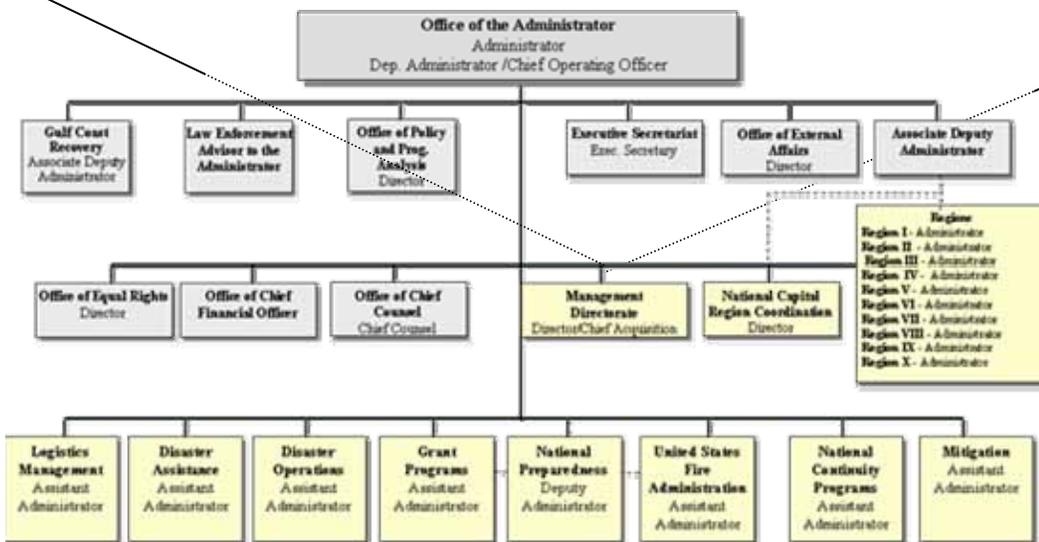
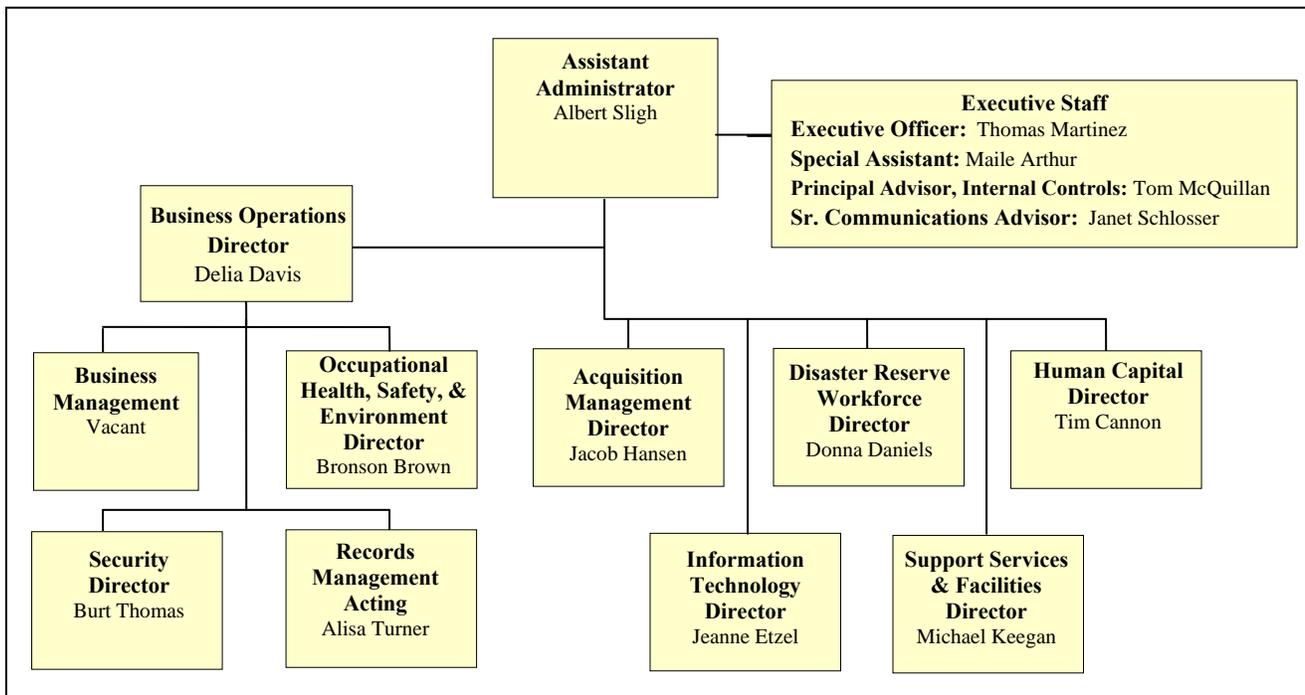
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Management Directorate

THIS SECTION CONTAINS

- Overview of the Management Directorate
- Critical mission functions
 1. Crisis Response Special Air Missions
 2. Information Technology: PRISM Transfer
 3. Information Technology: Enterprise Architecture
 4. Information Technology: Capital Planning and Investment Control Process
- Essential improvements
 1. Personal Property Management
 2. HSPD-12 Smart Card Transition
 3. Support Services and Facilities Management
 4. Establishing the Disaster Reserve Workforce Division
 5. FY 2009 Hiring Strategy
 6. Human Capital Division – BEST Workforce Initiative
 7. Program Management





Management Directorate Overview

MISSION

Provide FEMA with the support to deliver integrated solutions that enhance the Agency's capabilities to achieve its mission.

OVERVIEW

The Management Directorate provides operational services and leadership oversight including:

- Assistant Director, Office of the Director for Management Provides leadership oversight to the Management Directorate mission;
- Human Capital planning, hiring and retention of FEMA's workforce, performance management, employee development, employee benefits and services;
- Acquisition Management for daily operations, as well as disaster operations;
- Records and documents management; processing of Freedom of Information Act requests; managing Privacy Act issues;
- Support Services and Facilities Management – requests building leases; provides printing, publications and reproduction services;
- Security services – including personnel and physical security; badging services; personnel security background checks; and security for FEMA facilities;
- Information Technology Division implements and maintains software applications (custom and COTS); implements and sustains the FEMA network and IT infrastructure; systems certification and accreditation; and telephone and communications services.

Disaster Reserve Workforce Division (DRWD) – Supports FEMA's Reserve workforce through a centralized framework.

BUSINESS LINES

Executive Staff: Provides oversight and assistance to MD Divisions; Manages FEMA's Organizational Assessments Tracking; Coordinates input to FEMA's Legislative Tracking; Manages Coordination of FEMA's Readiness Functions for Disaster Response Activities; Develops Budget Formulation and Coordination; Provides coordination for the Organizational Realignment.

Human Capital Division: Implements strategic human capital initiatives supportive of the Agency's mission, organizational goals and management objectives. Departments include Executive Resources; Talent Acquisition and Processing; Policy, Planning, and Resource Management; Workforce Relations; Worklife Services; Technology Innovations; and Learning and Development.

Acquisition Management Division: Provides full range of acquisition services to FEMA's programs, partners, and the public including investment reviews; responses to legislative requests; policy development; soliciting, evaluating, negotiating, awarding, analyzing, administering, advising on and/or terminating contracts; assisting program offices with acquisition planning, requirements, development and tracking. Departments include Acquisitions Operations, Acquisition Program and Planning, Acquisition Policies and Legislation.

Office of Business Management (OBM) improves the planning, performance, quality, timeliness and efficiency of FEMA programs and the services provided by the Management Directorate. OBM adopts a disciplined approach to planning and execution of FEMA's programs through program management and lifecycle support; planning, implementing, and assessing performance of projects and programs; and standardizing tools and templates.

Records Management Division: Manages the use of information and records, including statutory programs regarding Records Management, Privacy Act, Freedom of Information Act, Information Quality Act, Paperwork Reduction Act, and Federal Advisory Committee Act. Manages the enterprise systems for the collection, preservation, management, and safeguarding of records, correspondence, and historical research material.

Support Services and Facilities Management Division: Provides facility-based policies, products, services, and solutions to support FEMA's all-hazard mission; and manages the leasing, operations, maintenance, and safety of FEMA facilities. Departments include Real Property and Printing.

Occupational Health, Safety and Environment Division: Enhances and promotes the Agency's mission and operations by ensuring leadership, oversight, guidance and direction in the protection



Management Directorate Overview

of life, property and the environment. OSHE is the occupational safety and health technical lead at disaster operations. FEMA Disaster Safety Officers (DSO) are on the Federal Coordinating Officer's (FCO) staff and advise the FCO on all occupational safety and health-related issues. The DSO anticipates, recognizes and controls occupational safety and health hazards, performs job hazard analysis and environmental evaluations, and initial building inspections.

Office of Security: Provides professional and comprehensive security services, programs, and activities designed to protect FEMA personnel, facilities, information, and equipment, including national security requirements. These security services support all fixed facilities and disaster operations nationwide. Departments include Personnel, Information and Physical Security, Disaster Security Operations, Special Security Programs, and Security Training.

Information Technology Division: Enhances and maintains Information Technology (IT) infrastructure; develops and enhances key systems to support operating programs; and increases efficiencies and cooperation across FEMA's divisional and regional lines. Branches include IT Security, Policy & Governance, Enterprise Architecture, Software Development, IT Financial Planning and Contracting.

Disaster Reserve Workforce Division: The Disaster Reserve Workforce Division is established within the Management Directorate and supports FEMA's Reserve workforce through a centralized framework that strengthens force readiness, coordinates the direction and management of Disaster Assistance Employees' (DAE) resources, and guides the professional development of DAE members. DRWD initiatives are being coordinated with the Human Capital Division, Emergency Management Institute, each Directorate and its Cadre Managers, and other key stakeholders who provide critical DAE program support.



Management Directorate Mission Critical Function

Crisis Response Special Air Missions

EXECUTION OVERVIEW

Crisis Response Special Air Missions is the method by which the FEMA Administrator gains access to military passenger transport aircraft. This enables the Administrator to rapidly deploy to the scene of Incident of National Significance or a Presidential declared Emergency or Major Disaster. The Administrator works and travels in an evolving environment of growing threats to the homeland, increasing public expectations regarding the speed and effectiveness of contingency response operations and ongoing modernization of systems that support more collaborative and time-sensitive command and control capability. This changing environment has required the use of specially equipped command and control aircraft by FEMA Administrator.

MISSION EXECUTION

“Required Use” travel is a special category of official travel that allows the use of government aircraft without cost justification for each mission. In accordance with OMB Circular A-126, “Improving the Management of Aircraft” and 41 CFR Chapter 301-10.261 through 264 “Use of Government Aircraft for Travel,” official travel can be designated as “required use” only if there are bona fide communications (e.g., 24 hour secure communications), or security reasons (e.g., highly unusual circumstances that present a clear and present danger), or exceptional scheduling requirements (e.g., a national emergency or other compelling operational consideration) that mandate the use of government aircraft for travel.

ROLES AND RESPONSIBILITIES

Secretary of Homeland Security: In accordance with OMB Circular A-126, the Secretary of Homeland Security (S1) may determine in writing that all, or any portion of, travel performed by a DHS senior official qualifies as required use travel.

On June 2, 2008, the Secretary of Homeland Security determined that all crisis response travel performed by the FEMA Administrator qualifies as required use travel and has provided the FEMA Administrator written blanket authorization for required use travel for crisis response travel. This authorization is based on the expanded statutory response role of FEMA in which the Administrator is the principal advisor to the President, the Homeland Security Council, and

the DHS Secretary; and because the President may have the FEMA Administrator serve as a member of the cabinet in the event of major natural disasters, acts of terrorism or other man-made disasters. There is a statutory requirement for the Administrator to be included in all crisis response consultations that result in a disaster declaration and a growing need to visit or immediately divert to the scene of national emergencies or declared disasters.

FEMA Office of the Administrator: Maintains an MOU with the White House Military Office (WHMO) and the U.S. Air Force (USAF) to provide crisis response travel support using USAF C-37B or other Gulfstream assets. When FEMA is conducting a White House-directed mission, reimbursement may be waived by the White House Deputy Chief of Staff. Otherwise, FEMA must reimburse the USAF for aircraft use, in-flight meals and communications transmittal costs. Because crisis response travel under this MOU is usually done in support of a Presidential declared “Major Disaster” or an “Emergency,” Stafford Act funding may be used for reimbursement. This MOU doesn’t support routine official travel. The Crisis Response Special Air Mission Program is managed for the Office of the Administrator by OAM.

POINT OF CONTACT

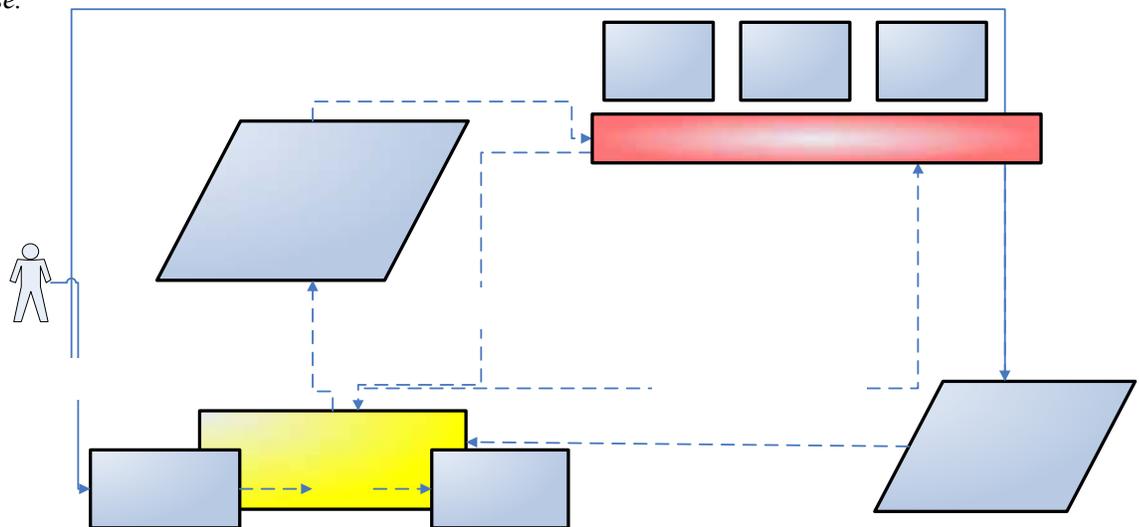
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Management Directorate Mission Critical Function Information Technology: PRISM Transfer

EXECUTION OVERVIEW

The program was part of the DHS mandate to leverage a single DHS-wide procurement solution to perform procurement functions on a single platform to improve data capture capability across DHS. Further, the implementation responds to the DHS Inspector General's report that FEMA lacks a comprehensive IT system for procurements that could provide the capability for reliable real-time reporting. Please refer to the above diagram for a high level overview of the processes PRISM enables in a disaster setting. Nevertheless implementation of PRISM as FEMA's contract writing system was placed on hold in October 2008 after more than a year in development to await the outcome of DHS's Transformation and Systems Consolidation (TASC) competition. Documentation on the development and testing of the interfaces to PRISM has been captured and the system has been decommissioned in order to preserve all of the development activities in the event PRISM remains the DHS system of choice. In the interim, FEMA will continue to use the Automated Acquisition Management System (AAMS) as its contracting writing system. Version 7 was placed into production in December 2008 and is currently in use.



MISSION EXECUTION

The program is part of the DHS mandate to leverage a single DHS-wide procurement solution to perform procurement functions on a single platform to improve data capture capability across DHS. Further, the implementation responds to the DHS Inspector General's report that FEMA lacks a comprehensive IT system for procurements that could provide the capability for reliable real-time reporting.

Please refer to the above diagram for a high level overview of the processes PRISM enables in a disaster setting.

ROLES AND RESPONSIBILITIES

Office of Acquisition Management:

The Director of the Office of Acquisition Management and the Head of the Contracting

Agency provide oversight of the acquisition component of the PRISM system.

The Chief Financial Officer:

The CFO provides oversight of the financial interface to the PRISM system.

The Chief Information Officer:

The CIO provides oversight of the technical implementation, system interfaces, and system reliability and availability.

POINT OF CONTACT

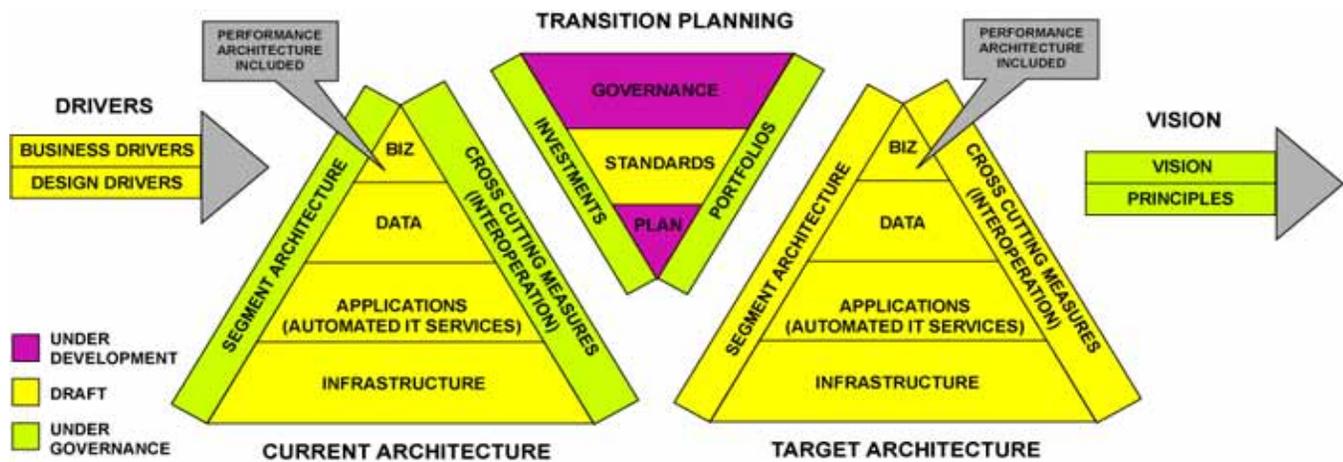
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Management Directorate Mission Critical Function Information Technology: Enterprise Architecture

EXECUTION OVERVIEW

Enterprise Architecture (EA) is the discipline of capturing information about the organization in a formal manner with the explicit intent to support strategic planning, guide information technology investments, promote the better utilization of enterprise resources, and minimize redundancies and waste. In the Federal Government, EA allows Agency officials to plan systems and make investments for greater consistency and efficiency. In short, it is a blueprint or map of the organization that represents its business functions, information resources and IT systems, and how they are related to one another. Typically, the enterprise architecture is developed in accordance with an established framework and contains artifacts that provide both a high level view of the enterprise and a detailed picture of some of the fundamental components of the organization. The largest impact on the enterprise usually comes in the form of being able to share data and business functions with the Department. Without a documented EA, the Agency will not be able to align its investments with strategic goals or to assess its progress against Department goals.



MISSION EXECUTION

Enterprise Architecture provides an integrated framework for describing the relationship between business functions and the technologies and information that support them. This relationship is established through documenting the current architecture, transition planning, and meeting target architecture goals. These three concepts are what drive the alignment of strategy and IT investments.

ROLES AND RESPONSIBILITIES

The Chief Information Officer:

The CIO provides oversight of technical implementation, system interfaces, and system reliability and availability.

Administrator and Deputy Administrator:

The Administrator uses EA analytic products to make investment decisions and to acquire IT services.

Chief Architect:

The Chief Architect develops the Enterprise Architecture so that the technology objectives are aligned with strategic goals.

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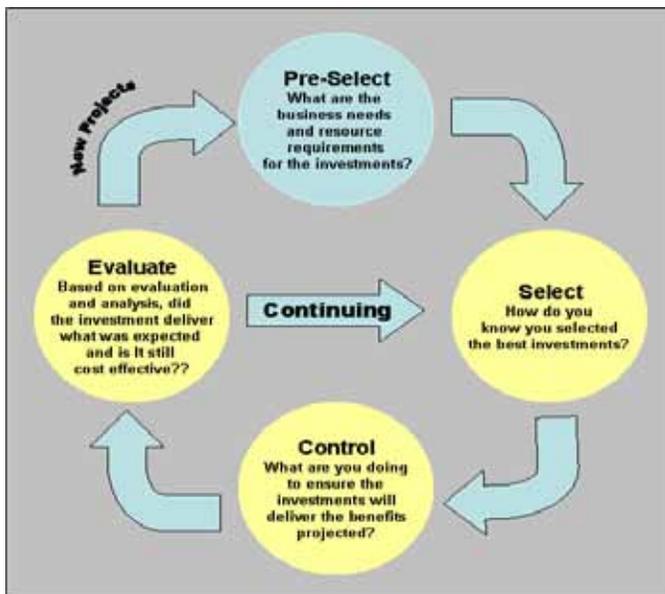
Management Directorate Mission Critical Function *Information Technology: Capital Planning and Investment Control Process*

EXECUTION OVERVIEW

Capital Planning and Investment Control Process is a decision-making process for ensuring that investments integrate strategic planning, budgeting, procurement, and management in support of Agency missions and business needs. The term comes from the Clinger-Cohen Act of 1996; while originally focused on IT, it now applies also to non-IT investments [OMB Circular No. A-11].

MISSION EXECUTION

CPIC ensures that investments are properly integrated with desired capabilities and business functions. CPIC ensures consistent funding to meet programmatic goals. The design of the high-level CPIC process ensures that the Department addresses fundamental questions, as illustrated below, at the appropriate phase of the process.



The first phase, or the **Pre-Select Phase**, is designed to accommodate strategic planning and to ensure FEMA’s strategic goals and objectives are reflected in the CPIC process.

The second phase, or the **Investment Selection Phase**, is the assessment of the current and target architecture, including development investments, existing technology, and the investment portfolio (new, operational, and under development). This phase should also include processes to:

- Evaluate investment proposals, analyze risks, benefits, and costs;

- Prioritize new investments based on program priority, risk, and return; and
- Make investment decisions and establish the annual review cycle in support of the annual programming and budgeting processes.

The **Control Phase** ensures the project is performing within acceptable cost, schedule, and performance parameters through the continual assessment and mitigation of potential risks. Timely oversight, quality control, and executive reviews enable disciplined and consistent process to promote the delivery of quality products and results within scope, on time, and within budget.

In the **Evaluation Phase**, FEMA conducts post-implementation reviews of all major investments that focus on identifying the cause of discrepancies between anticipated versus actual results in terms of cost, schedule, performance, and delivered benefits. In this phase, it is recommended to use lessons learned as a result of post-implementation reviews to improve the existing investment selection and control processes.

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Management Directorate Essential Improvement *Personal Property Management*

OVERVIEW

Based on lessons learned from FEMA’s internal review, GAO audits, and IG inspections, the Agency is re-engineering policies, procedures, and internal controls for personal property management. The Personal Property Management Division provides an effective means to carry out responsibilities, which include accountability, utilization, maintenance, protection, transfer, and the ultimate disposition of personal property. The Property Division has been working in concert with the Logistics Directorate to strengthen personal property accountability across the agency and to modernize FEMA’s Property Management system.

Justification for Essential Improvement:

- Currently, the major Personal Property Management initiative is assisting the Logistics Directorate in the conversion from the Logistic Information Management System (LIMS III) to the Sunflower Systems. (Simplifies asset management tasks through preventative maintenance schedules, shelf-life and re-order point analysis and sophisticated e-mail notifications). When completed, this will allow for full functional integration for many years to come.
- FEMA Personal Property Policy 6150-1. was developed to clarify Accountable Personal Property functions versus the Logistics Directorate’s core customer mission mainly in the commodity area. In addition, the new 6150-1 will help avoid past deficiencies identified by IG/GAO audits.

Integration Points within FEMA:

The Personal Property improvements support Strategic Goal 4 by tracking workforce data and institutionalizing workforce planning and by supplying the information, support, and resources that FEMA employees need.

Risks:

- Availability of funding and personnel
- Clarity of regional offices and headquarter program office roles and responsibilities
- Equipment failure or decline

Timeline:



Milestones:

- Phase I** 2008: Logistics Directorate to begin the Operations & Maintenance phase to prevent equipment failure or decline and to increase efficiency, reliability, and safety.
- Phase II** March 2009: Defining system functionality and feasibility of linking the Total Asset Visibility program with Sunflower and to make both systems link to other FEMA IT systems.
- Phase III** July 2009–2014: Merging of TAV and Sunflower with the rest of DHS/FEMA IT systems, specifically the financial and acquisition software systems, which are undergoing their own upgrades.

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Management Directorate Essential Improvement

HSPD-12 Smart Card Transition

OVERVIEW

The FEMA Security Division is responsible for the protection of FEMA personnel and facilities, during normal and disaster operations. A primary security method is to only allow known and trusted personnel to access FEMA facilities and resources. In addition to employees and contractors, this includes personnel from other Federal, State, or local agencies, or affiliate organizations. Homeland Security Presidential Directive 12 (HSPD-12) requires the development and implementation of a mandatory, government-wide standard for secure and reliable forms of identification. As required by HSPD-12, the Department of Commerce issued Federal Information Processing Standard (FIPS) 201-1, which outlines the requirements for all Federal employees and contractors to be issued a smartcard for access to Federal facilities. FEMA, as a part of DHS, is required to issue FIPS 201-1 compliant smartcards to all qualified employees and contractors.

Justification for Essential Improvement:

- Issuing smart credentials ensures that only properly accredited support workers with electronically authenticated “attributes” or skill sets can enter a designated area to perform specific tasks.
- Employees and contractors are required to get the PIV Card if they a) work for FEMA for more than 180 days; OR b) access the FEMA network to conduct their job requirements. To issue a PIV Card, FIPS 201-1 requires that a National Agency Check with Written Inquiries (NACI), or other approved suitability or national security investigation be initiated. If results of the National Agency Check are not received within five days, the card can be issued based on the results of the FBI National Criminal History Check (fingerprint check).

Integration Points within FEMA:

The FEMA Security Division, Physical Security Branch created a HSPD-12 Program Management Office (PMO) to implement policies, procedures and supporting activities. The PMO coordinates with external stakeholders (DHS, HSPD-12 vendors, etc.) and internal stakeholders (Human Capital Division, Information Technology Support Division, Acquisition Management) to maintain the ongoing progress of the overall program.

The HSPD-12 Smartcard Transition supports the minimization of fraud and abuse by implementing a strong identity verification standard (FIPS 201-1) that requires, at a minimum, a National Agency Check with Written Inquiries, to be submitted for

each new FEMA employee or contractor that meets the minimum requirements. This practice will eliminate unknown or untrustworthy people from becoming FEMA personnel and having access to disaster assistance funds and resources.

Risks:

- Equipment failure or decline

Timeline:



Milestones:

- √ Transition to FIPS 201-1 compliant process for sponsoring new employees and contractors and verifying their identities. Accomplished by the required use of FEMA Form 12-62.
- FY 2008** First PIV cards issued to FEMA employees.
- FY 2009** Permanent fixed facilities transitioned to PIV Card issuance and use for access control.
- FY 2010** Operations & Maintenance support.

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Management Directorate Essential Improvement Support Services and Facilities Management

OVERVIEW

The Support Services and Facilities Management (SF) Division has actively and positively supported the build-out of Agency facility infrastructure during FY 2007 and FY 2008 and will continue to provide this support through FY 2009. Achieving this goal has high impact on SF (and OM), as we have the challenge of providing the facility infrastructure to support this increased staffing. Priority for Agency build-out in FY 2007 and FY 2008 has been for the National Capital Region (NCR), resulting in SF acquiring eight Headquarters satellite facilities. In addition to these activities within the NCR, SF has been actively working on a number of build-out projects throughout the country, including the FEMA Regional Offices. Emphasis has been placed on Regional build-out for the remainder of FY 2008 and for FY 2009.

Justification for Essential Improvement:

- There are several support services SF needs to provide to support the build-out. SF must obtain new facilities through leasing and construction of “build-to-suit” facilities such as the new Agency facilities in Winchester, Virginia, and Hyattsville, Maryland;
- Reconfigure existing space (especially at Headquarters) with the use of systems furniture;
- Provide furniture for newly acquired facilities;
- Conduct safety assessments of newly acquired space to ensure protection of Agency employees; and
- Relocate Agency employees from one facility to another.

Integration Points within FEMA:

These activities are carried out in coordination with many other services that are provided by OM, such as IT infrastructure support, Security background checks, ID badging, and HC personnel processing. In addition to carrying out these functions within FEMA, extensive coordination is required with other Federal agencies such as GSA & OSHA to obtain requisite support.

The build-out supports FEMA Strategic Goals 4 & 5. Associated objectives are as follows:

- Goal 4: FEMA investment in people and people’s investment in FEMA to ensure mission success.
- Objective 4:1: Track key workforce data and institutionalize workforce planning.

- Objective 4.3: Supply the information, support, and resources that FEMA employees need to do an outstanding job.
- Goal 5: A business culture that rewards performance and stewardship and builds public trust and confidence.
Objective 5:3: Instill a culture that is focused—internally and externally—on customer care.

Risks:

- Due to the interdependent nature of these functions, if one deadline is missed, then other schedules may be affected
- Equipment failure or decline

Timeline:



Milestones:

- √ NCR build-out efforts
- FY 2008 Regional build-out efforts
- FY 2009 The Agency build-out is expected to terminate by the end of FY 2009.

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Management Directorate Essential Improvement

Establishing the Disaster Reserve Workforce Division

OVERVIEW

The development of the Disaster Reserve Workforce Division (DRWD) was established in 2008 and the official roll-out took place at the March 25–27 Cadre Managers' Workshop in Emmitsburg, MD. The DRWD's main mission is to develop, deploy, and support a Disaster Reserve Workforce (DRW) ready for the national, all-hazard response needs of FEMA program managers and regional leadership. The DRWD supports the Reserve workforce through a centralized framework that strengthens force readiness, coordinates the direction and management of DAE resources, and guides the professional development of DAE members.

Justification for Essential Improvement:

- To assist in the credentialing and deployment of responders from FEMA's full-time workforce and the Surge Capacity Force.

Integration Points within FEMA:

These activities are carried out in coordination with many other services that are provided by MD, such as IT infrastructure support, Security background checks, ID badging, and HCD personnel processing. In addition to carrying out these functions within FEMA, extensive coordination is required with other Federal agencies, such as GSA & OSHA, to obtain requisite support.

The build-out supports FEMA Strategic goals 4 & 5. Associated objectives are as follows:

- Goal 4: FEMA investment in people and people's investment in FEMA to ensure mission success.
Objective 4:1: Track key workforce data and institutionalize workforce planning.
Objective 4.3: Supply the information, support, and resources that FEMA employees need to do an outstanding job.
- Goal 5: A business culture that rewards performance and stewardship and builds public trust and confidence.
Objective 5:3: Instill a culture that is focused—internally and externally—on customer care.

Risks

- Building a workforce support mechanism for several different types of disaster cadres – each with their unique needs, qualifications, skills, and abilities.
- Integrating disaster reserve workforce professional development with existing ongoing internal and external professional development programs and activities.

Timeline:



Milestones:

- √ Comprehensive workforce assessment completed in 2007 provided over 100 recommendations on ways to transform the legacy Disaster Assistance Employee (DAE) program into a Disaster Reserve Workforce (DRW).
- √ Disaster Reserve Workforce program management office established.
- FY 2008** FEMA evaluates Surge Capacity Force nominations and develops candidate pools (July 2008)
- FY 2008** FEMA coordinates interagency development of training, credentialing, and deployment procedures.
- FY 2009** Phase 1 of joint DRW/Emergency Management Institute credentialing project is completed; 25 JFO position titles covered.
- FY 2009** Phase 2 of DRW/Emergency Management Institute credentialing project - Anticipate 64 additional JFO position titles covered.
- FY 2009** Phase 3 of DRW/Emergency Management Institute credentialing project - Anticipate 34 additional JFO position titles covered. Hiring strategy developed to target DRW.
- FY 2010** Phase 4 of DRW/Emergency Management Institute credentialing project - Remaining 103 JFO position titles covered.

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Management Directorate Essential Improvement FY 2009 Hiring Strategy

OVERVIEW

Over the last two fiscal years, FEMA has nearly doubled in size from the post-Hurricane Katrina era. The agency will add another 500 positions during Fiscal 2009. The Human Capital Division (HCD) is emphasizing its FY 2009 hiring strategy based on intense coordination with all FEMA program offices. We anticipate bringing the agency to 80% strength by June 30, 2009, and 90% strength by September 30, 2009. If there is additional funding, the agency can be brought to 95% its authorized strength. This effort will be tracked bi-weekly by coordinating with Directorate Program Offices on their vacancies and then reporting to senior management.

Justification for Essential Improvement:

- By bringing FEMA to 90% of its authorized strength, the agency will be able to better respond to natural or man-made disasters in a timely, proficient manner.

Integration Points within FEMA:

The HCD's Hiring Initiative supports Strategic Goal 4 by hiring, training, and retaining a talented and diverse workforce.

Risks

- Availability of Contractor Services funding and personnel
- Lack of automation
- Major Disaster Activity

Timeline:



Milestones:

FY 2008 Phase 1: Human Capital Division identifies FY 2009 Hiring Strategy. Receives recruit actions from Program Offices.

FY 2009 Phase 2: To be at 80% full strength by June 30, 2009. Provide monthly glide path of recruitment activity.

FY 2009 Phase 3: To be at 90% full strength by September 30, 2009. Continue to provide monthly glide path of recruitment and Entrance on Duty (EOD) activity.

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Management Directorate Essential Improvement *Human Capital Division — BEST Workforce Initiative*

OVERVIEW

The Building Engagement, Strengths, and Talent (BEST) Workforce Initiative will focus on building FEMA's organizational capacity to achieve its mission while providing a strengthened workforce through employee development.

This five-year implementation will tie into FEMA's Strategic Plan Goal 4 ("Train and Professionally Develop the Workforce") and will include an annual agency-wide engagement workplace survey and an executive leadership, management and supervisory development program.

Justification for Essential Improvement:

- By training executive leadership, managers and supervisors to build employee engagement, the agency will be more productive, more efficient, and have higher rates of retention and quality work.
 - Each senior leader receives a one-hour coaching session.
 - Reveals each senior leader's unique themes of talent and provides for a personal understanding of each leader's strengths.
 - Common lexicon that can be integrated in leadership development planning discussions.
 - Helps leaders, individuals and teams gain meaningful insights and do more of what they naturally do best.
 - Based on over 50 years of research on leadership.

Integration Points within FEMA:

The BEST Workforce Initiative supports FEMA Strategic Goal 4 ("Train and Professionally Develop the Workforce") and addresses the needs of prior DHS and OPM surveys of FEMA and provides the following:

- Leadership and support in the planning and implementation of the program
- An institutionalized assessment process focused on identifying foundation, supervisory and occupational learning needs critical to accomplishing FEMA's mission
- A process to orient, train, and develop new employees selected for professional development
- A FEMA professional leadership development program focused on FEMA's core competencies

Risks:

- Lack of support from senior leadership
- Lack of commitment from managers and supervisors
- Availability of funding
- Disengagement during disaster season

Timeline:



Milestones:

- FY 2008** In November, FEMA completed the two-day Great Manager Program for all FEMA managers and supervisors.
- FY 2008** From December 8 – December 31, Electronic Survey of all FEMA's PFTs and COREs Telephone Survey of all FEMA's DAEs (active and inactive) conducted.
- FY 2009** In February, Gallup presents the results and analysis of the FEAM survey to FEAM senior leadership, followed by a roll-out to managers, supervisors and employees
- FY 2009** In June, Gallup conducts an Analysis Impact to gauge FEMA's progress since the survey.
- FYs 2009-12** Annual survey continues completion of the Great Manager Program.

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Management Directorate Essential Improvement Program Management

OVERVIEW

The Office of Business Management was established to improve the planning, performance, quality, timeliness and efficiency of FEMA programs and the services provided by the Management Directorate. This includes adopting a disciplined approach to planning and execution of FEMA's programs through Program Management and lifecycle support; planning, implementing, and assessing performance of projects and programs; and standardizing tools and templates.

Justification for Essential Improvement:

- By adopting a disciplined approach to the planning and execution of FEMA's programs, we can provide program management and lifecycle support.
- Through planning, implementing and assessing performance of projects and programs, we can assure compliance with the agency's investment review.
- Assure implementation by subordinates of the goals and objectives of the office-wide program.
- Determine goals and objectives that need additional emphasis; develop measures that evaluate performance; make recommendations for program improvement; and manage all resources as corporate assets.

Integration Points within FEMA:

One of FEMA's key strategic objectives is to develop a results-oriented approach that enhances mission success, across all operational components and business units. To that end, the Management Directorate (MD) is establishing an Office of Business Management (OBM), which will adopt a disciplined approach to planning and execution of programs and projects within discrete business lines. The OBM will provide a framework to manage individual Program Management Offices (PMOs) by providing:

- Management, organizational and business improvement services.
- Standard tools and templates that can be used across programs.
- Common strategies and processes (e.g., change management, configuration management, performance measurement, and communication strategy).

To accomplish these objectives, the Management Directorate needed to obtain program management support services to establish, maintain and provide expert consulting support to the Management Directorate, Office of Business Management, the PMOs and all sub-projects assigned to the PMOs. The OBM is envisioned to be the focal point for project management excellence, and continuous improvement and enhancement.

The contractor shall coordinate with multiple components within FEMA to provide program management, program planning support, budget planning, and functional expertise to the BMO and the following PMOs:

- Support Services and Security Management
- Asset Management
- Human Capital Management
- Financial Management
- Acquisition Management
- Environmental Management

During Q1 & Q2 FY 2009, we will be setting up the OBM. Concurrently we are establishing two PMOs—Human Capital (HC) and Environmental.

Risks:

Each PMO will have an Executive Steering Group, (ESG), which establishes priorities and direction for assigned programs/projects. The challenge will be to maintain appropriate executive level. The PMOs will perform risk monitoring and controls; and evaluate their effectiveness throughout the project lifecycle.

Timeline:





Management Directorate Essential Improvement *Program Management*

Milestones:

√ Awarded Office of Business Management support contract September 30, 2008.

FY 2009 Stand up the Office of Business Management.

FY 2009 Setting up program management offices.

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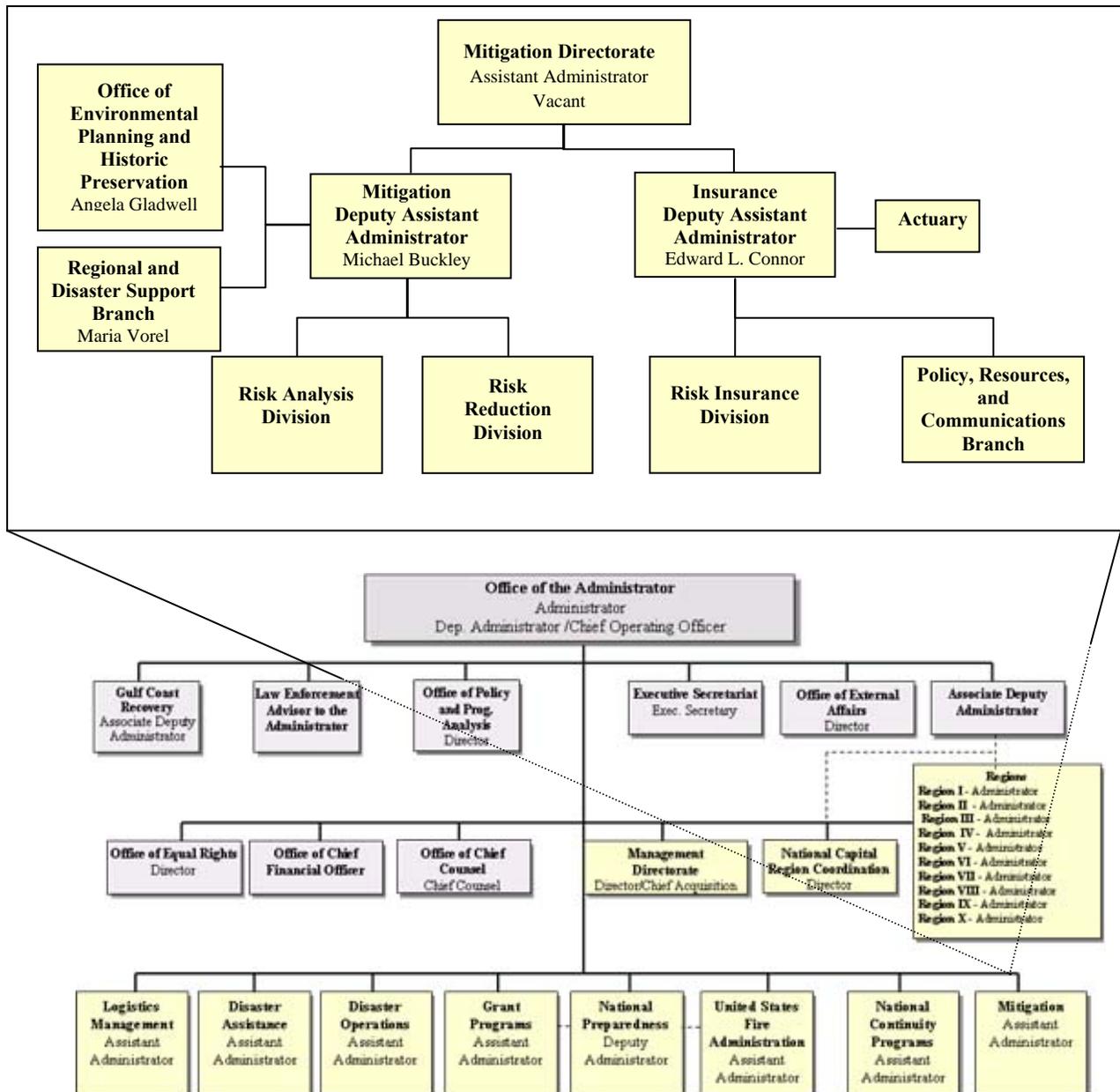
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Mitigation Directorate

THIS SECTION CONTAINS

- Overview of the Mitigation Directorate
- Critical mission functions
 - 1) Risk Analysis
 - 2) Risk Reduction
 - 3) Flood Insurance
 - 4) Environmental and Historic Preservation
- Essential improvements
 - 1) Risk Analysis Operations – Map Modernization
 - 2) Risk Analysis Operations – Hazard Mitigation Planning





Mitigation Directorate Overview

MISSION

The Mission of the Mitigation Directorate is to manage risks from all natural hazards to free America from the burden of those types of disasters. Mitigation efforts provide value to the American people by:

1. Creating safer communities by reducing loss of life and property;
2. Enabling individuals to recover more rapidly from flood and other disasters;
3. Lessening the financial impact on the Treasury, States, Tribes, and communities.

BUSINESS LINES

The Mitigation Directorate serves as the nation's focal point for States, Tribes, and local communities. The Directorate provides national leadership for the evolving activities of the FEMA Mitigation statutory programs. The three major business lines or critical mission functions include:

Risk Analysis: Determining the impact of natural hazards that lead to effective strategies for reducing risk.

Risk Reduction: Reduce the risk to life and property, including the existing built environment and future construction, in the pre- and post-disaster environments through regulations, local ordinances, land use and building practices, and Mitigation projects that reduce or eliminate long-term risk from hazards and their effects.

Risk Insurance: Reducing the impact of floods on the nation by providing affordable flood insurance.

In support of these three major business lines are two support functions: the Policy, Resources & Communications (PRC) function and the Disaster Management Operations function.

Mitigation also houses the Environmental Planning and Historic Preservation function, which provides support to the entire Agency.

Policy, Resources, & Communications: PRC conducts its functions described by three categories:

1. Policy, Analysis, & Resources;
2. Administrative Resources; and
3. Communications.

The PRC Branch:

- Facilitates the development and implementation of a Strategic Approach to Mitigation resource management;
- Provides ongoing analysis and integration recommendations for the operation of Mitigation programs across the Divisions; and
- Provides strategic support for communicating the Mitigation value to society.

Regional & Disaster Support Branch:

Implements the following functions:

Regional support

- Builds and facilitates a national network of mitigation regional managers to effectively integrate mitigation program performance.
- Key activities include regional organizational alignment, regional staffing, coordination on regional metrics and building management capacity.

Disaster operations

- Equips the mitigation disaster workforce with standards, training and job aides to consistently deliver mitigation disaster assistance.
- Serves as the coordination point for Mitigation disaster operations.
- Key activities include HQ disaster operations; coordination of MT disaster plan review; MT JFO operations policies and procedures, cadre management, credentialing, disaster information management systems, disaster workforce training to include development and coordination.

Environmental Planning & Historic Preservation (EHP):

- Based on over 30 EHP laws & executive orders, the mission is to effectively integrate a transparent EHP process into FEMA's mission & programs.
- EHP efforts provide value to society by: 1) incorporating EHP requirements into planning processes to ensure effective and efficient delivery of FEMA's mission; 2) enabling informed and transparent FEMA decision-making that incorporates EHP requirements; and 3) reducing the effects of disasters on the human environment through stewardship of natural and historic resources.

DIRECTORATE HISTORY

The Mitigation Directorate was established on November 29, 1993.



Mitigation Directorate Critical Mission Function

Risk Analysis

EXECUTION OVERVIEW

The purpose of Risk Analysis is to understand the full impact of natural hazards using applied multi-hazard engineering science and advanced technology in order to effectively plan to reduce natural hazard effects.

The progression of Risk Analysis is best described as a lifecycle with the purpose of constantly reducing losses to life and property. The data collected when identifying risk is used for risk assessments, which are incorporated into mitigation plans where risk reduction measures are identified for future action. Future hazard identification requirements are developed and the cycle starts anew. Key to the success of Risk Analysis function is better integrating its components, effectively communicating with the various communities, leveraging existing programs within Risk Analysis, and gaining efficiencies in our processes.

ROLES AND RESPONSIBILITIES

Understand the full impact of natural hazards using applied multi-hazard engineering science and advanced technology in order to effectively plan to reduce natural hazard effects.

- Provide leadership, direction, and performance metrics to the programs within the purview of the Division.
- Provide fiscal and policy direction and overall program/project management for all programs governed by the Division.
- Build partnerships with Federal and other entities with risk analysis responsibilities.
- Ensure multi-hazard mitigation plans and adopted flood maps are developed that meet cost, quality and schedule standards.
- Support mission-critical risk analysis support during disaster recovery operations and provide guidance to and coordination with the disaster field operations on risk analysis programs, policies, procedures, and technical assistance.

Risk Analysis Programs:

Flood Map Modernization: Provides local communities with updated National Flood Insurance Program maps developed using revised data and improved technologies for the identification of flood hazards. Up-to-date flood maps support a flood insurance program that is more closely aligned with actual risk, encourage wise community-based floodplain management, and improve citizens' flood hazard awareness.

Mitigation Planning: Process for State, local, and Indian Tribal governments to identify policies, activities, and tools to implement mitigation actions.

Mitigation Planning is authorized by the Robert T. Stafford Disaster Relief and Emergency Assistance Act. As amended, the Act provides the mitigation planning requirement for State, local, and Indian Tribal governments. In the event of a disaster declaration, State, local, and Indian Tribal governments without a Mitigation plan are not eligible for certain non-emergency Stafford Act programs.

National Dam Safety Program: Reduces the risks to life and property from dam failure in the United States through the establishment and maintenance of an effective national dam safety program to bring together the expertise and resources of the Federal and non-Federal communities in achieving national dam safety hazard reduction. Central to the safety mission of the Program is ensuring that the public and property owners downstream of potentially deficient dams be informed of the risk from dam failure.

National Hurricane Program: Reduces the risks to life and property from hurricane hazards by conducting assessments, providing tools and technical assistance, and conducting hazard/vulnerability analyses for coastal communities.

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Mitigation Directorate Critical Mission Function

Risk Reduction

EXECUTION OVERVIEW

The purpose of Risk Reduction is to reduce the risk to life and property, including the existing built environment and future construction, in the pre and post-disaster environments through regulations, local ordinances, land use and building practices, and Mitigation projects that reduce or eliminate long-term risk from hazards and their effects. The primary functions of Risk Reduction include: Floodplain Management; Multi-hazard Safe Building Practices; and Hazard Mitigation Assistance (unified delivery of grant programs).

ROLES AND RESPONSIBILITIES

- Provides leadership, direction, and performance metrics for the programs within the purview of the program within the Risk Reduction Division.
- Manages the lifecycle of FEMA's Hazard Mitigation Assistance programs through coordination with the FEMA Regional Offices. HMA programs are described in more detail below.
- Manages the development and dissemination of building science guidance, tools, technologies, best practices, and expertise for multi-hazards.
- Manages, as the lead Agency, Floodplain Management, under the Unified National Program for Floodplain Management and consultation agency under Executive Order 11988, and the implementation of the floodplain management requirements of the National Flood Insurance Program (NFIP), including establishing criteria and administering enrollment and eligibility of communities.
- Supports mission-critical risk reduction support during disaster recovery operations and provides guidance to and coordination with the disaster field operations on risk reduction programs, policies, procedures, and technical assistance.
- Builds partnerships with Federal and other entities with risk reduction responsibilities, including providing technical assistance and training for all previously mentioned programs.

Hazard Mitigation Assistance (HMA) Programs:

Hazard Mitigation Grant Program (HMGP): Authorized by Section 404 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, providing grants to State and local

governments to implement long-term hazard mitigation measures after a major disaster declaration.

Pre-Disaster Mitigation (PDM) Program:

Provides technical and financial assistance to State and local governments for cost-effective pre-disaster hazard mitigation activities that complement a comprehensive mitigation program, and reduce injuries, loss of life, and damage and destruction of property. Manage and oversee the Pre Disaster Mitigation (PDM) competition.

Flood Mitigation Assistance (FMA) Program:

Provides assistance to States and communities in implementing measures to reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes, and other structures insurable under the National Flood Insurance Program (NFIP).

Severe Repetitive Loss (SRL): Provides technical and financial assistance to State and local governments to mitigate severe repetitive loss properties under the National Flood Insurance Program (NFIP).

Repetitive Flood Claims (RFC): Provides financial assistance to State and local governments to mitigate repetitive loss properties under the National Flood Insurance Program (NFIP).

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Mitigation Directorate Critical Mission Function

Flood Insurance

EXECUTION OVERVIEW

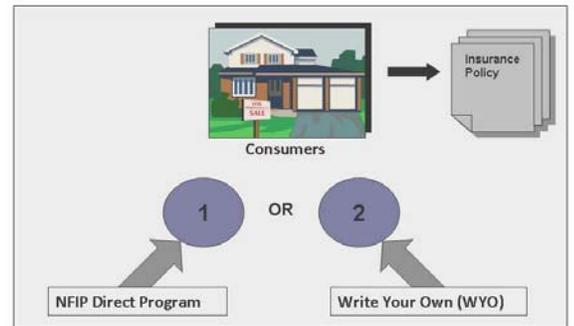
Any resident or property owner in an NFIP-participating community may purchase federally-backed flood insurance policies under the National Flood Insurance Program (NFIP). The NFIP represents the largest single-line insurance operation in the country. By law, flood insurance is required as a condition of any form of Federal or federally-related financial assistance for the acquisition or construction of buildings in identified special flood hazard areas. This includes grants and loans from Federal agencies, and from federally regulated or insured financial institutions. Flood insurance policies enable property owners to be reimbursed for covered flood losses via insurance, rather than through federally appropriated disaster assistance funds. Homeowners and businesses pay premiums, communities adopt building codes to mitigate future flood damage, and the Federal government is obligated to provide insurance coverage to policyholders after they suffer a loss.

All program income, primarily insurance premiums, is deposited into the National Flood Insurance Fund, the NFIP funding source. All program expenses, including claim payments, agent commissions, Write-Your-Own (WYO) company expense allowances, Federal staff salaries, flood studies, floodplain management and administrative expenses are paid from the Fund.

ROLES AND RESPONSIBILITIES

- Federally backed flood insurance is available to consumers through the WYO Program (consumers purchase flood insurance from their regular insurance agents/companies). Under the WYO Program, private property and casualty insurance companies enter into an arrangement with FEMA to write Federal flood insurance and adjust claims under their own names. These WYO companies receive an expense allowance and transfer premium income in excess of claims to the Federal Government. FEMA funds the losses in excess of premiums and sets the rates, coverage, limitations, and eligibility requirements.
- It is also available through the NFIP Direct Program (agents deal directly with FEMA).
- Federal Insurance Administrator:** Oversees all aspects of NFIP implementation.
- Deputy Administrator for Insurance:** Supports the Federal Insurance Administrator and oversees the Risk Insurance Division within the Directorate.

Number of NFIP Policies in Force: 5,605,591
Dollars of Flood Insurance Coverage: \$1.175 Trillion
Number of Communities: 20,485
(As of December 31, 2007)



Consumer Flood Insurance Availability

- Actuarial Staff:** Ensures application of appropriate premium rates.
- Contractor Staff:** Supports the underwriting and claims operations, transaction processing and reporting requirements, training and flood insurance marketing and outreach.
- Flood Insurance Staff:** Oversees audits of WYO companies and independent financial statement audits designed to ensure financial integrity.

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Mitigation Directorate Critical Mission Function

Environmental and Historic Preservation

EXECUTION OVERVIEW

The Office of Environmental Planning and Historic Preservation (OEHP) manages and provides oversight for FEMA's environmental planning and historic preservation compliance with over 30 Federal laws, regulations and Executive Orders, including the National Environmental Policy Act, National Historic Preservation Act, Endangered Species Act, and Executive Orders on Floodplains Management and Wetland Protection, among others. This oversight includes FEMA's operations, grant programs, and facilities.

Although FEMA program offices have the overall responsibility for ensuring that their actions comply with the EHP requirements, the OEHP, along with Regional Environmental Officers, works with each of the FEMA programs to provide assistance with EHP planning and budgeting, policy direction and guidance, technical analysis and approval, compliance monitoring, EHP resource agency coordination and outreach, and EHP human capital development related to all FEMA actions and decision making (i.e. provision of preparedness, mitigation and recovery grant assistance, construction or modification of FEMA facilities, policy and regulation formulation and issuance) that have the potential to affect the environment and/or historic properties.

This function is critical to assist in transparent FEMA decision making and ensure timely, reliable and cost-effective compliance throughout FEMA. Without a strong OEHP, FEMA decisions, grants and actions may be significantly delayed; and may subject the Agency, decision makers, and grantees to legal liability. In order to provide this function in a Disaster Operation, the OEHP also manages a disaster workforce cadre consisting of environmental, historic preservation, and floodplain management [EO 11988] specialists and the Environmental and Historic Preservation Advisors (EHPAs) who allow FEMA to respond to disasters and provide recovery assistance in a timely and well-coordinated manner.

ROLES AND RESPONSIBILITIES

FEMA Administrator: Considers the environmental effects of his/her decisions and fully integrates the EHP requirements into planning and decision making for all policies, programs, activities and operations of FEMA. Plans, programs and budgets for these requirements.

Office of Environmental Planning and Historic Preservation (OEHP): Provides nationwide policy direction and guidance on the compliance of FEMA's actions, programs, and policies with the various EHP laws, regulations and executive orders. Coordinates with the DHS Office of Occupational Safety and Environmental Programs (DHS Counterpart office).

Regional Environmental Officers (REOs): Have the delegated authority from the Regional Administrators and the OEHP to provide the Approval and Technical Oversight functions. The REOs manage the Region's EHP Cadre workforce. The REO also provides region-specific policy direction and guidance on the compliance with EHP requirements based on the national policy and guidance established by the OEHP. The REOs engage other Federal/State agencies at the regional level as well as stakeholders with regional interests.

Environmental and Historic Preservation Advisor:

Advises the Federal Coordinating Officer in a Joint Field Office on the environmental and historic preservation issues present in a given disaster operation. The EHPA provides disaster-specific policy direction and guidance to the disaster operation units on EHP requirements.

FEMA Programs and Functional Elements: Ensure that appropriate environmental planning is completed before a decision is made that limits the choices of alternatives. FEMA programs ensure that the project has adequate funding and resources to complete appropriate environmental analysis and documentation. FEMA programs seek technical assistance from OEHP as needed to ensure compliance.

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Mitigation Directorate Essential Improvement *Risk Analysis Operations –Map Modernization*

OVERVIEW

In 2003, Congress funded the five-year Flood Map Modernization initiative to provide a technology-based, cost-effective, long-term process for updating, maintaining, storing, and distributing the flood hazard and risk information portrayed on Flood Insurance Rate Maps (FIRMs). Investments in flood hazard mapping ultimately results in reducing the risks to life and property from flooding, supporting the fiscal soundness of the National Flood Insurance Program, and lessening the financial impact on the Treasury following natural disasters.

Flood Map Modernization - Operationally

The final year of funding for Map Modernization is FY 2008; however, due to the nature of flood hazard mapping activities and the coordination at the local level, the effort will extend beyond 2008. When the Flood Map Modernization initiative is completed, it will have developed:

- Digital flood hazard data and maps for 92 percent of the U.S. population;
- New, updated, or validated flood hazard data for 30 percent of the mapped stream miles;
- Credible floodplain boundaries for 75 percent of mapped stream and coastal miles;
- Strong, effective partnerships with State, local, and other Federal agencies; and
- A premier flood data collection and dissemination platform.

Although Flood Map Modernization has been successful, the Risk Analysis Division understands that urgent needs continue beyond 2008. It is critical that the underlying data of the Flood Insurance Rate Maps remain relevant so that home and business owners, lenders, floodplain managers and others can make decisions with confidence. Data lacking credibility leads to inaction, which may leave communities and homeowners in jeopardy of sustaining losses with no recovery mechanism to restore/rebuild their homes and their lives. Credible flood hazard data is the foundation for NFIP actuarial soundness by facilitating informed floodplain management decisions and allowing for more equitable flood policy rating—all of which leads to better prepared and informed citizens.

As the current support contracts at the national level and throughout the country for the Flood Map Modernization Program are expiring, the Risk

Analysis Division determined a need for new replacement, follow-on contractual support. This contractual support will assist the Risk Analysis Division in fulfilling its statutory flood hazard mapping requirements. The acquisition strategy involves a restructuring of the business model to multiple contractors supporting program management services, customer data service, and production technical services. Since the existing contracts will be expiring in the coming months, the new procurements need to be in place to ensure a smooth transition.

Strategically in FY 2009

Building upon Flood Map Modernization, FEMA is implementing a shift in how it delivers information necessary for flood hazard reduction. The focus will be on improving and maintaining flood hazard data and maps and expanding and improving utility and accessibility of the flood hazard and risk data. A successful Risk Analysis organization is the integration of flood hazard identification, planning, and risk assessment with an overall goal to encourage effective action on the mitigation plan that result in true risk reduction. Risk MAP program supports and develops FEMA's Hazard Mitigation core competency.

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Mitigation Directorate Essential Improvement *Risk Analysis Operations – Hazard Mitigation Planning*

OVERVIEW

Hazard mitigation is based on an inclusive, comprehensive, long-term plan that is developed before a disaster occurs. Hazard mitigation planning is the process State, local, and Tribal governments use to identify risks and vulnerabilities associated with natural disasters, and to develop long-term strategies for protecting people and property in future hazard events.

Under the Disaster Mitigation Act of 2000 (Public Law 106-390), State, local and Tribal governments are required to develop multi-hazard mitigation plans as a condition for receiving Public Assistance non-emergency (Categories C-G) and Hazard Mitigation Grant Program (HMGP) disaster assistance, as well as Pre-disaster Mitigation (PDM) grants. In addition, the Flood Insurance Reform Act of 2004 (Public Law 108-264) require State, local and Tribal mitigation plans as a prerequisite for receiving certain flood mitigation grants. FEMA implements hazard mitigation planning through regulations at 44 CFR Part 201.

Status of Mitigation Activities

Since 2002, FEMA has approved State Mitigation Plans for all 50 States, District of Columbia, seven Territories, and 41 Tribes. Of the approved State Mitigation Plans, nine are “Enhanced,” including: California, Iowa, Kentucky, Maryland, Missouri, Oregon, Virginia, Washington, and Wisconsin. States are required to update their plans every three years. Between 2007-2008, all States, Territories and the District of Columbia were required to update their plans. *[States that demonstrate an increased commitment to comprehensive mitigation planning and implementation through the development of an approved “Enhanced” State Plan can increase the amount of HMGP funding available.]*

As of July 1, 2008, FEMA has approved Local Mitigation Plans that cover over 16,989 local jurisdictions, representing populations totaling over 71 percent of the national population. All local governments are required to update plans every five years. In July 2008, the *Local Multi-Hazard Mitigation Planning Guidance* was released and is effective for all plans approved by FEMA after October 1, 2008. The purpose of this Guidance is to help local governments develop and adopt new mitigation plans or revise existing mitigation plans to meet the requirements of 44 CFR §201.6 as well as help Federal and State reviewers evaluate mitigation plans from different jurisdictions in a fair and consistent manner. *Tribal Multi-Hazard Mitigation Planning Guidance* is under development to convey a consistent and fair approach for all Indian Tribal governments to implement the new regulations at 44 CFR §201.7. Tribal mitigation plans must be updated every five years.

Looking to FY 2009

This is a critical timeframe for FEMA, Tribes, States and local governments to maintain eligibility for FEMA mitigation assistance programs through strong, FEMA-approved mitigation plans. FEMA continues to work diligently with those States to assist them in developing new or updating State, local and Tribal mitigation plans to an approvable status. FEMA will be managing a significant surge with the first round of local plan updates starting in FY 2009, with increasing numbers in FY 2010 and beyond. Regional and FEMA Headquarter planning staffs are challenged to provide adequate training and technical assistance to all eligible jurisdictions, while also reviewing and tracking plans. In FY 2008, FEMA budgeted 10 PFT positions, one for each of the Regional offices, to manage mitigation planning activities; however, most Regions have significantly greater workloads that require additional staff to manage the large volume of plans.

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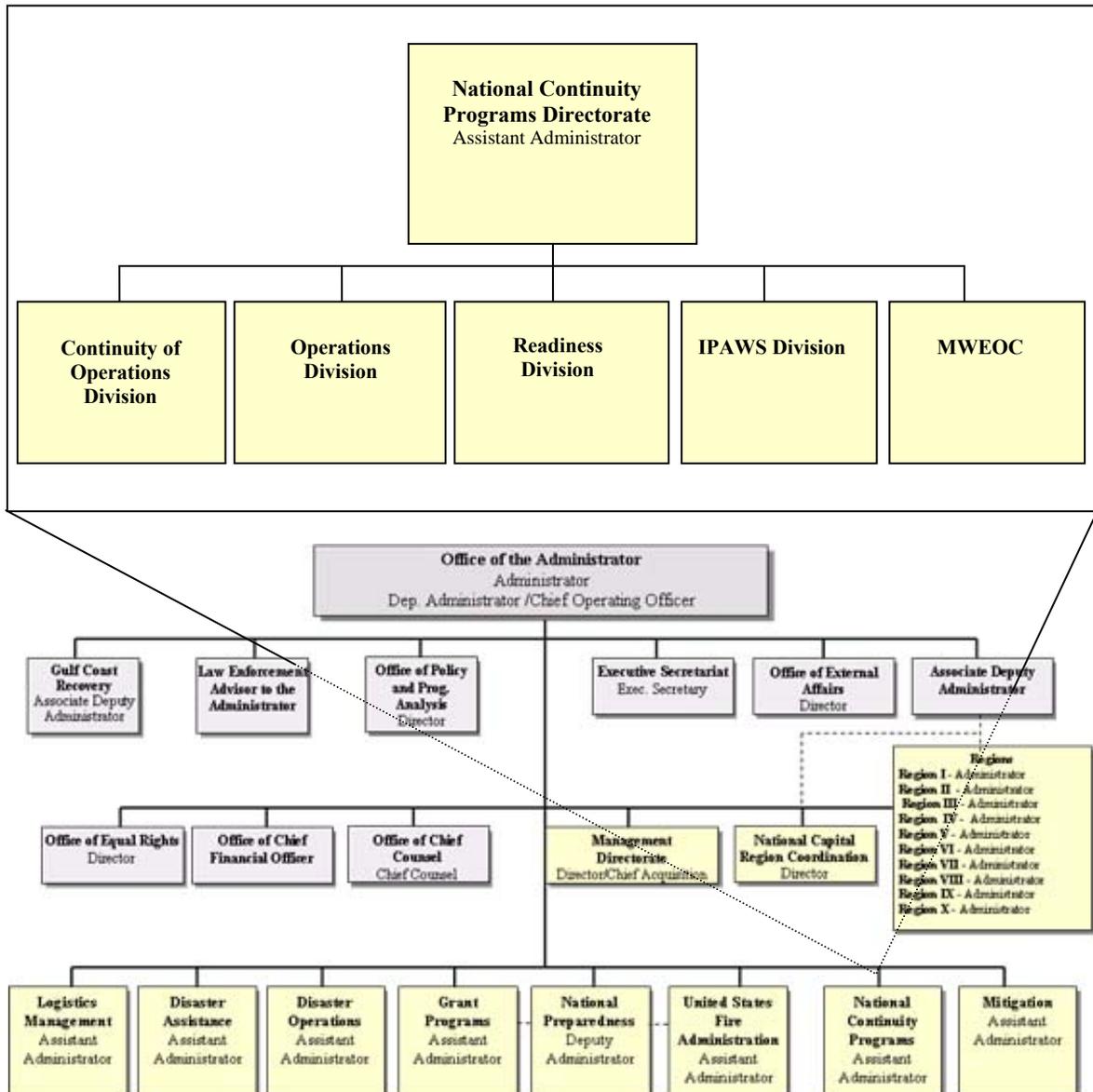
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National Continuity Programs Directorate

THIS SECTION CONTAINS

- Overview of the National Continuity Programs Directorate
- Critical mission functions
 1. Continuity Programs
 2. Readiness Reporting System (RRS)
 3. Central Locator System (CLS)
 4. Integrated Public Alert & Warning System (IPAWS)
 5. Mount Weather Emergency Operations Center (MWEOC)
- Essential improvements
 1. FEMA National Radio System (FNARS) Upgrade
 2. Department and Agency Continuity Network (DACN)
 3. IPAWS Implementation
 4. MWEOC Data Center Modernization
 5. MWEOC Infrastructure Enhancements





National Continuity Programs Directorate

MISSION

Serve the public by protecting the nation's constitutional form of government as the nation's center of excellence for government continuity planning, guidance, and operations.

BUSINESS LINES

Continuity Programs: Provide direction, guidance, and operational capabilities to assist Federal, State, Tribal, territorial, and local governments so they are prepared and can execute their essential functions in a crisis.

Continuity Readiness Programs: Provide contingency communications programs and applications that monitor Federal readiness and provide information essential to ensuring national level situational awareness.

Emergency Alerts and Warning: Provide residents throughout the nation the ability to receive audio, video, text, and data emergency alerts and messages.

DIRECTORATE HISTORY

The National Continuity Programs Directorate was formerly known as the Office of National Security Coordination.

AUTHORITIES

In 6 U.S.C. §314, it states that “The Administrator shall provide Federal leadership necessary to prepare for, protect against, respond to, recover from, or mitigate against a natural disaster, act of terrorism, or other man-made disaster, including—

(15) preparing and implementing the plans and programs of the Federal government for—

1. continuity of operations;
2. continuity of government; and
3. continuity of plans.”

The National Security Presidential Directive-51/ Homeland Security Presidential Directive-20 (NSPD-51/HSPD-20 May 2007) established the policy of the United States to maintain a comprehensive and effective continuity capability composed of Continuity of Operations and Continuity of Government programs in order to ensure the preservation of our form of

government under the Constitution and the continuing performance of National Essential Functions under all conditions. The National Continuity Policy Implementation Plan (NCPIP August 2007) provided direction by the President, further defining the means by which NSPD-51/HSPD-20 policy is translated into action and is intended to be a comprehensive and integrated list of directives for the Federal Executive Branch in order to ensure the effectiveness and survivability of our national continuity capability.

CONTINUITY PROGRAMS

The criticality of continuity programs can be traced to three foundations. First, continuity programs, led by NCP, directly reflect the first of eight National Essential Functions (NEFs), “Ensuring the continued functioning of our form of government under the Constitution...” Second, continuity programs form the foundation of the seven remaining NEFs by ensuring that the government structures are in place to govern and support the economic, defensive, and social well-being of the Nation. Third, continuity programs form the foundation of the National Response Framework (NRF), ensuring government structures at each tier (local, State, and Federal) are in place under all circumstances to sustain their essential functions, deliver essential services, and accept the assistance provided under the NRF. When government departments and agencies are inoperable and their continuity programs fail, the NRF will also fail.

NCP is responsible for ensuring Federal, State, local, Tribal, and territorial governments are capable of performing their essential functions during any situations that may disrupt normal operations. NCP continuity programs encompass:

Continuity Planning

NCP develops, publishes and trains continuity capability through Federal Continuity Directives and Non-Federal Continuity Guidance circulars, planning templates and instruction for Federal, State, and local governments. Continuity programs address the performance of essential functions during any disaster or emergency that may disrupt normal operations. Elements include:

- **Devolution Plan:** NCP's planning and program guidance provides for the continuation of essential functions in the event that Headquarters is not able to deploy to the COOP emergency relocation site.



National Continuity Programs Directorate Overview

- **Pandemic Influenza COOP Annex Template Instructions:** NCP provides a Pandemic Influenza COOP Annex Template with instructions for the development of Continuity planning for a Pandemic Influenza.
- **COOP Self-Assessment Tool:** Provides Continuity program and capability assessment checklist based on continuity requirements of Federal Continuity Directives (FCDs).

Training and Exercises: NCP provides a suite of eight Continuity related courses both through resident and online delivery with over 110,000 personnel having completed courses. NCP coordinates the conduct of a variety of table top, functional and full-scale integrated Continuity exercises throughout the nation.

Continuity Coordination Groups:

NCP works with a comprehensive network of stakeholders, including:

- Regional Continuity Working Groups
 - Federal Executive Boards (28)
 - Federal Executive Associations (46)
 - State/Local Working Groups (10 groups encompassing 50 States and six Territories)
- Internal Dept./Agency Continuity Working Groups
- Vital Records Working Group

CONTINUITY READINESS PROGRAMS

NSPD-51/HSPD-20 define FEMA as responsible for developing, operating, and maintaining the continuity Readiness Reporting System (RRS). The RRS will measure and report both the individual and aggregate ability of agencies to continue their PMEFs in support of the required NEFs. Furthermore, the NCPIP requires Department and Agency heads to submit required performance data through FEMA's RRS and required continuity reports. These assessments will be used to determine an organization's continuity capability and to help identify needs and gaps. In response, the FEMA continuity Readiness Reporting System has been developed to provide a current status of D/A continuity readiness and operational capabilities. This system is designed to monitor and track continuity readiness status of D/As monthly, during Continuity of Government Condition (COGCON) system level changes, and continuity activations.

NSPD-51/HSPD-20 categorize DHS/FEMA as a Category I agency. As a result, specific communications capabilities are mandated by the National Communications System (NCS) Directive 3-10. One of these mandated capabilities includes a Top Secret (TS) High Frequency Automatic Link Establishment (HF-ALE) network. FEMA complies with this mandate via the use of the Department and Agency Continuity Network (DACN) and the FEMA National Radio System (FNARS).

FNARS is a HF-ALE radio system that serves as an alternate communications capability to FEMA's primary phone and data network systems. Its mission is to ensure FEMA maintains its primary essential function of disseminating disaster relief to regional offices and State/territory emergency operations centers. National Security communications requirements described in NSPD-51/HSPD-20, NCSD 3-10 and EO 12472, are also supported by FNARS, which performs a critical role in effectively assessing, preventing, preparing for, responding to, and recovering from all hazards/disasters within the threat spectrum.

DACN is also a HF-ALE radio system; however, its mission is to provide TS voice capability to all Executive Branch department and agencies, for the purpose of sharing/collaborating on issues involving all hazard mission response.

INTEGRATED PUBLIC ALERT & WARNING SYSTEM (IPAWS)

IPAWS is the nation's next-generation communications and warning capability. See IPAWS Critical Mission Function for section details.

MOUNT WEATHER EMERGENCY OPERATIONS CENTER (MWEOC)

The MWEOC facility, located in Mount Weather, VA, houses COOP, Incident Management, and all hazards activities for multiple Executive Branch Departments and agencies, including the FEMA HQ COOP relocation site. In addition, it provides operational space for FEMA Emergency Relocation Group (ERG) members to perform their essential functions. ERG members serve as the FEMA HQ emergency personnel that are responsible for performing the Agency's mission essential functions.



National Continuity Programs Directorate Overview

STRATEGIC DIRECTION

Professional Excellence: Develop the directorate's workforce, resources, and performance to become the preeminent Continuity Corps for the nation.

Integrated Efforts: Create an integrated organization that recognizes collaborative efforts for successful COOP and COG programs.

Set Standards for Continuity: Ensure integrated, uniform, viable standards across the continuity community through planning, training, exercises, and evaluation.

Support Presidential Mandates: Effectively comply with Presidential and statutory mandates.

Coordination and Partnerships: Enable effective partnerships coordinated across interagency, inter-governmental, and continuity communities.

KEY INITIATIVES

Certifications: On April 16, 2008, Administrator Paulison established a certification program for Federal employees involved in continuity programs. Employees must complete a series of courses, exercises, and trainings to achieve certification. Known as the Continuity Excellence Series – Level I, Professional Continuity Practitioner and Level II, Master Continuity Practitioner – this effort is dedicated to enhancing excellence in the development and implementation of Continuity programs.



National Continuity Programs Directorate

Critical Mission Functions

Continuity Programs

EXECUTION OVERVIEW

NCP's Continuity Programs provide Lead Agent direction and support for the nation's Continuity of Operations (COOP), coordinating overall continuity operations and activities, in order to minimize disruption of essential operations and guarantee the survival of Enduring Constitutional Government, and perform the responsibilities set forth in National Security Presidential Directive (NSPD) 51/Homeland Security Presidential Directive (HSPD) 20.

In addition to meeting the requirements mandated in NSPD-51/HSPD-20, NCP meets responsibilities outlined in the National Continuity Policy (May 2007), the National Continuity Policy Implementation Plan (August 2007), and the President's National Strategy for Pandemic Influenza Implementation Plan (May 2006). These responsibilities include implementing pandemic influenza continuity planning, guidance, and exercise requirements for all Federal, State, local, territorial and Tribal governments; regional continuity planning, guidance, training and exercise support.

ROLES AND RESPONSIBILITIES

Continuity of Operations (COOP) Division:

The COOP Division is responsible for providing Federal Lead Agency Policy, Guidance, Training, Status Reporting, Testing, Exercise and Assessment for the nation's Continuity of Operations for all U.S. Federal, State, local, and Tribal government and private sector offices. Greater program management, interagency coordination, program responsibility, and stakeholder interaction is required. The Division is responsible for program leadership and application to:

- Over 2.6 million Federal employees at over 93,763 Federal offices/operations locations,
- Over 18.7 million State/local/Tribal government personnel in 87,525 government jurisdictions with over 1 million offices/operations locations nationwide;
- Over 180,000 DHS personnel; and
- Over 2,000 FEMA personnel.

Their efforts include planning, training, exercises, and technical assistance for Departments/Agencies as well as providing support through the FEMA Regions.

In this role, the Division:

- Chairs the Interagency COOP working group consisting of representatives from the Federal government, established to provide a senior level forum for promoting the development, coordination, and integration of COOP planning and programs;

- Provides continuity guidance to the Federal government in an interagency environment;
- Develops and promulgates Federal Continuity Directives in order to establish continuity planning requirements for Executive departments and agencies;
- Conducts biennial assessments of individual department and agency continuity capabilities;
- Conducts full-scale and tabletop interagency COOP exercises; develops and presents classroom and online COOP training to various audiences;
- Provides guidance and training on the management of vital records and ensures their availability under emergency situations;
- Prepares COOP related Pandemic Influenza planning guidance;
- Provides continuity readiness reports; and
- Administers the Continuity Excellence Series certification program.

Operations Division:

The Operations Division is responsible for operational planning, integration, training, and execution of Federal Executive Branch continuity plans and programs in accordance with NSPD-51/HSPD-20. The Operations Division is also responsible for maintaining and providing situational awareness regarding incidents or threats that may impact continuity of government operations or the ability of departments and agencies to perform their essential functions. *(Please refer to Supplemental Annex for additional information.)*



National Continuity Programs Directorate

Critical Mission Functions

Continuity Programs

The Operations Division develops plans and procedures, and operates systems to monitor and enhance the preparedness, readiness, and responsiveness of the Federal Executive Branch under the full spectrum of threats to the U.S. government. The Division works in conjunction with other operational elements of the National Response community to maintain situational awareness and provide input response decision-making. The Division also coordinates and provides operational and logistical planning and support for execution of Federal Executive Branch continuity plans, programs, and activities in the event of a national security emergency. *(Please refer to Supplemental Annex for additional information.)*

The Division's responsibilities also include developing, conducting, and assessing continuity training and exercise events, as well as providing technical assistance and support to Federal Executive Branch departments and agencies on improving continuity programs. *(Please refer to Supplemental Annex for additional information.)*

Key to the Division's overall responsibilities is the integration of continuity programs across the Federal Executive Branch. The Division provides forums and conducts numerous training events to ensure a comprehensive and cohesive continuity program that includes:

- Coordination to establish procedures governing contacts between members of each organization;
- Exchange of liaisons during national security emergencies;
- Consultation on methods to minimize duplicative efforts of Federal departments and agencies;
- Provide continuity guidance to the Federal government in an interagency environment;
- Conducting full-scale and tabletop interagency continuity exercises; develop and present classroom continuity training to various audiences; and
- Provide executive management of the Continuity Advisory Group and Restricted Operations Group.

Regional Continuity Managers:

Each of the 10 FEMA Regions has a full time Continuity Coordinator responsible for serving as lead agent for continuity within their region, by providing guidance, instruction, coordination,

training, and exercises to Federal, State, local, and Tribal government and private sector offices. In order to accomplish this, they lead regional continuity working groups (often through the Federal Executive Boards), provide continuity courses and training, host conferences, and organize interagency exercises. They also are responsible for the internal COOP programs of their respective FEMA Regional Office.

Continuity Advisory Group:

The CAG was established by the National Continuity Policy Implementation Plan in August 2007 to serve as the single interagency body to address continuity issues. Its membership is for Executive Branch Continuity Coordinators or their designees, National Capital Region, State, and local representatives, and legislative and judicial branch representatives.

Restricted Operations Group:

The Restricted Operations Group (ROG) was established to address operational issues of policy implementation through development and coordination of plans, training, exercises, and maintenance of individual D/A and interagency capabilities. Target participants in the ROG are appropriate HSPD-20/NSPD-51 Category I, II, III, and IV Federal Executive Branch Departments and Agencies at the Continuity Manager or equivalent level.

Federal Executive Branch:

The success of the continuity mission is dependent on the integration and support of many Federal partners. While NSPD-51/HSPD-20 outlines the roles and responsibilities of Federal departments and agencies regarding continuity programs, NCP is supported most directly by the White House, GSA, OPM, NCS, and NARA.

Federal Executive Boards:

The Federal Executive Boards, managed by OPM, provide a valuable partnership in integrating continuity concepts across the nation. A memorandum of agreement was recently signed. FEMA chairs the continuity working groups in 28 FEBs and a majority of the 46 Federal Executive Associations.

International Community:

NCP also has several outreach and partnership initiatives with the international community, acknowledging that scope of preparedness and national security extends beyond our borders.



National Continuity Programs Directorate

Critical Mission Functions

Continuity Programs

NCP has provided the full range of continuity training and provided technical assistance to the United Nations in New York City. Additionally, NCP has established a European Continuity Working Group with participation from NATO, Installation Management Command, U.S. Army Europe, U.S. Air Force Europe, and European Command.

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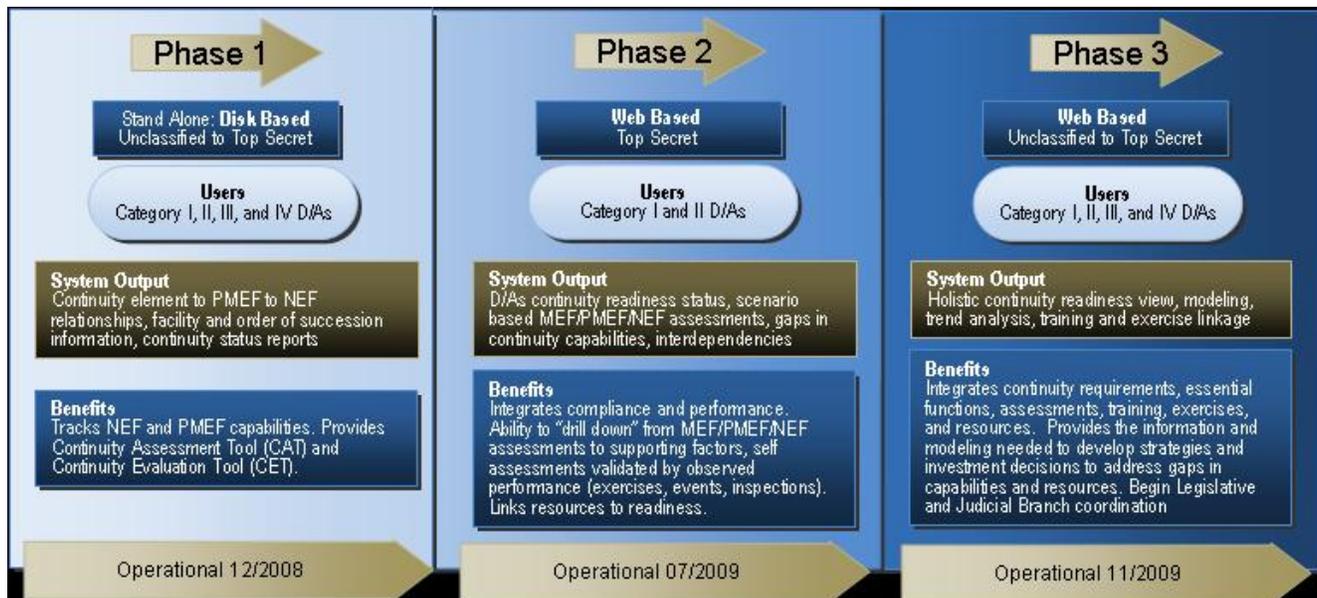


National Continuity Programs Directorate Critical Mission Functions Readiness Reporting System

EXECUTION OVERVIEW

NCP operates and maintains the Readiness Reporting System (RRS), which is used to provide the status of the Federal Executive Branch departments and agencies' ability to perform their Priority Mission Essential Functions (PMEFs) in support of the National Essential Functions (NEFs). The RRS is used to conduct assessments and track capabilities at all times under all conditions, including natural disasters, man-made incidents, terrorism, and war. The RRS will ensure senior leadership within the Federal Executive Branch (FEB) have appropriate situational awareness on the status of all FEB departments and agencies and their ability to perform essential functions.

RRS Program Strategy



SYSTEM DEVELOPMENT

Initial Development:

The initial deployment of the RRS will be a stand-alone Microsoft Access database application that will facilitate the reporting of the overall Continuity of Operations (COOP) readiness status of each Federal Executive Branch department and agency (D/A). The RRS Phase 1 will also identify interdependencies between a D/A's COOP elements, PMEFs and the NEFs. In addition, it will track individual D/A continuity status and the locations of executives responsible for directing and managing Agency responses during COOP events.

Future Development:

The RRS will deploy using a web-based platform scheduled to replace the Microsoft Access database

application in July 2009. This system is currently in the design phase and is expected to provide a reliable, resilient, near real-time assessment tool which will provide the readiness status of the Federal Executive Branch D/As to perform their mission-essential functions in accordance with NSPD-51/HSPD-20. It will be used by D/As, in conjunction with established internal systems, to conduct assessments and track capabilities across all hazards.

ROLES AND RESPONSIBILITIES

FEMA Readiness Division:

The FEMA Readiness Reporting System assesses the readiness of the Federal Executive Branch Departments and Agencies to perform their mission essential functions in accordance with NSPD-51/HSPD-20. HSPD-20 states "During COOP activation, executive



National Continuity Programs Directorate

Critical Mission Functions

Central Locator System (CLS)

departments and agencies shall report their readiness status to the Secretary of Homeland Security or the Secretary's designee.”

The National Continuity Policy Implementation Plan (NCPIP) further states “departments and agencies will provide continuous readiness status information through FEMA’s Readiness Reporting System (RRS).” NCP operates the RRS in coordination with the National Continuity Coordinator, the Executive Office of the President (EOP), and Department and Agency continuity coordinators.

Federal Executive Branch:

The Federal Branch within NCP’s National Continuity of Operations Division is responsible for providing continuity planning, guidance, training, and assessments to develop capabilities for the continuance of Federal Executive Branch essential functions across a broad spectrum of emergencies. The FEB provides continuity readiness reports during COOP conditions of readiness changes or COOP activations.

National Continuity Coordinator:

The National Continuity Coordinator is responsible for the coordination, development and implementation of Federal continuity policies, in coordination with the Assistant to the President for National Security Affairs. The Continuity Policy Coordination Committee (CPCC) will be the main day-to-day forum for such policy coordination.

Department and Agency Continuity Coordinator:

Department and Agency heads submit required performance data through FEMA’s RRS and required continuity reports. These assessments will be used to determine an organization’s continuity capability and to help identify needs and gaps.

Executive Office of the President:

The Executive Office of the President is responsible for supporting the Readiness Reporting System to enforce connectivity between and among key government leadership, internal elements, other executive departments and agencies, critical partners, and the public.

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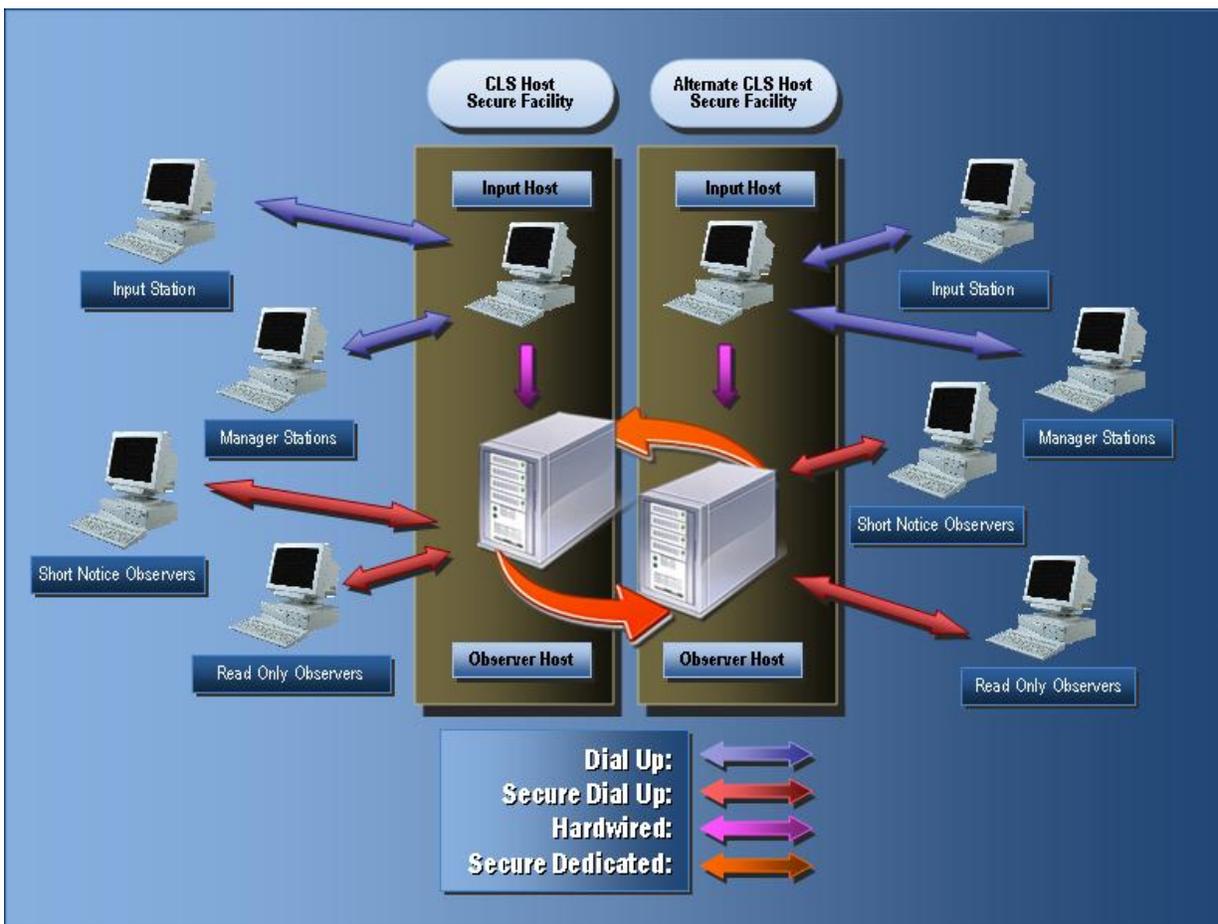


National Continuity Programs Directorate Critical Mission Functions *Central Locator System (CLS)*

EXECUTION OVERVIEW

The CLS is an automated system that maintains location information on Key Government Officials. NCP operates and maintains the CLS on a daily basis to ensure that Key Government Officials can be located during all emergency and non-emergency conditions. As depicted in the CLS Configuration diagram below, the CLS operates and maintains up-to-date, accurate information on the location of Key Government Officials at all times by receiving information from Input Station users, which reside in the Departments/Agencies of Key Government Officials. This information is received by Observer Station users located throughout the United States that have a legitimate reason to track the locations of Key Government Officials.

CLS Configuration Diagram

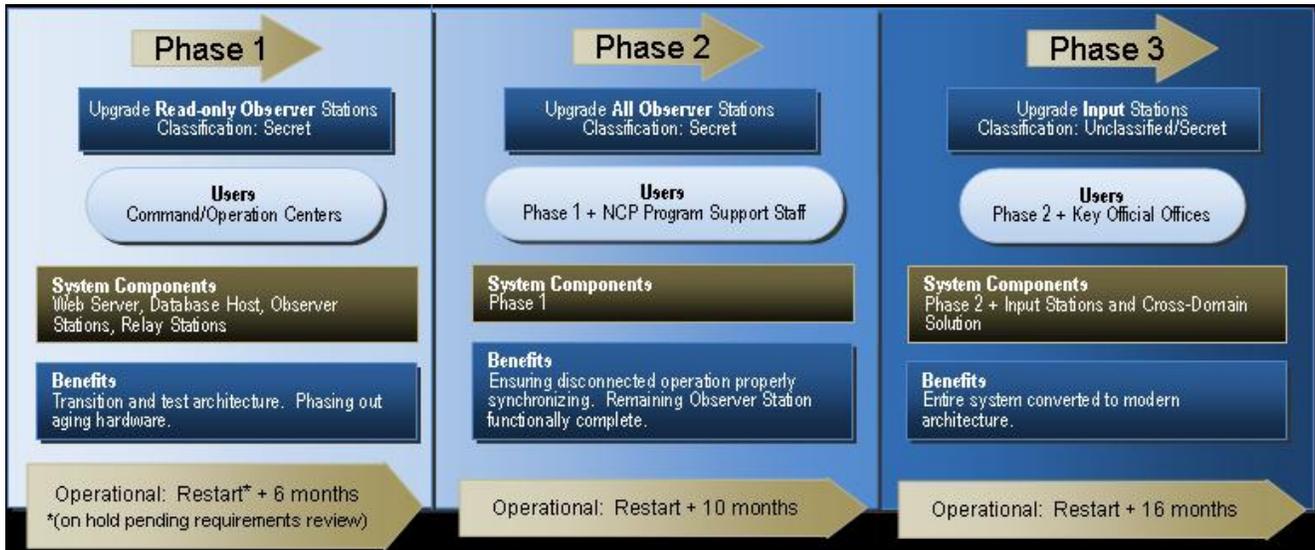


The CLS is currently planned to be upgraded to the Internet Protocol Locator (IPL). The IPL Upgrade Strategy, an unfunded requirement depicted in the diagram below, will transition the system from the existing aging architecture to a synchronized, cross-domain solution. The upgrade is currently on hold pending a requirements review, but once the review is finalized the upgrade should be completed within 16 months.



National Continuity Programs Directorate Critical Mission Functions *Central Locator System (CLS)*

IPL Upgrade Strategy



ROLES AND RESPONSIBILITIES

FEMA Readiness Division:

(Please refer to Supplemental Annex for additional Information.)

National Continuity Programs:

NCP operates the CLS in coordination with other various Government entities. *(Please refer to Supplemental Annex for additional Information.)*

Department/Agency:

Each Department/Agency is responsible for identifying an Input User which inputs each individual Key Government Official's contact information and travel itinerary for any and all destinations outside of Washington, D.C. There are Observer Stations responsible for monitoring the status of each Key Government Official to determine his or her location in the event of an Emergency or Non-Emergency.

Points of Contacts for Key Government Officials:

The Department/Agency Input Users. *(Please refer to Supplemental Annex for additional Information.)*

Observer Stations providing Operational Support:

(Please refer to Supplemental Annex for additional Information.)

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National Continuity Programs Directorate

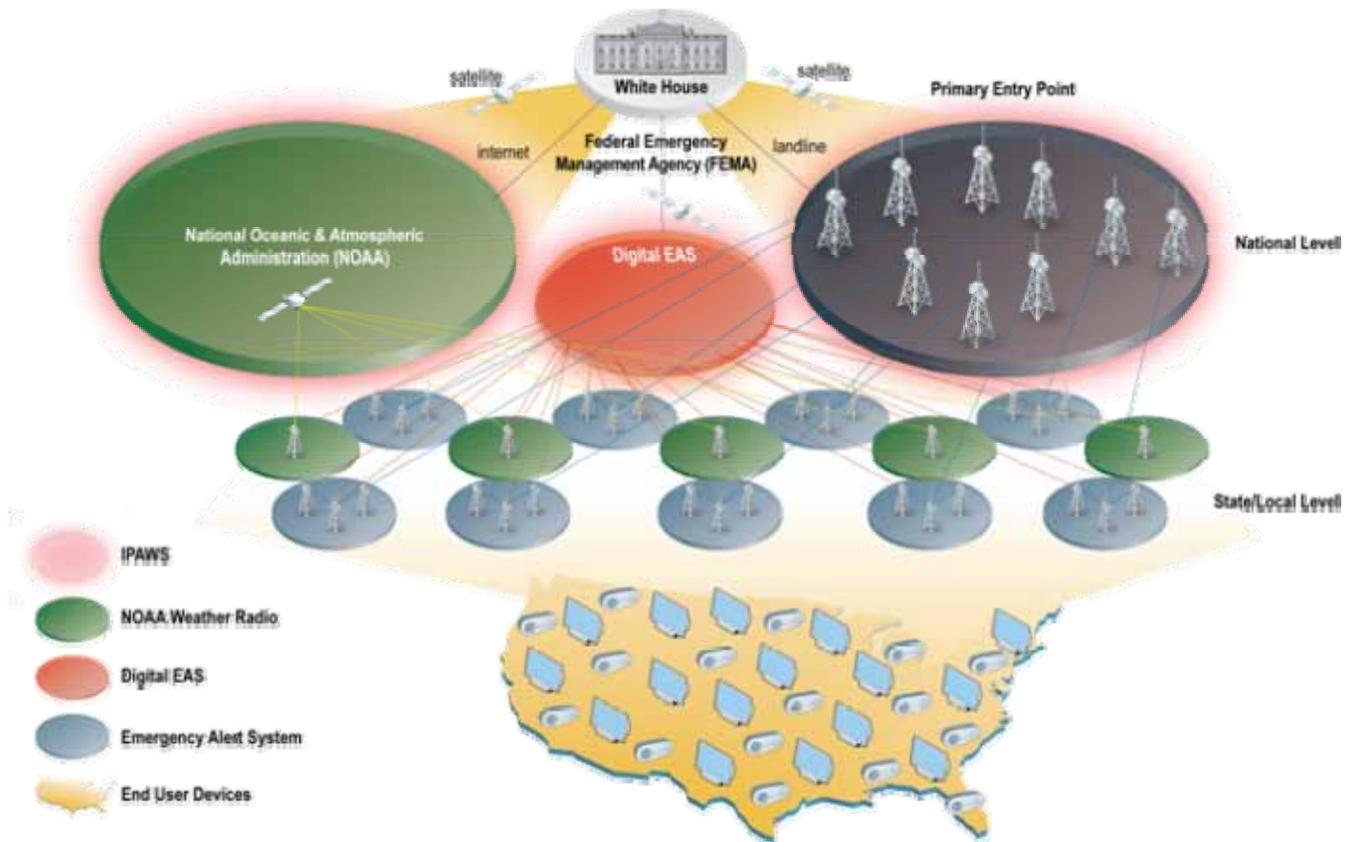
Critical Mission Functions

Readiness Reporting System

EXECUTION OVERVIEW

The IPAWS mission is “to have an effective, reliable, integrated, flexible, and comprehensive system to alert and warn the American people in situations of war, terrorist attack, natural disaster or other hazards to public safety and well being.” The IPAWS program tests, develops, and pilots new technologies, standards, and partnerships with other Federal, State, and local stakeholders to integrate and improve all aspects of public alerts.

IPAWS Configuration Diagram



KEY ELEMENTS

EAS Upgrades: The Emergency Alert System is being updated with advanced digital technologies to be more effective, secure, survivable, flexible, and accessible. Primary Entry Point system stations will possess protected satellite transmission capabilities.

Connectivity to NOAA Infrastructure: Through collaboration with NOAA, transmits emergency alerts over weather radios and NOAA Weather Wire.

National Standards for Interoperability: IPAWS helps develop national standards and protocols to

ensure interoperability in order for a Presidential message to be carried seamlessly over State and local alert systems.

Deployable Emergency Alert Capability: IPAWS maintains deployable alert and warning assets to disaster areas.

Geo-Targeting: IPAWS is working to provide plume modeling capability to state Emergency Operations Centers to enable emergency managers to perform preplanning for the release of a hazardous chemical or substance.



National Continuity Programs Directorate

Critical Mission Functions

Integrated Public Alert & Warning System (IPAWS)

ROLE AND RESPONSIBILITIES

The Secretary of Homeland Security coordinates as directed by E.O. 13407 with other Executive Branch departments and agencies, public organizations and private companies that have a role or vested interest in the public alert and warning system as well as other officers of the United States.

The Administrator of FEMA establishes a program management office that coordinates Executive Order implementation and policy direction among the stakeholders. The IPAWS PMO coordinates policy and programs within DHS and with external stakeholders at the Federal, State and local levels as appropriate.

The Secretary of Commerce makes available to the Secretary of Homeland Security the capabilities and expertise of the Department of Commerce relating to standards, technology, communications dissemination systems and weather.

The Secretary of Defense provides to the Secretary of Homeland Security requirements for public alert and warning, and assists integration of tactical alert and warning systems.

The FCC adopts rules and enacts proceedings related to standards, requirements, protocols and procedures to ensure that communications systems relay and transmit alert and warnings to the public to include cell phones and other devices.

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National Continuity Programs Directorate

Critical Mission Functions

Mount Weather Emergency Operations Center (MWEOC)

EXECUTION OVERVIEW

The Mount Weather Emergency Operations Center (MWEOC) mission is to manage, operate, and maintain the facility to support DHS and other Federal Departments' and Agencies' emergency management and continuity programs at all times and under all conditions.

ROLES AND RESPONSIBILITIES

The Mt. Weather Executive Offices provide advice and assistance to the Director, ensure coordinated staff actions, and foster an effective and efficient business and operational base for the Center.

The National Programs Division provides leadership in the management, coordination and facilitation of operational support for emergency preparedness plans, policies and programs in an all-hazards environment at Mt. Weather.

The Logistics Division directs, manages, and coordinates supply, inventory, warehouse, transportation, billeting, custodial and subsistence support services for Mt. Weather, Olney FSC, and their customers, maintaining an integrated operational capability in support of essential Federal emergency management missions.

The Emergency Services Division provides protection of life and property through Law Enforcement, Fire Protection, and Emergency Medical Services.

The Operations and Maintenance Division provides for the maintenance, operations and repair of the buildings, grounds and utility infrastructure to allow for the operation of the Center at all times in response to all hazards.

The Engineering Division provides professional engineering design, construction, and technical services for the Center, and its tenant organizations, as well as other DHS facilities.

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National Continuity Programs Directorate

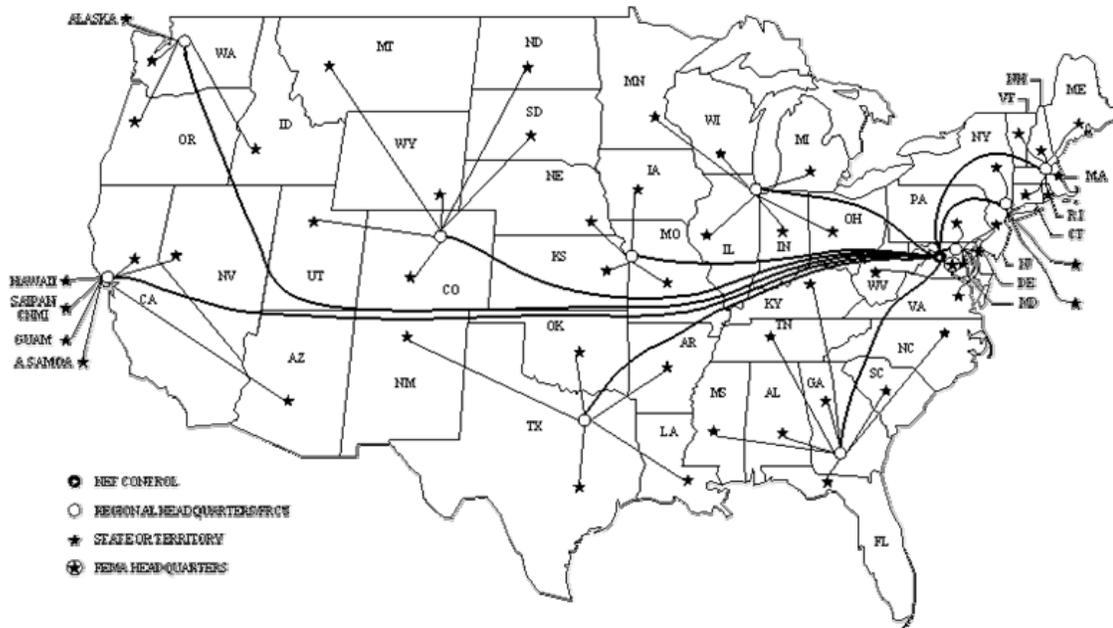
Essential Improvement

FEMA National Radio System (FNARS) Upgrade

OVERVIEW

FEMA operates and maintains the FNARS to help provide the President and other Federal officials with resilient and assured voice and data networks with connectivity to the FEMA Regions, State Emergency Operations Centers (EOCs), key alert and warning facilities, and other locations to help meet information sharing requirements at any time, across the full threat spectrum. FNARS is currently undergoing a major system upgrade to replace logistically unsupportable legacy equipment.

FNARS Deployment



Justification for Essential Improvement:

Pursuant to Executive Order 12742, the FNARS network is a communications system with its own extensive equipment base and all possible residual communications capacities to be available during any emergency. FNARS is used to communicate with disaster response elements at the Federal, State, and local levels.

The safety, health and welfare of our citizenry are directly tied to the successful execution of our communications programs. FNARS directly supports the Federal Continuity of Government (COG) and Continuity of Operations Programs (COOP). FNARS is essential to other Federal departments and agencies in terms of fulfilling their respective national security and emergency preparedness (NS/EP) responsibilities.

FNARS is a Single Side Band (SSB) radio system that can transmit both voice and data, and can

operate in both secure and nonsecure modes. The system is interoperable with HF radio systems utilized by State and local public safety/health networks such as the FEMA Switched Network (FSN), and the Mobile Air Transportable Telecommunications System (MATTs).

FEMA manages, operates, and maintains the FNARS network, which consists of systems located in:

- Washington, D.C., (Headquarters);
- Berryville, VA;
- 10 Federal/Regional Centers; and
- 59 State/Territory Emergency Operation Centers.

During emergency and crisis situations, all of these specified sites are interconnected. Additional connectivity will be achieved with the Armed Services, the Coast Guard, and local communication centers (*viz.*, police, fire departments, hospitals, *etc.*).



National Continuity Programs Directorate

Essential Improvement

FEMA National Radio System (FNARS) Upgrade

Integration Points within FEMA:

The National Coordination Center (NCC) is responsible for monitoring FNARS to ensure the system fulfills the following functions:

- Links State Emergency Operations Centers and FEMA Sites
- Radio Amateur Civil Emergency Services (RACES) provides emergency communications at State and local facilities
- Supports Emergency Alerting System (EAS) primary entry points
- Interfaces with a wide variety of other Federal and civilian HF radio systems
- Common radio frequencies used to support emergency situations
- Consists of more than 120 fixed, mobile, and transportable HF radio stations

Risks:

The current FNARS hardware is operating well beyond the manufacturer’s acceptable equipment life expectancy. All current hardware is no longer supported by the manufacture. In the event of failure, a refurbished piece of hardware must be deployed from internal stock because the manufacture no longer supports the hardware in question.

Timeline:



Milestones:

- FY 2008** Awarded Rockwell Collins contract
Complete site visits for MW Emergency Operations Center, Mississippi and Louisiana.
- FY 2009** Completion of Engineer Study, which will identify the individual components required to successfully modernize the MWEOC and State EOCs.
Procurement of radios and ancillary equipment.
Electro Magnetic Pulse (EMP) requirement study.
Equipment deployment and testing
- FY 2009** Site surveys.
Equipment deployment and testing
System testing.

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National Continuity Programs Directorate

Essential Improvements

Department and Agency Continuity Network (DACN) Upgrade

OVERVIEW

The DACN is a High Frequency (HF) Automatic Link Establishment (ALE) network, which was designed to provide secure voice communications capability to Category I, II, and III Department and Agencies (D/As). This serves as an essential improvement to Executive Branch communications capability because it provides a back-up capability that was previously nonexistent.

Justification for Essential Improvement:

DACN has been designated by the National Communication System (NCS) for D/As to comply with the Top Secret HF-ALE network requirements of NCS Directive 3-10 *Minimum Requirements for Continuity Communications Capabilities*. This capability is required for continuity alternate operating facilities supporting National Essential Functions (NEFs) established under National Security Presidential Directive (NSPD)-51/Homeland Security Presidential Directive (HSPD)-20.

DACN will directly support the Federal Continuity of Government (COG) and Continuity of Operations programs (COOP). DACN will be essential to other Federal departments and agencies in terms of fulfilling their respective national security and emergency preparedness (NS/EP) responsibilities. DACN will be a Single Side Band (SSB) radio system utilizing primarily voice traffic in a secure mode. The system will be interoperable with HF radio systems utilized by State and local public safety/health networks such as the FNARS, FEMA Switched Network (FSN), and the Mobile Air Transportable Telecommunications System (MATTS).

FEMA will manage operation of DACN, including system design, ALE addressing and frequency management, managing Operations and Maintenance contracts, conducting site surveys, providing engineering support, and coordinating cryptographic hardware and key material.

DACN will consist of systems located in D/As' primary and backup operational facilities. During emergency and crisis situations, these sites will be interconnected via assured and encrypted Radio Frequency (RF) links. Additional connectivity will be available via unencrypted means to other HF networks, the Armed Services, the Coast Guard, and localized HF radio operations (police stations, fire departments, hospitals, etc.).

Timeline:



Milestones:

- FY 2008** Awarded Rockwell Collins contract
Complete site visits for MW
Emergency Operations Center
- FY 2009** Individual project milestones will be
submitted by the contractor at the
time of contract award
- FY 2010** Installation of new Rockwell Collins
Radio system
Complete draft Concept of
Operations
IOC November 2008

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National Continuity Programs Directorate Essential Improvements *Integrated Public Alert & Warning System (IPAWS)*

OVERVIEW

The IPAWS program provides the primary path for a President to communicate with the public before, during, and after an emergency. The mission of the IPAWS program is to implement the public alert and warning requirements of Executive Order 13407, distributing life-saving emergency information to more people than currently are reached through the existing Emergency Alert System (EAS). Over the next several years, FEMA will achieve the end-state vision of the Executive Order, which can be summarized as: “One message over more channels to more people at all times and places.”

Justification for Essential Improvement:

Since 2004, FEMA has served as the Federal Executive Branch lead agency for developing IPAWS. In June 2006, the President signed Executive Order 13407 to drive the creation of a more “effective, reliable, integrated, flexible, and comprehensive system to alert and warn the American people” before, during, and after disasters. In response to this Executive Order, FEMA established the IPAWS Program Management Office (PMO) in April 2007.

Prior to E.O. 13407, policy and procedure for public alert and warning was established principally through three documents: (1) *The 1995 White House EAS Statement of Requirements*, (2) Executive Order 12472, *Assignment of National Security and Emergency Preparedness Telecommunications Functions* (as amended by Executive Order 13286 of February 28, 2003), and (3) *The Federal Response to Hurricane Katrina: Lessons Learned*, February 2006.

IPAWS supports FEMA’s Strategic Plan (2008–2013), specifically:

- Goal 1: Lead an integrated approach that strengthens the nation’s ability to address disasters, emergencies, and terrorist events.
- Goal 3: Provide reliable information at the right time for all users.

Integration Points within FEMA:

- FNARS supports the Emergency Alerting System (EAS) primary entry points.
- FEMA Operations Center for distribution of a Presidential Emergency Activation Notification (EAN) message.
- Disaster Management Interoperability Services (DMIS) for the ability to transmit emergency alerts over NOAA weather radios and NOAA Weather Wire.

FNARS

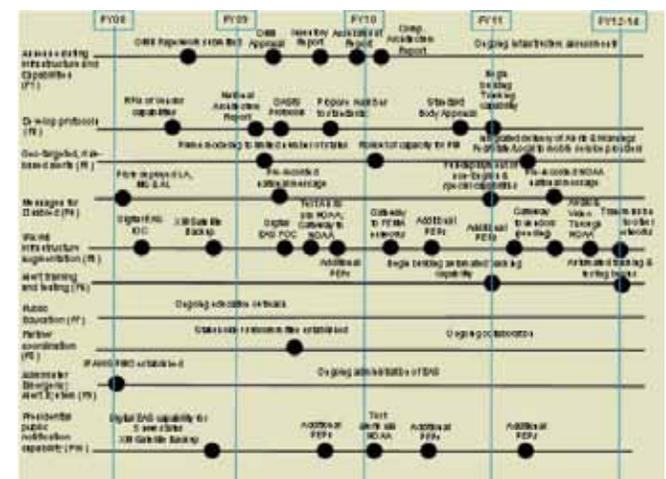
FEMA Operations Center

Disaster Management Interoperability Services (DMIS).

Risks:

- Without upgrading the PEP station infrastructure and upgrading the analog alert system to digital, large portions of the public may not be able to receive and understand a Presidential message in times of national emergency.
- The public may not receive the Presidential message in time without increasing the redundancy and flexibility of the alert infrastructure.

Timeline:



Milestones:

- FY 2008** Digital EAS Initial Operating Capability
- FY 2009** National Standards and Protocols (Common Alerting Protocol)
12 additional PEP stations
- FY 2009** Text alerts via NOAA Weather Radio
12 additional PEP stations



National Continuity Programs Directorate

Essential Improvements

Integrated Public Alert & Warning System (IPAWS)

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National Continuity Programs Directorate

Essential Improvements

Integrated Public Alert & Warning System (IPAWS)

OVERVIEW

The Modernization of the IT Data Center capabilities at the Mount Weather Emergency Operations Center (MWEOC) provides support to the national security emergency preparedness programs and continuity programs at MWEOC. Currently, information technology (IT) servers are located in a variety of buildings. Many buildings are at the end of their service life with marginal air conditioning, electrical service, interconnectivity, and other strained infrastructures. The current location and layout of the network systems are inefficient.

Justification for Essential Improvement:

- This project provides support to the national security emergency preparedness programs and continuity programs at MWEOC. The centralization of FEMA and DHS computers in a robust data center building will increase dependability and reliability. Also included are a large number of new servers to serve E-NEMIS, TAV, and other critical FEMA requirements. The servers will be located in a state-of-the-art, efficient and more reliable data center.
- This initiative directly supports the FEMA Strategic Plan Objective 1.8 by ensuring the MWEOC maintains a high level of readiness and is prepared to support the Federal response to acts of terrorism, natural disasters and man-made crises.

Integration Points within FEMA:

The new data center building is under construction and is currently ahead of schedule. The building construction is expected to be completed in February 2009, and the data center is expected to be activated in April 2009.

Risks:

As with any other construction project, unforeseen obstacles can arise and impact completion schedules, such as adverse weather, material shortages, labor strikes, etc. However, these risks do not appear likely on this project, given the current economic climate.

Timeline:



Milestones:

- FY 2008** Building Under Roof and Water-Tight (July 28, 2008)
- FY 2009** Building Construction Completed (February 1, 2009)
- FY 2010** Building Activated (Computer Systems Online) Remaining Regional IMATs Complete (April 1, 2009)

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National Continuity Programs Directorate

Essential Improvements: *Mount Weather Emergency Operations Center (MWEOC) Infrastructure Enhancements*

OVERVIEW

FEMA requests \$10.4 million for FY 2009 to continue upgrading the Mt. Weather Emergency Operations Center (MWEOC) critical and essential infrastructure. These upgrades include fire monitoring and control system improvements, utility distribution systems, and emergency preparedness enhancements. The increased funding will also ensure FEMA compliance with environmental laws and regulations.

Justification for Essential Improvement:

The power upgrade project will install a new 10MW generator building for facility emergency power. The new facility will provide four generators and will work in conjunction with existing utility feeders, which will provide a third layer of redundancy. The project will also provide state-of-the-art controls to monitor the overall system

- This project provides support to the National Security Emergency Preparedness and Continuity programs at the MWEOC. The existing emergency power system has only one level of redundancy, with the exception of individual, stand-alone generators throughout the facility. The current system does not have capacity to serve the facility on emergency power. It is antiquated and requires extensive maintenance.
- This initiative directly supports the FEMA Strategic Plan Objective 1.8 by ensuring the MWEOC maintains a high level of readiness and is prepared to support the Federal response to acts of terrorism, natural disasters and man-made crises.

The updated fire suppression system will have full capability to protect the entire facility. A state-of-the-art Direct Digital Control (DDC) system will be installed to integrate the facility and automate many of the tasks that are currently a strictly manual function. The new DDC system will be compatible with industry standard equipment, and multiple communications protocols will allow for seamless integration. Up-to-date equipment will replace antiquated and unsupportable devices currently installed, and the new system will add fire protection in buildings that are currently unprotected.

- This initiative directly supports the FEMA Strategic Plan Objective 1.8 by ensuring the MWEOC maintains a high level of readiness and is prepared to support the Federal response to acts of terrorism, natural disasters and man-made crises.

Integration Points within FEMA:

The Area A power initiative will provide reliable redundant emergency power to all buildings and therefore tenant operations in area A. The emergency power will add automatic switching and provide power restoration within 10 seconds of an outage, reducing load upon UPS units and increasing reliability of all computer systems. Fire alarm modifications will protect life and property in all buildings in areas A and B. The National Fire Code requires most buildings to be sprinkled, and for every building the addition of fire detection and suppression systems will increase life safety.

Risks:

As with any other construction project, unforeseen obstacles can arise and impact completion schedules, such as adverse weather, material shortages, labor strikes, etc. However, these risks do not appear likely on this project, given the current economic climate.

Timeline:



Milestones:

- FY 2008** Projected Contract Award Date September 30, 2008
- FY 2009** Individual project milestones will be submitted by the contractor at the time of contract award
- FY 2010** Projected completion Date June 19, 2010

POINT OF CONTACT

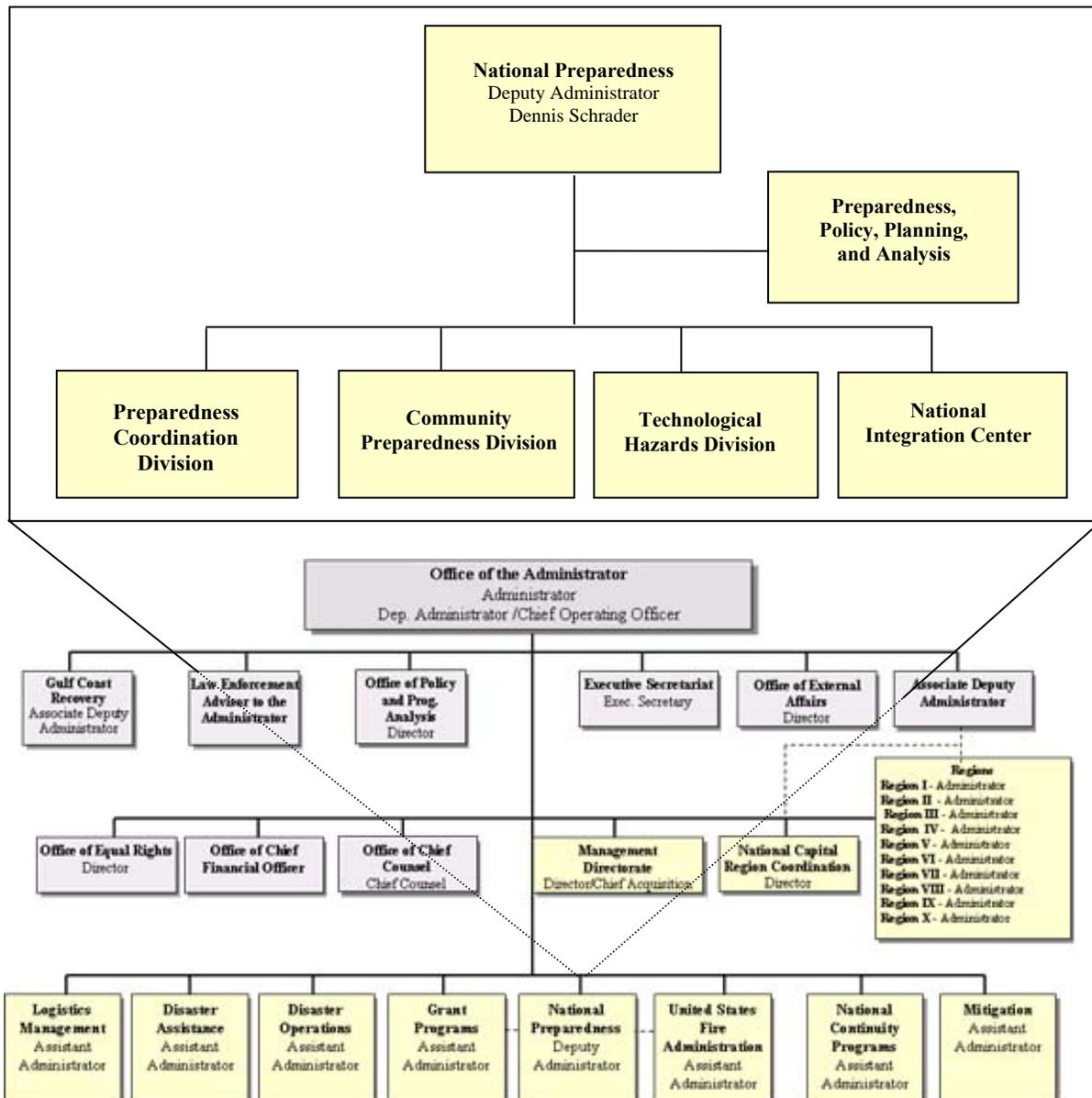
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National Preparedness Directorate

THIS SECTION CONTAINS

- Overview of the National Preparedness Directorate
- Critical mission functions
 1. National Training Program
 2. Center for Domestic Preparedness
 3. NIMS Credentialing and Implementation
 4. National Response Framework
 5. National Exercise Program
 6. Integrated Planning System
 7. Comprehensive Assessment System
 8. Target Capabilities List (TLC) Implementation Project





National Preparedness Directorate Overview

MISSION

Enhance the nation's level of preparedness to prevent, protect against, respond to, and recover from all-hazards through an integrated and adaptable approach to build critical capabilities.

BUSINESS LINES

Plan: Collect and analyze intelligence and information and develop policies, plans, procedures, mutual aid agreements, and strategies.

Organize, Equip & Train: Establish and maintain teams, an organizational structure, leadership, qualified staff, equipment, and relevant training to perform assigned missions and tasks.

Exercise: Demonstrate and test existing capability to perform assigned missions and tasks.

Evaluate and Improve: Evaluate and improve combined capability to perform assigned missions and tasks to achieve successful outcomes.

DIRECTORATE HISTORY

Established on April 1, 2007, as a result of the Post-Katrina Emergency Management Reform Act. NPD activities were formerly part of DHS's Preparedness Directorate and legacy FEMA.

PREPAREDNESS POLICY, PLANNING, AND ANALYSIS

Policy: Implementing the National Preparedness Guidelines, identifying and monitoring target capabilities, and setting direction to close gaps.

Planning: Managing the Integrated Planning System and Comprehensive Preparedness Guidance to address all types of incidents, providing expert technical assistance, and managing the Catastrophic Planning Initiative.

Assessment: Monitoring NIMS compliance, producing Federal and State Preparedness Report analysis, and developing capability assessment processes.

COORDINATION

Maintaining linkages across NPD, FEMA Regions, Federal government, and homeland security professionals to share knowledge and achieve shared goals.

NATIONAL INTEGRATION CENTER (NIC)

A consolidation of means to teach, practice, test, and improve critical capabilities.

National Exercise Program (NEP): Framework to prioritize, coordinate, and align Federal, State, and local exercise activities through planning doctrine production, a strategic review of risks, and a five-year schedule of NEP tiered exercises.

National Training Program: Develops and implements all-hazards training for external responder communities through Federally-owned facilities, consortiums, and competitive grants to implement the national preparedness goal, National Incident Management System, National Response Framework, and other related plans and strategies.

Incident Management System Integration: Provides direction and oversight of the National Incident Management System (NIMS) and National Response Framework (NRF), supporting routine maintenance, guidance, compliance, and implementation activities.

TECHNOLOGICAL HAZARDS

Radiological Emergency Preparedness Program (REPP): Reviewing and evaluating State, local and Tribal government offsite radiological emergency response plans and preparedness as a requirement for nuclear power plant licensing—coordinated with the Nuclear Regulatory Commission and supported by industry fees.

Chemical Stockpile Emergency Preparedness Program (CSEPP): Ensuring emergency preparedness among communities adjacent to Army chemical weapons' stockpile sites through funding, technical assistance and conducting training and full-scale exercises – supported by the Department of Defense.



National Preparedness Directorate Overview

COMMUNITY PREPAREDNESS

The NPD Community Preparedness Division administers Citizen Corps, works to ensure relevant national policy and funding sources support community preparedness, conducts research on preparedness issues, manages the Community Emergency Response Team (CERT) Program, and partners with numerous Federal and non-profit organizations and associations to provide resources and support to local Citizen Corps Councils. At the heart of the national strategy for citizen preparedness and participation is the creation of an effective organizational structure at the local level to foster

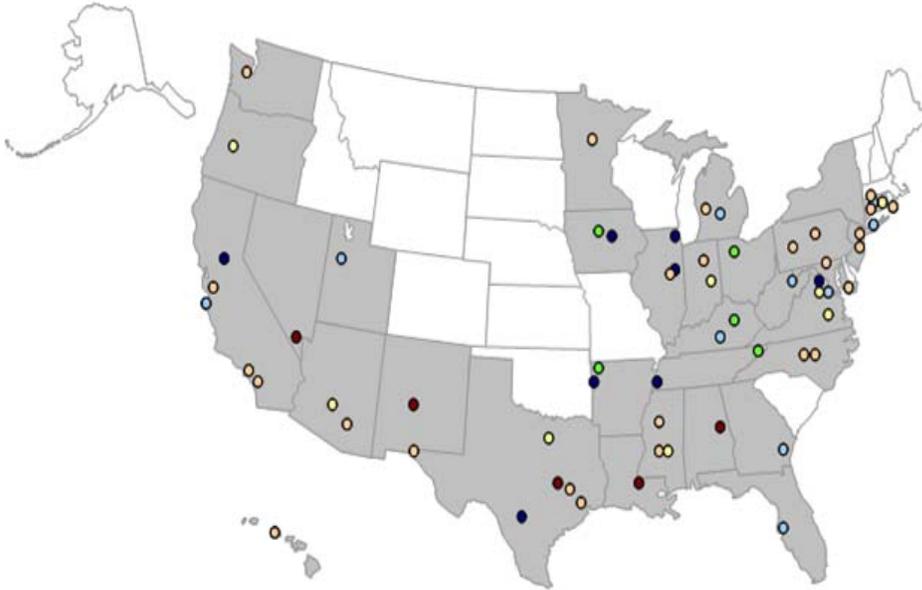
collaboration between government and civic leaders from all sectors. Currently, there are over 2,300 registered Citizen Corps Councils. These Councils serve as a collaborative planning body to develop goals and strategies for community resilience tailored to specific community vulnerabilities and populations. Elements of local strategies include: outreach and education on personal preparedness; integration of non-governmental assets and personnel in preparedness and response protocols; improved plans for emergency notifications, evacuation, and sheltering; and increased citizen participation in community safety.



National Preparedness Directorate Critical Mission Function *National Training Program*

EXECUTION OVERVIEW

The Post-Katrina Emergency Management and Reform Act (PKEMRA) requires FEMA to “carry out a national training program to implement the national preparedness goal, NIMS, National Response Framework (NRF), and other related plans and strategies.” In order to build training capacity across the nation, DHS provides financial assistance to training entities and is developing a Homeland Security National Training Program (HSNTP), consisting of more than 70 training partners (illustrated below).



- **NDPC** - Center for Domestic Preparedness, Nevada Test Site, Louisiana State University, New Mexico Institute of Mining and Technology, Texas A&M, University of Hawaii, Transportation Technology Center Inc.
- **RDPC** - Eastern Kentucky; East Tennessee State; The University of Findlay; Iowa Central Community; Northwest Arkansas Community College
- **Continuing Training Grant Program** - the Naval Postgraduate School, Dugway Proving Grounds, Western Oregon University, International Association of Fire Fighters, National White Collar Crime Center, National Terrorism Preparedness Institute, University of Nevada-Las Vegas, West Virginia University, University of Maryland-Baltimore, University of Tennessee, National Sheriffs' Association, Michigan State University, International Association of Campus Law Enforcement Administrators, Eastern Michigan University, University of California-Davis, Memorial Institute for the Prevention of Terrorism
- **Competitive Training Grant Program** - Kirkwood Community College, American Medical Association, George Washington University, Telecommunication for the Deaf, Inc, University of Arkansas Systems, Northwest Arkansas Community College, University of Texas at San Antonio, American Prosecutors Research Institute, Homeland Security Institute, American College of Emergency Physicians, Dartmouth College, Florida State University, Waukesha County Technical College, University of Memphis, Sacramento County Sheriff's Department, Water Environment Federation, Meals on Wheels, University of Illinois, Northwestern State University, Ball State University, Arizona State University, National League of Cities Institute, Council of State Archivists, CNA Corporation, National Domestic Preparedness Coalition, University of Southern Mississippi, University of District of Columbia

ROLES AND RESPONSIBILITIES

National Domestic Preparedness Consortium (NDPC): Principal vehicle to identify, develop, test, and deliver WMD and all-hazards training to Federal, State, and local emergency responders.

Rural Domestic Preparedness Consortium (RDPC): Provides rural preparedness training for WMD and all hazard events.

Competitive Training Grant Program (CTGP): Competitively awards grants to develop and deliver training programs addressing priority national homeland security training needs.

Continuing Training Grant Program (CGP): Meets training needs of emergency responders through institutions with unique/ specialized training, current partners that received previous funding through the competitive process and associations of key stakeholders.

Center for Domestic Preparedness (CDP): See next page for more information.

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National Preparedness Directorate

Critical Mission Function

Center for Domestic Preparedness

EXECUTION OVERVIEW

The Center for Domestic Preparedness (CDP) develops and delivers training for emergency response providers from State, local, and Tribal governments, as well as, when appropriate, the Federal government, foreign governments, and private entities. The COBRA (Chemical, Ordnance, Biological, and Radiological) Training Facility is the nation's only site that enables civilian emergency response providers to train in a toxic chemical agent environment. The Noble Training Facility is the nation's only hospital facility dedicated to training hospital and healthcare professionals in disaster preparedness and response. CDP's advanced hands-on training enables emergency response providers to enhance their capabilities to respond safely to incidents involving chemical, biological, radiological, nuclear, explosive (CBRNE), or other hazardous materials.

The following action items are central to the execution of CDP mission areas:

	ACTION ITEM
1	Provide strong leadership, teamwork, and accountability to operate and manage the CDP and its infrastructure.
2	Develop and maintain strong partnerships with State, local, and Tribal governments, and others that leverage capabilities.
3	Conduct training needs assessments that assess common and discipline-specific requirements across the emergency response, public health, and law enforcement professions.
4	Develop and deliver customer-focused, field-based, and results-oriented training programs to 100,000 students annually.
5	Maintain a curriculum management system to ensure relevancy and effectiveness of training doctrine.
6	Develop and implement training delivery strategies to ensure accessibility to target audiences through in-resident and mobile delivery methods.
7	Identify and integrate new and emerging technologies into all training programs.
8	Participate in the System Assessment and Validation for Emergency Responders (SAVER) program to assist emergency response providers in making procurement decisions.
9	Provide independent, third-party reviews of curriculum for DHS training partners.
10	Conduct student support and coordination.
11	Develop, coordinate, and execute program evaluation strategies.
12	Identify and maintain new and existing accreditation programs.

ROLES AND RESPONSIBILITIES

Key roles and responsibilities cross the entire spectrum of the training cycle.

Course Development: Develop courses on topics which include CBRNE awareness, natural and man-made disasters, domestic and international terrorism, healthcare, radiological, agricultural response, instructor training certification, leadership, incident command, public information, emergency response planning, and managing civil actions.

Course Delivery: Annually train over 100,000 students through 38 courses administered through resident, non-resident, and indirect programs.

Audience Considerations: Provide advanced, hands-on training to 10 professional disciplines which include law enforcement, fire service, hazardous materials, emergency medical services, emergency management,

public works, public communication, healthcare, public health, and government/administrative. Support instructors who have completed Train-the-Trainer courses through the mentoring program and indirect training program.

Learning Evaluation & Validation: Develop strategies to conduct learning evaluation and validation using three of the four Kirkpatrick evaluation models, which include evaluating reaction, learning, and behavior.

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National Preparedness Directorate

Critical Mission Functions

National Exercise Program (NEP)

EXECUTION OVERVIEW

The Incident Management Systems Integration (IMSI) Division oversees the development and delivery of incident management program and policy elements related to the management of credentialing resources and implements and maintains incident management policy embedded within NIMS through the development and dissemination of critical implementation and compliance guidance and resources.

Execution is cyclical and ongoing. The following activities are typically part of the execution cycle.

	ACTION ITEM
1	DHS/FEMA, Interagency, and in some cases White House level groups are directed to oversee and help guide credentialing review and revision process.
2	Existing policy documents are scrutinized through work groups composed of partners across the public and private sector/NGOs.
3	Draft documents are produced and sent through formal Concurrence Process. Additional draft and comment periods may be required.
4	Policies are released to the public through extensive roll-out and reach-out initiatives.

ROLES AND RESPONSIBILITIES

IMSI Oversight for Credentialing:

- Credential personnel for interstate mutual aid deployment and enhance mutual aid systems
- Type equipment and teams for interstate mutual aid deployment
- Produce NIMS ICS Field Operating Guide
- Produce ICS Forms
- Produce Area Command Guidance and Forms
- Multiagency Coordination guidance

IMSI Resource Management Liaisons to Working Groups: IMSI liaisons with the following working groups: Animal Emergency Response, Public Works, Emergency Medical Services, Incident Management, Firefighting/ Hazardous Materials, Search and Rescue, Medical/Public Health, and Law Enforcement.

Work Groups for New Discipline: Work groups include: Mass Care, Telecommunicator Emergency Response, and others as needed.

IMSI Implementation Role:

- Maintain NIMS documents and coordinate review and revision processes.

- Assist with oversight and/or development of a national program for NIMS education and awareness and facilitate common national standards for personnel qualification.
- Coordinate and develop NIMS implementation and compliance objectives/timelines for Federal, State, local and Tribal entities regarding standards and guidelines.
- Assist with development of guidelines, protocols and standards for NIMS implementation of resource management.
- Facilitate NIMS-related training and issue guidance and descriptions for courses.
- Draft core competencies for Incident Command System (ICS) positions.
- Reach out to stakeholders to ensure NIMS and National Response Framework (NRF) policies, programs, and compliance activities are delivered to interested parties.

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National Preparedness Directorate Critical Mission Function *National Response Framework (NRF)*

EXECUTION OVERVIEW

The National Response Framework (NRF) guides how the nation conducts all-hazards response by describing specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters. All stakeholders must understand their roles and responsibilities under the NRF and implement them accordingly. Therefore, given the document’s national importance, and FEMA’s responsibility for oversight of the maintenance and implementation of the NRF, this mission is a critical function of the agency.*

The following actions are key factors in successful implementation of the NRF:

STEP	ACTION
1	Support for development of training material
2	Educate stakeholders through out-reach programs
3	Update NRF Resource Center as appropriate
4	Conduct a national-level review of the NRF as appropriate
5	Coordinate and communicate with NRF interagency partners
6	Respond to inquiries and collect suggestions for changes/updates from NRF stakeholders

ROLES AND RESPONSIBILITIES

The Incident Management System Division (IMSD) oversees NRF implementation, maintenance, and revision.

Implementation:

- Educate stakeholders on NRF principles, structures, roles and responsibility through speeches, training and exercises.
- Support governments, NGOs, and private-sector organizations with training, exercises and other activities relating to NRF implementation.
- Coordinate with appropriate organizations to ensure that adequate training materials are updated and accessible for stakeholders.
- Coordinate with Federal partners to update Standard Operating Procedures and other materials pertaining to Emergency Support Function, Support and Incident Annexes.
- Ensure that FEMA personnel are adequately trained on the NRF prior to deployment.
- Provide stakeholders with appropriate response and recovery materials through the NRF Resource Center.

Maintenance:

- Ensure materials on NRF Resource Center remain current and distribute notices to stakeholders regarding additions or changes.
- Coordinate and communicate regularly with Federal interagency partners on NRF issues.
- Interface with NRF stakeholders, provide clarifications, and collect suggestions for changes and updates to the NRF.

Revision:

- Coordinate review and revision of NRF with internal and external stakeholders.
- Develop a revision work plan for approval by the Federal partners.

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** A detailed overview of the NRF is provided in Tab 1 of this binder.*



National Preparedness Directorate Critical Mission Function *National Exercise Program (NEP)*

EXECUTION OVERVIEW

The National Exercise Division (NED) manages the National Exercise Program (NEP) to coordinate and synchronize preparedness exercise initiatives throughout the Federal government and nation. The NEP conducts five Tier 1 exercises annually, including one National Level Exercise (NLE), four Principal Level Exercises (PLE), and myriad other Tier 2 and 3 exercises – Tier 4 non-Federal exercises are managed by the State and local governments. NEP uses all-hazards scenarios and tests capabilities through exercises of varying complexity, including drills and tabletop exercises with a minimum degree of notice. The FY 2009 program focuses on exercises designed to train new administration officials during the transition.

ROLES AND RESPONSIBILITIES

National Level Exercises: A national level exercise (NLE) is the single annual operations-based NEP Tier I exercise focused on White House directed USG-Wide strategy and policy related issues that require the participation of all appropriate department and agency principals or their deputies.

Principal-level exercises (PLE) establish and clarify roles and responsibilities, strategy and policy for USG activities. The NEP includes four Tier I discussion-based PLEs annually.

NEP Classified Exercises allow certain aspects of the USG's ability to prevent, prepare for, and respond to threatened or actual terrorist attacks, major disasters and other emergencies to be exercised and evaluated in a classified and restricted environment for select departments and agencies.

Homeland Security Exercise and Evaluation Program (HSEEP):

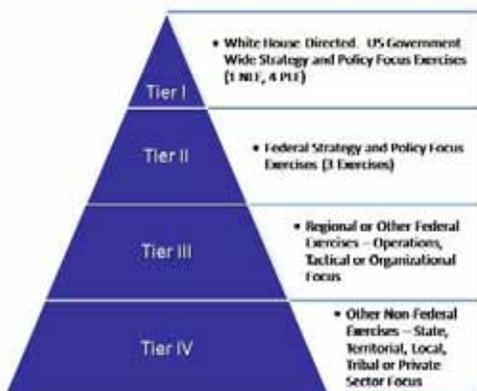
A standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning.

Regional Exercise Support Program: Delivers expert assistance on exercise design, development, conduct, evaluation, and improvement planning for regional, State, and local exercises.

Corrective Action Program (CAP): Enables users to prioritize, track, and analyze improvement plans developed from exercises and real-world events.

National Exercise Schedule: The Five-Year Exercise Schedule involves input from State, local, and Federal partners. FEMA facilitates an Executive Steering Committee that makes scheduling and synchronizing recommendations for consideration during the Federal interagency policy process led by the White House Homeland Security Council.

NEP Exercise Tiers



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NEP 5-Year Exercise Schedule





National Preparedness Directorate Critical Mission Function *Integrated Planning System (IPS)*

EXECUTION OVERVIEW

The purpose of the Integrated Planning System is to establish a standard, comprehensive approach to national planning related to all-hazards prevention, protection, response, and recovery efforts. The IPS serves as part of the direct implementation of Annex I to Homeland Security Presidential Directive (HSPD-8), National Preparedness.

- 1. Strategic Planning. Strategic Guidance Statements and Strategic Plans inform the planning scope, resource requirements and capabilities, laying the foundation for operational and tactical planning.*
- 2. Requirements and Capability Planning. Determine and prioritize capabilities required for accomplishing homeland security missions that are compared to available resources for identifying needs and preparedness goals set forth by the National Preparedness Guidelines, including the Target Capabilities List.*
- 3. Operational and Tactical Planning. The development and integration of plans at the operational and tactical levels that bridge the gaps and identify shared responsibilities across the protection, prevention, response, and recovery mission areas. Federal interagency concept plans drive individual Agency operations plans and/or tactical plans and are developed in coordination with, and in support of, State, local, and Tribal requirements where appropriate.*

ROLES AND RESPONSIBILITIES

- Implement a standardized national system for planning across all mission areas.
- Develop planning guidance for Federal, State, local, Tribal, and territorial officials for prevention, protection, response & recovery.
- Assess national planning capabilities.
- Design and implement a training curriculum to educate and certify planners.
- Coordinate with FEMA Disaster Operations, DHS Operations Coordination and Planning Directorate, and other FEMA, DHS, and Federal government entities with operational planning responsibilities.

- Consistent and modern planning doctrine and guidance, instruction, and process to ensure interoperability across jurisdictional and bureaucratic divides.
- Mechanism to identify and analyze the mission and potential courses of action.
- Process to refine and properly execute plans to reflect developments in risk, capabilities, or policies, as well as to incorporate lessons learned from exercises and actual events.

IPS ATTRIBUTES

- Vertical and horizontal integration of Federal, State, local, and Tribal plans and processes to better recognize and support operational needs at all levels.

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National Preparedness Directorate Critical Mission Function *Comprehensive Assessment System (CAS)*

EXECUTION OVERVIEW

The Office of Preparedness Policy, Planning, and Analysis (OPPPA) Division is tasked with the development, testing, and implementation of an integrated capability assessment process. DHS currently maintains multiple types of capability assessments that increase the reporting burden on State and local stakeholders. NPD is assessing the utility of each process and will propose an approach for integrating these assessment methodologies. The NPD is analyzing six capability assessments: National Incident Management System Compliance Assessment Tool, Pilot Capability Assessment, Gap Analysis Program, State Preparedness Reports, National Preparedness System, and a local version of the legacy Capability Assessment for Readiness. A single, integrated capability assessment process would make it easier for emergency managers to determine strengths and weaknesses, prioritize development efforts to build up necessary capabilities, and focus resources to maximize return on investment. A standardized, integrated capabilities assessment would also facilitate coordination between different jurisdictions in efforts to prevent, protect against, respond to, and recover from disaster.

STEP	ACTION
1	Develop methodologies to comprehensively analyze preparedness data.
2	Develop methodologies and measures to assess capabilities.
3	Collect relevant preparedness data.
4	“Pilot” current assessment activities and sunset ongoing assessments as appropriate.
5	Analyze assessment best practices and determine approach for integrating assessments.
6	Develop and pilot a nationally integrated capability assessment system in various locations.
7	Implement a nationally integrated capability assessment process.
8	Ensure preparedness compliance and assistance.
9	Develop cooperative agreements to integrate the Target Capabilities List implementation policy between FEMA Regional Offices and stakeholders.

ROLES AND RESPONSIBILITIES

PPPA Assessment Branch Chief:

- Coordinate research and analysis, assessment and reporting efforts.

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National Preparedness Directorate Critical Mission Function *Target Capabilities List (TCL) Implementation Project*

OVERVIEW

The TCL – released in September 2007 – provides guidance and reference information on 37 capabilities across prevention, protection, response, and recovery mission areas to help the nation answer fundamental preparedness questions: How prepared are we? How prepared do we need to be? What should we do to close the gaps?

The goal of the TCL Implementation Project is to update the TCL content and structure in a manner that provides more user-friendly, flexible and measurable capability targets that link all activities performed along the preparedness cycle. Each Target Capability will be constructed in the form of a Framework that reorganizes each of the capabilities around three components:

- *Performance Classes – Guidance for incorporating relevant risk factors in capability building to avoid a “one-size-fits-all” approach.*
- *Performance Objectives – Guidance on critical, measurable outcomes and metrics for each performance class.*
- *Resource Elements – Guidance with references to applicable laws, standards, policies, and doctrine on the specific planning, personnel, equipment, training, and exercise objectives to be pursued during the course of the respective programs along the preparedness cycle.*

STEP	ACTION
1	Establish a model framework of risk-based performance classes, performance objectives, metrics, and resource elements.
2	Form technical working groups for the update of six pilot Capabilities pursuant to the new framework.
3	Develop six updated Capability Frameworks in coordination with DHS offices with subject matter expertise and technical working groups.
4	Circulate six draft Capability Frameworks pursuant to the new format for a national review.
5	Identify lessons learned and best practices for future TCL Capability updates and identify 12 additional frameworks to be updated in 2009.
6	Perform outreach and technical assistance on the use of the TCL, including the integration of the TCL within preparedness activities (e.g., plan, train, exercise, equip, assess).
7	Implement updated final Capability Frameworks on a rolling basis in place of existing Capabilities.
8	Complete the development of updated TCL Frameworks by FY 2010.

PPPA Policy Branch: Develop updated Capability Frameworks in coordination with subject matter experts from relevant Federal agencies, national associations, and Regional representatives.

Federal Preparedness Program Managers: Pursuant to the National Preparedness Guidelines, Federal offices with planning, assessment, training, exercise, grant, or reporting responsibilities for enhancing preparedness should incorporate TCL performance measures and guidance as appropriate.

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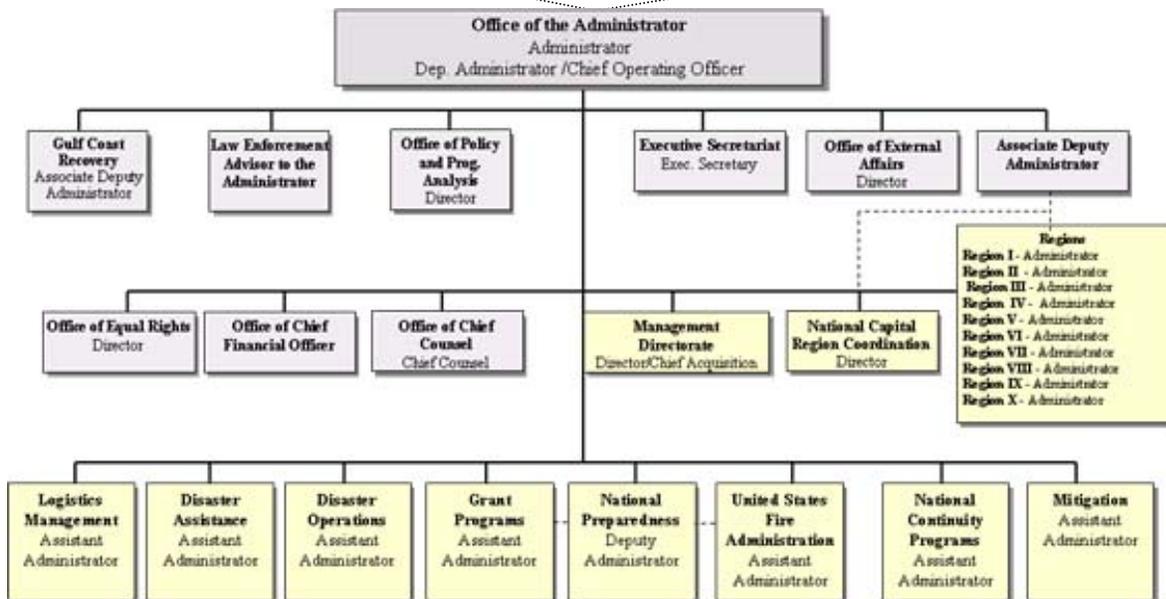
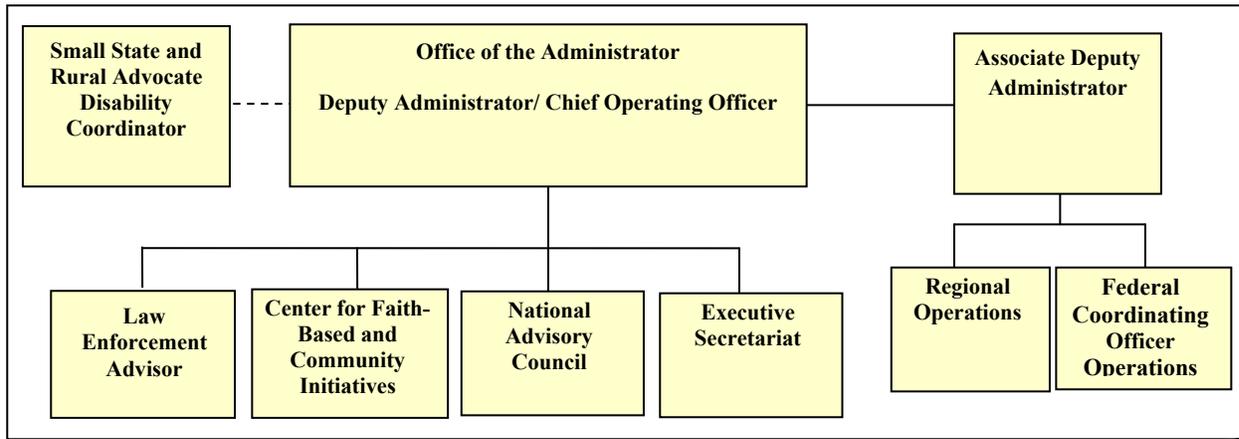


Office of the Administrator

THIS SECTION CONTAINS:

- Overview of the Office of the Administrator
- Overview of the Executive Secretariat
- Overview of the Office of the Law Enforcement Advisor
- Overview of the Center for Faith-Based and Community Initiatives
- Overview of the National Advisory Council
- Overview of the Office of Federal Coordination Officer Operations
- Overview of the Office of Regional Operations
- Overview of National Disaster Housing Task Force

- Critical mission functions
 1. Federal Coordination Officer Operations





Office of the Administrator

MISSION

To reduce the loss of life and property and protect the nation from all hazards, including natural disasters, acts of terrorism, and other man-made disasters, by leading and supporting the nation in a risk-based, comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation.

OVERVIEW AND FUNCTIONS

Office of the Law Enforcement Advisor: This new, permanent position was created as a result of the Post-Katrina Emergency Reform Act of 2006. The Law Enforcement Advisor is a member of the Agency's senior leadership team and works with the Administrator on a regular basis to ensure that law enforcement has a say when making and executing plans. Law enforcement is a key component of any continuity of government plan and provides a very important perspective on Agency plans and policies.

Center for Faith-Based and Community Initiatives: A March 7, 2006 Executive Order required DHS to coordinate a comprehensive departmental effort to engage Faith-Based and Community Organizations (FBCOs) and develop and coordinate outreach efforts.

National Advisory Council: The council is composed of officials, emergency managers, and emergency response providers, which advises the Administrator of FEMA on all aspects of preparedness and emergency management in an effort to ensure close coordination with its partners across the country.

Executive Secretariat: Serves as the primary point of contact for FEMA and the Office of the Administrator for coordinating and providing information on departmental taskings, briefing materials and official correspondence to and from FEMA.

National Housing Task Force: FEMA recently established a joint housing task force with the States and the departments of Housing and Urban Development, Health and Human Services, Veterans Affairs, Agriculture, and others to create a

collaborative process where State, Tribal, and local governments are engaged in the disaster housing process, pre- and post-event.

Under this model, the affected State leads the task force with the input of the local communities suffering from a disaster. Federal agencies lend their expertise and resources to assist the States in making certain that every displaced resident is safely at a temporary home. The housing task force would utilize apartments, extended-stay hotels, and other options to keep people comfortable. However, it is the State's decision where they want to implement the temporary housing assistance.

Regional Operations: The FEMA Office of Regional Operations reports to the Associate Deputy Administrator (who reports to the Administrator) and serves as the means for coordinating all policy, managerial, resource and administrative actions that impact the Regions. Regional Operations also ensures that FEMA policies, programs, administrative and management guidance are implemented in the Regions in a manner consistent with the Agency's overall goals.

Please see Tab 3 of this binder for additional Regional Operations information.

Federal Coordinating Officer Operations: In order to provide a consistent level of skills and professional expertise, Congress, in 1997, approved full-time FCO positions within FEMA to manage and coordinate all-hazard response disaster activities and support ongoing field operations.

GOALS

As stated in PKEMRA, the Administrator shall:

- Lead the nation's efforts to prepare for, protect against, respond to, recover from, and mitigate against the risk of natural disasters, acts of terrorism, and other man-made disasters, including catastrophic incidents;
- Partner with State, local, and Tribal governments and emergency response providers, with other Federal agencies, with the private sector, and with non-governmental organizations to build a national system of emergency management that can effectively and efficiently utilize the full measure of the nation's resources to respond to



Office of the Administrator

natural disasters, acts of terrorism, and other man-made disasters, including catastrophic incidents;

- Develop a Federal response capability that, when necessary and appropriate, can act effectively and rapidly to deliver assistance essential to saving lives or protecting or preserving property or public health and safety in a natural disaster, act of terrorism, or other man-made disaster;
- Integrate the Agency's emergency preparedness, protection, response, recovery, and mitigation responsibilities to confront effectively the challenges of a natural disaster, act of terrorism, or other man-made disaster;
- Develop and maintain robust Regional Offices that will work with State, local, and Tribal governments, emergency response providers, and other appropriate entities to identify and address regional priorities;
- Under the leadership of the Secretary, coordinate with the Commandant of the Coast Guard, the Director of Customs and Border Protection, the Director of Immigration and Customs Enforcement, the National Operations Center, and other agencies and offices in the Department to take full advantage of the substantial range of resources in the Department;
- Provide funding, training, exercises, technical assistance, planning, and other assistance to build Tribal, local, State, regional, and national capabilities (including communications capabilities), necessary to respond to a natural disaster, act of terrorism, or other man-made disaster; and
- Develop and coordinate the implementation of a risk-based, all-hazards strategy for preparedness that builds those common capabilities necessary to respond to natural disasters, acts of terrorism, and other man-made disasters while also building the unique capabilities necessary to respond to specific types of incidents that pose the greatest risk to our Nation.

** A detailed overview of FEMA Regions is provided in Tab 3 of this binder.*



Office of the Administrator

Office of the Executive Secretariat

MISSION

The Office of the Executive Secretariat (OES) serves as the primary point of contact for FEMA's Office of the Administrator for coordination and providing information on departmental taskings, briefing materials and official correspondence. The OES is the central coordination point within FEMA responsible for ensuring proper and expeditious action on all taskings and correspondence addressed to and from FEMA.

CORRESPONDENCE AND STYLE GUIDELINES

OES provides guidance and resources on the following topics: General Correspondence Routing, Seals and Logos, Branding, Correspondence Standards, Templates, and the Drafting and Coordinating of Reports and Other Legislative Actions Required in FEMA's Annual Appropriations.

WEBCIMS

As the document circulatory system of FEMA, OCS facilitates the deliverance of documents around various Agency components. WebCims is an electronic database which tracks the movement of documents throughout the Agency and helps to ensure a timely response to correspondence.



Office of the Administrator

Office of the Law Enforcement Advisor

MISSION

Integrate the law enforcement, private security and emergency management communities of interest by enhancing communication and coordination between FEMA, private sector security, and State, local, Tribal and territorial law enforcement.

OFFICE HISTORY

In 2007, FEMA Administrator R. David Paulison created the office to provide FEMA with a law enforcement perspective on agency plans and policies. The office was also created to support FEMA's growing interaction with law enforcement associations, fusion centers, and terrorism task forces, and to provide expert support.

GOALS

- Develop an integrated approach that strengthens FEMA, private security and the law enforcement communities' ability to address disasters and terrorist events.
- Ensure that the FEMA Administration is easily accessible and as coordinated as possible with law enforcement and private security communities.
- Provide timely and reliable advice for the Administration of FEMA.
- Ensure mutual investment between FEMA and law enforcement communities to ensure mission success.
- Build public trust and confidence in the partnership between FEMA, private security and law enforcement communities.

CURRENT INITIATIVES

- Developing draft mission and vision statements.
- Establishing Office infrastructure and staffing.
- Establishing open lines of communication with law enforcement communities of interest and FEMA Directorates/Offices and other Federal agencies.
- Providing advice to Administration on issues related to law enforcement.
- Responding to law enforcement related opportunities presented to FEMA.
- Reviewing opportunities presented by the

- establishment of fusion centers.
- Leading DHS efforts in studying the feasibility of Law Enforcement Deployment Teams pursuant to the 9/11 Act of 2007.

MAJOR PROGRAM: LAW ENFORCEMENT DEPLOYMENT TEAMS (LEDT)

- Comprised of <500 personnel, in modular components.
- Provide essential law enforcement support (e.g., patrol and crowd control).
- Provide advanced and specialized skills (e.g., SWAT, Aviation).
- Include related emergency support personnel (e.g., communications, logistics) capabilities.
- Stand alone as self-sufficient units capable of sustained operations for 14 days.
- Arrive at the disaster site with all necessary equipment, including weapons, PPE, and interoperable communications.
- Consist of specialized components enabling complete teams or individual components to be deployed from multiple Regions.
- Display standardized identification credential and uniform identification that is recognized by all authorities.
- "Typed" to meet minimum training, experience, equipment and performance standards.
- Report to the local Incident Commander, consistent with the NIMS and ICS.
- Trained and experienced in principles of community oriented policing.
- Supported by Intelligence Led Policing resources at a home agency or fusion center.

OFFICE CHALLENGES

- 18,000 law enforcement jurisdictions
- 800,000 law enforcement officers
- 2 million private security
- Complex, large communities of interest (e.g., Federal, State, regional, county, local, etc.)
- Capabilities, interests and needs of law enforcement communities vary significantly.
- Requires customized solutions instead of "One size fits all" Administrator advice.



Office of the Administrator

Center for Faith-Based and Community Initiatives Overview

MISSION

To foster an environment within DHS/FEMA that welcomes the participation of faith-based and community organizations (FBCOs) in the Department/Agency's social and community service programs.

HISTORY

On March 7, 2006, President Bush issued Executive Order 13397: Responsibilities of the Department of Homeland Security with Respect to Faith-Based and Community Initiatives. This Executive Order established CFBCI at DHS. On October 1, 2007, CFBCI moved from DHS to FEMA.

RESPONSIBILITIES OF THE CFBCI

CFBCI has the following three main responsibilities:

- Incorporate FBCOs in Department programs and initiatives to the greatest extent possible;
- Propose ways to remove barriers, identified in a January 2007 audit, to FBCO participation in programs and initiatives; and
- Develop and coordinate DHS outreach efforts to disseminate information more effectively to FBCOs with respect to programming changes, contracting opportunities, and other agency initiatives.

STRATEGIES FOR ENHANCED PARTNERSHIPS

Preparedness Programs and Exercises: CFBCI partners with Citizen Corps, Emergency Management Institute, Ready.gov, and other DHS components to enhance partnerships between FBCOs and preparedness activities. CFBCI is also part of the DHS National Level Exercise Steering Committee to engage FBCOs in preparedness exercises.

Response and Recovery Operations: CFBCI works to enhance coordination with and integration into the following entities: National Operations Center, National Response Coordination Center, Joint Field Offices, Area Field Offices, FEMA Voluntary Agency Liaisons, FEMA Community Relations, Chaplains, Voluntary Organizations Active in Disasters, and local Long-Term Recovery Committees.

FAITH-BASED AND COMMUNITY INITIATIVES WORKSHOPS

CFBCI is holding 10 nationwide "Partnerships in Emergency Preparedness: A Faith Based and Community Initiatives Workshop" in FY 2008. The purpose of the workshops is to engage Homeland Security stakeholders, including the private sector, governmental agencies, and FBCOs in a strategic partnership to assist the Department in fostering a national culture of preparedness.

Focus of Workshop: Equipping DHS and FEMA partners in emergency preparedness with the resources, knowledge, training, and skills necessary to respond to and recover from all threats, hazards, and adverse incidents. The workshops highlight Homeland Security doctrine and grant programs, and the role of grassroots faith-based, community-based, and other NGOs in emergency management and preparedness. The workshops also provide FBCOs an opportunity to meet and discuss pertinent issues with DHS and FEMA leadership, as well as State and local emergency preparedness and management officials.

FUNDING STRATEGIES

CFBCI employs the following strategies to facilitate FBCO's competition for DHS grant dollars:

- Ensure that grant guidance, review procedures and solicitations encourage FBCO applications where appropriate;
- Introduce or expand innovative grant strategies such as intermediaries, mini-grants and vouchers to facilitate FBCO participation in grant program funded services; and
- More effectively integrate FBCOs, particularly grass roots organizations, into service delivery systems through technical assistance initiatives in formula and block grant programs.

DHS NON-DISCRIMINATION/EQUAL TREATMENT RULE

Published in the January 14, 2008 *Federal Register*, this rule enables State- and locally-administered programs to implement equal treatment principles using proven models for partnering with FBC.



Office of the Administrator

Office of the National Advisory Council Overview

MISSION

Ensure effective and ongoing coordination of national preparedness, protection, response, recovery, and mitigation for natural disasters, acts of terrorism, and other man-made disasters by:

- Incorporating input from Tribal, State, and local governments, and the public and private sectors.
- Providing venue for feedback, suggestions and constructive criticisms from the diverse groups of stakeholders.

OFFICE HISTORY

The Post-Katrina Emergency Management Reform Act (PKEMRA) (PL 109-295) directed the Secretary of Homeland Security to establish the NAC, which is responsible to FEMA's Administrator and operates under the Federal Advisory Committee Act (FACA).

MEMBERSHIP

Thirty-five (35) individuals have been appointed to the full council; an additional twenty-six (26) serve on subcommittees. To the extent practicable, members have been drawn from a geographic and substantive cross-section of officials, emergency managers, and emergency response providers.

SUBCOMMITTEES

Two standing subcommittees: NRF and NIMS, and four ad hoc subcommittees: Stafford Act, Special Needs, Post Disaster Housing, and Private Sector Partnerships.

RESPONSIBILITIES

Per PKEMRA:

- Sec. 508 – national preparedness goal, the National Preparedness System, the National Incident Management System, the National

Response Plan, and other related plans and strategies.

- Sec. 509 (b) – National Integration Center
- Sec. 645 (a) – National Planning Scenarios
- Sec. 646 – Target Capabilities and Preparedness Priorities (OBE?)
- Sec. 647 (a) (1)– Equipment and Training Standards
- Sec. 648 (a) (1), (b) (1) - Training and Exercises
- Sec. 649(a) – Comprehensive Assessment System
- Sec. 650 – Remedial Action Management Program
- Sec. 682 (a) – National Disaster Housing Strategy
- Sec. 682 (a) – National Disaster Housing Strategy
- Sec. 689 (a) – Individuals with Disabilities

ACCOMPLISHMENTS

Within 12 months, the NAC has provided substantive input or formal recommendations on the NRF, NIMS, National Disaster Housing Strategy, Stafford Act public assistance and individual assistance regulatory initiatives, Regional Disability Coordinators and the FEMA Strategic Plan.

CHALLENGES

- Funding – The cost to transport/lodge 35 members and 26 subcommittee members for quarterly meetings is substantial.
- Oversight – Congress and GAO criticized FEMA for not establishing the NAC sooner and coordination with the NAC regarding the NRF. Congress, GAO, and DHS OIG attend/monitor meetings and the Council's recommendations.
- Workload – NAC has long list of mandates under PKEMRA and is at full capacity.



Office of the Administrator

Office of Federal Coordinating Officer Operations Overview

MISSION

The mission of the Office of FCO Operations is to lead, train, equip, and manage FEMA's Federal Coordinating Officers to ensure their availability for rapid deployment in response to any disaster; to deliver training to develop and sustain FCO professional competencies; and to coordinate FCO assignments to meet the on-scene needs of FEMA and its emergency management partners.

HISTORY

Congress authorized the FCO Program to support ongoing field operations, funded by the Disaster Relief Fund (DRF), in the 1998 Congressional Appropriations Conference Report (REPORT 105-297 of October 6, 1997).

GOALS

Apply the right FCO with the right capabilities to the right contingency, every time.

Provide the right FCO:

- Recruit and hire proven leaders
- Increase and sustain 45 high quality, diverse FCOs
- Provide quality education and leadership training
- Institute exemplar professional development and credentialing plans
- Measure State satisfaction with FCO performance
- Develop recognized leaders in emergency management (CEM and PDP as the high standards)

Provide the right capability – Training and Equipping:

- Sufficient type FCOs to match actual level in disasters and exercises
- Institute exemplar professional development and credentialing plans
- Renew outdated equipment before field failure
- Ensure the proper resources to accomplish the mission
- Lead a proactive support staff, dedicated to the field mission
- Optimize training opportunities

Address the right contingency:

- Participate effectively in national and regional exercise programs
- Lead key regional activities
- Assign FCOs to collateral specialty tracks
- Active partnership in key organizations

PROGRAM BACKGROUND

The Office of Federal Coordinating Officer Operations is a mature program. In the event of a Presidential disaster declaration, a Federal Coordinating Officer (FCO) is designated by name in the President's letter. There is a small pool of full-time FCOs who are highly trained and certified to perform this function on behalf of the Administrator. Disaster response and recovery missions are typically three or more months in duration and extend across administrations. There are typically 20 or more disasters ongoing at any particular time.

The effective management, dispatching and coordination of FCOs require a seamless transition. Federal Coordinating Officer Operations ensures disaster leadership is established in a timely manner and Stafford Act provisions are in place, resulting in critical support of States and Tribes in responding to a disaster.

ROLES AND RESPONSIBILITIES

Director of FCO Operations:

- Tracks emerging disasters and assigns an FCO with the proper qualifications and certifications to begin developing event awareness before a disaster is declared.
- Ensures the FCO deploys to a suitable location to begin coordinating Federal support to the State, local, or Tribal emergency manager.
- Upon declaration, ensures the assignment is correct and determines the need for additional FCO assets to deploy in support of the lead FCO.
- Manages the system for getting standard reports from the field office back to senior DHS and FEMA leadership.



Office of the Administrator

Office of Regional Operations Overview

MISSION

To serve as the agency's office through which all policy, managerial, resource and administrative actions that affect or impact the 10 FEMA Regions receive effective coordination between headquarters and the Regional Offices.

Office of Regional Operations also ensures that FEMA policies, programs, administrative and management guidance are implemented in the Regions in a manner consistent with the agency's overall goals.

HISTORY

Title 44 §2.20 establishes the mission of the Office of Regional Operations.

Title 44 §2.22 established the mission of the Regional Offices. The Post-Katrina Emergency Management Reform Act (PKEMRA) (PL 109-295) establishes specific roles and responsibilities of the FEMA Regional Offices.

The Office of Regional Operations, through coordination and integration, ensures successful execution of the regional roles and responsibilities.

OVERVIEW

The Office of Regional Operations reports to the Associate Deputy Administrator (who reports to the Administrator) and serves an integral role as the headquarters liaison to the FEMA Office of the Regional Administrator. The Office of the Regional Administrator provides executive leadership, administration and management of all regional programs and operations, strategic planning and policy development.

The Office of Regional Operations provides the Office of the Regional Administrator's operating funds (1100 Account). The 1100 Account Budget directly supports the Office of the Regional Administrator in all 10 Regions and the Office of Regional Operations.

The Office of Regional Operations also serves as the technical expert in the development of national policy and new program initiatives in support of implementing Regional mission. The office also

functions as a day-to-day advocate of the FEMA Regional Offices.

GOALS

- To provide leadership to ensure FEMA's "all-hazards" functional programs are effectively implemented in the Regions.
- Work with HQ Leadership to define regional policy guidance and resolve regional issues.
- Provide key linkage between FEMA Regional Administrators, FEMA Office of the Administrator and Directorate Leadership on Agency-wide issues.
- Work with Regions to ensure that regional resource and operational needs are aligned with headquarters resource and operational requirements.
- Review internal controls and measurement tools for the effectiveness of programs being delivered by the Regions.

CURRENT INITIATIVES

- Provided leadership, direction and program coordination.
- Increased effectiveness of Regions and headquarters by enhancing communications management through guidance and standardization.
- Ensured that Regions effectively carried out FEMA's emergency management mission.
- Developed Performance Measures and Metrics for FEMA nine Core Competencies.
- Developed Regional Organization and Functions for FEMA.
- Established "State of the Region" briefing template.
- Ensured that all 10 FEMA Regions developed Strategic Plans.
- Provide support, coordination and communication between headquarters program offices and the Regions.
- Strengthen regional core capabilities, competencies and capacities.
- Provide assistance (including onsite when required) to regional staff in establishing and running the regional committees.



Office of the Administrator

Office of the National Disaster Housing Task Force

MISSION

In collaboration with experts from Federal, State, Tribal, local governments and other organizations with disaster housing related responsibilities, the National Disaster Housing Task Force is an interagency body established to improve disaster housing across the nation; to provide advice to the FEMA Administrator and Secretaries of the Departments of Homeland Security (DHS) and Housing and Urban Development (HUD) regarding disaster housing issues; and to plan for and oversee implementation of the National Disaster Housing Strategy.

HISTORY

Under the Post Katrina Emergency Management Reform Act of 2006, Title VI, Subtitle E, Section 683, Congress required the FEMA Administrator, with input from Federal agencies, State, Tribal and local governments to develop, coordinate, and maintain a National Disaster Housing Strategy. The National Disaster Housing Strategy calls for the establishment of a National Disaster Housing Task Force to provide a full-time focus on housing related issues, to elevate the significance of disaster housing preparedness, and to oversee implementation of the National Disaster Housing Strategy.

FEMA Headquarters convened the National Disaster Housing Task Force (NDHTF) in response to the 2007 California Wildfires. A Housing "Tiger Team" deployed to California and established a field element of the NDHTF onsite at the Joint Field Office (JFO), with participation from FEMA, the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Health and Human Services (HHS), the U.S. Army corps of Engineers (CORPS), the U.S. Small Business Administration (SBA), U.S. Veteran's Administration (VA), U.S. Department of the Interior (DOI), U.S. Department of Agriculture (USDA), American Red Cross (ARC), and the State of California.

The NDHTF was also convened several times in summer 2008 in response to the Midwest Flooding. The purpose of the NDHTF was to help states focus on post-disaster housing needs. As a result of the National Disaster Housing Strategy, a full-time focus to the NDHTF began in August 2008. The NDHTF convened several times in September 2008 in response to Hurricane Ike, and deployed to the

Austin, TX JFO to assist the State of Texas in developing State-led Disaster Housing Task Force, as well as a Housing Strategy and Implementation Plan.

ROLES AND RESPONSIBILITIES

The Task Force will use existing federal programs, statutory authorities, competencies, and capabilities as a baseline from which to identify ways to implement a comprehensive approach to the establishment of sheltering, interim and permanent disaster housing. Through the National Advisory Council, the Task Force can obtain input from non-federal organizations and corporations which have expertise in innovative housing solutions, and which will bring a unique perspective on aspects of disaster housing which will strengthen preparedness throughout the Nation.

The Task Force will advocate for disaster housing, lead the national effort and be accountable for implementing the National Disaster Housing Strategy. This interagency group will function with two primary modes of operation:

1. Deliberative role (non-incident focused) where the Task Force provides leadership and advocacy to address national disaster housing related issues. The Task Force leads and facilitates disaster housing planning efforts, encourages involvement by the private sector, and tracks disaster housing preparedness efforts nationwide.
2. Incident-focused role, where the Task Force provides expert knowledge, analysis, professional experience, and guidance, in order to advise Tribal, State and/or Federal leadership on solutions to urgent disaster-specific housing challenges. During this time, the Task Force reconfigures to form the core of a National Disaster Crisis Action Team to advise and support the Unified Coordination Group at the Joint Field Office, the State-led Joint Housing Task Force and to interface with the private sector through the National Advisory Council.

CURRENT INITIATIVES

The National Disaster Housing Task Force will be led by the Task Force Executive Director, a FEMA employee who reports directly to the Administrator. The Director will be responsible for achieving the mission of the Task Force, and will work with the



Office of the Administrator *Office of the National Disaster Housing Task Force*

guidance provided by Federal Executive Sponsors, and collaboratively with the National Advisory Council. This core group will be supported by eight full-time staff (Executive Director, and three FTEs internal to FEMA, plus a representative from the American Red Cross) that will compile and analyze housing related data and engage in the development of planning and operational documents.

National Disaster Housing Task Force charter has been proposed to Federal partners. Federal partners comprised of senior executive service members from stakeholder agencies will work in partnership to provide oversight and direction to the Task Force. The following departments shall have representation: FEMA, HUD, SBA, USDA, VA, and HHS.

Office space has been identified and secured for a full-time task force of eight people; budget requirements have been identified; and a web address for a web-based library of housing resources has been secured.

CHALLENGES

Housing and Urban Development should have representation on the Task Force; however, at this time they are not convinced full-time representation is needed.

Additional positions are being proposed so that full-time participation from state and/or local governments can be accomplished.

Outreach and training for headquarters, regional and disaster assistance employees to help states and local jurisdictions focus on disaster housing before a critical housing need is required.



Office of the Administrator Mission Critical Function

Federal Coordination Officer Operations

EXECUTION OVERVIEW

The Office of Federal Coordinating Officer Operations ensures critical support of States and Tribes in responding to a disaster. In the event of a Presidential disaster declaration, a Federal Coordinating Officer (FCO) is designated by name in the President’s letter; therefore, the effective management, dispatching, and coordination of FCOs require a seamless transition. Federal Coordinating Officer Operations ensure disaster leadership is established in a timely manner and Stafford Act provisions are in place.

There is a small pool of full-time FCOs who are highly trained and certified to perform this function on behalf of the Administrator. Disaster response and recovery missions are typically three or more months in duration and Congress authorized the FCO Program to support ongoing field operations, funded by the Disaster Relief Fund (DRF), in the 1998 Congressional Appropriations Conference Report (REPORT 105-297 of October 6, 1997).

FCO Goals	FCO Objectives
Provide the right FCO:	<ul style="list-style-type: none"> ▪ Recruit and develop recognized leaders in emergency management ▪ Increase and sustain 45 high quality, diverse FCOs ▪ Institute exemplar professional development and credentialing plans ▪ Measure State satisfaction with FCO performance
Provide the right capability – Training and Equipping:	<ul style="list-style-type: none"> ▪ Sufficient type FCOs to match actual level in disasters and exercises ▪ Institute exemplar professional development and credentialing plans ▪ Renew outdated equipment before field failure ▪ Ensure the proper resources to accomplish the mission ▪ Lead a proactive support staff, dedicated to the field mission
Address the right contingency:	<ul style="list-style-type: none"> ▪ Participate effectively in national and regional exercise programs, lead key regional activities, and build partnerships in key organizations ▪ Assign FCOs to collateral specialty tracks

ROLES AND RESPONSIBILITIES

Office of FCO Operations: Aims to lead, train, equip, and manage FEMA’s FCOs to ensure their availability for rapid deployment in response to any disaster; to deliver training to develop and sustain FCO professional competencies; and to coordinate FCO assignments to meet the on-scene needs of FEMA and its emergency management partners.

Director of FCO Operations: Manages the following responsibilities:

- Tracks emerging disasters and assigns an FCO with the proper qualifications and certifications to begin developing event awareness before a disaster is declared.

- Ensures the FCO deploys to a suitable location to begin coordinating Federal support to the State, local or Tribal emergency manager.
- Upon declaration, ensures the assignment is correct and determines the need for additional FCO assets to deploy in support of the lead FCO.
- Manages the system for getting standard reports from the field office back to senior DHS and FEMA leadership.

POINT OF CONTACT

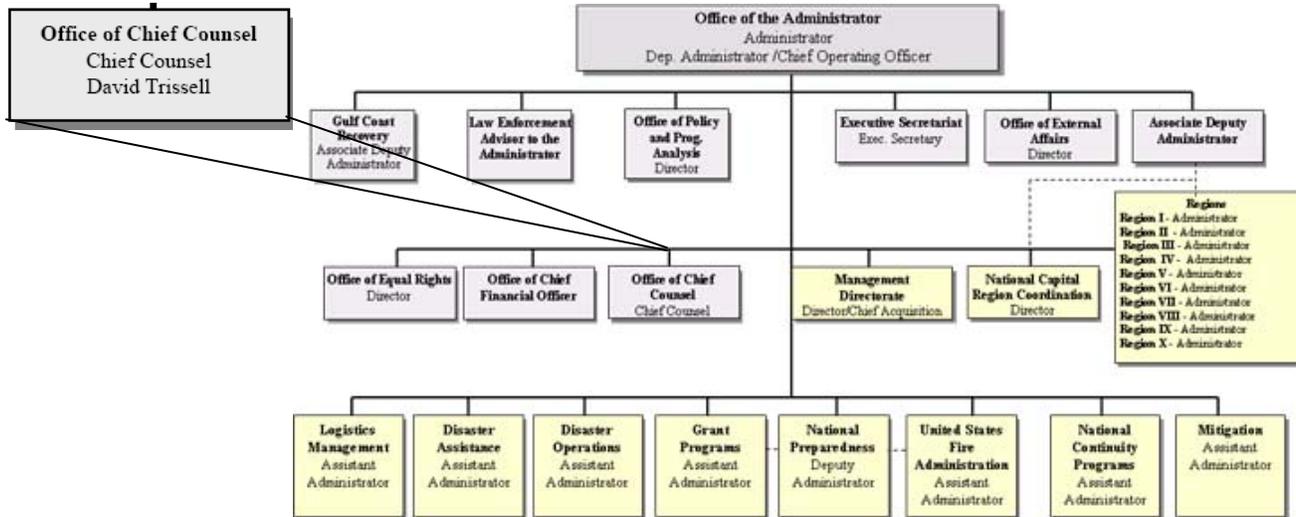
Ted Monette, Director, Office of FCO Operations
 Email: Ted.Monette@dhs.gov
 Phone: (202) 646-3601



Office of the Chief Counsel

THIS SECTION CONTAINS

- Overview of the Office of the Chief Counsel



MISSION

The Office of Chief Counsel (OCC) provides timely, professional legal services to the FEMA Administrator and staff by identifying, addressing, and reducing obstacles to the achievement of DHS and FEMA goals.

RELATIONSHIP WITH DHS

The Chief Counsel of FEMA reports to the General Counsel of DHS.

LEGISLATIVE ROLE

OCC provides legal support for Congressional hearings, briefings, questions for the record and proposed legislation to maintain a strong relationship with Congress and to ensure the Agency has the appropriate authority and budgetary resources to accomplish its mission.

PROGRAM ROLE

OCC provides daily advice to FEMA’s program elements, Disaster Operations, Disaster Assistance, Logistics, Preparedness, Grants, and Continuity of Government on interpretations of FEMA’s primary authority under the Stafford Act and numerous other authorities impacting FEMA’s mission.

RESPONSE ROLE

The Field Counsel Division, as the operational arm of OCC, provides “on scene” mission critical legal advice in the field in support of disaster response and recovery operations.

REGULATION AND POLICY ROLE

The Regulation and Policy Team manages the Agency’s regulatory agenda by providing legal advice and drafting assistance on the Agency’s many open regulatory projects. The team also reviews and provides assistance with respect to the issuance of Agency policy to ensure policies and procedures meet the requirements of Executive Order 13422.

LEGAL ASSISTANCE

OCC provides legal assistance on the following subjects: Acquisitions; Grants; Property Management; Alternative Dispute Resolution; Budgetary and Fiscal Law; Ethics and Contractor Integrity; Human Resources, Labor Relations and Equal Opportunity; Information, Intellectual Property and Privacy Matters; Legislation and Regulations; Litigation and Claims; and Policy coordination.



Office of the Chief Counsel

ALTERNATIVE DISPUTE RESOLUTION (ADR)

ADR refers to a variety of dispute resolution methods that serve as alternatives to litigation and formal administrative procedures. The ADR Office assists FEMA employees, partners, and those impacted by disasters with preventing, managing, and resolving disputes. ADR is designed to promote satisfying solutions, fair procedures, and constructive professional relationships.

ETHICS INFORMATION

OCC provides ethics information or training on the following subjects: government ethics laws and regulations, post-employment restrictions, outside employment or activities and conflicts of interest, political activities and Hatch Act information, and Contracting Officer's Technical Representative (COTR) ethics training.

FOIA REQUESTS

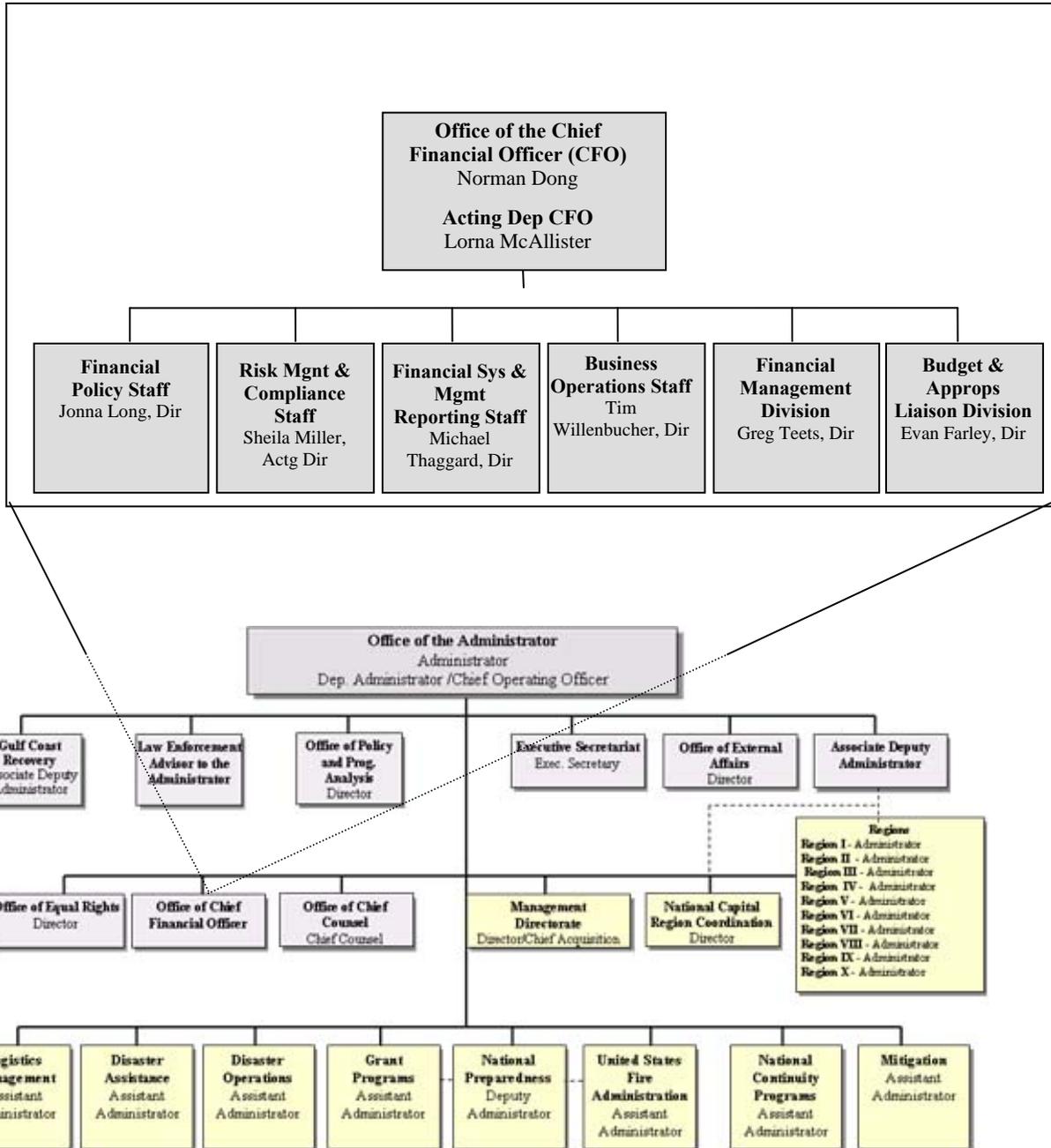
OCC makes legal determinations and recommendations regarding FOIA requests. The Management Directorate processes and responds to FOIA requests



Office of the Chief Financial Officer

THIS SECTION CONTAINS

- Overview of the Office of the Chief Financial Officer
- Essential improvements
 - 1) Investment Working Group
 - 2) Transformation and System Consolidation





Office of the Chief Financial Officer Overview

MISSION

Lead FEMA in financial management and accountability to ensure the effective use of resources and service to stakeholders in the accomplishment of FEMA's mission.

DIRECTORATE HISTORY

The position of Chief Financial Officer was created by statute (Agency Chief Financial Officers Act, as amended, 31 U.S.C. 901-1114, 3511-3521). The Chief Financial Officer is authorized to exercise the duties and powers set forth in that statute.

OVERVIEW AND FUNCTIONS

Oversee and manage all financial-related activities to ensure accomplishment of duties and responsibilities required under the Chief Financial Officer's Act of 1990, and report directly to the FEMA Administrator on the Agency's financial management matters. Activities include: (a) budget formulation and execution, and coordination of the President's Management Agenda; (b) oversight of all Agency appropriations and accounts; (c) financial services and support; (d) financial statement preparation; (e) financial policy and procedure, and internal controls development and implementation; and (f) access control, technical support, and training for FEMA's core financial management system.

In addition:

- Oversee planning and response activities of the Headquarters' financial management members of FEMA's emergency teams and management of the national Comptroller Disaster Reservist Cadre.
- Ensure capability to continue performing the Office's essential functions through continuity of operations (COOP) planning, testing, and exercise activities.

BUSINESS LINES

Budget Division functions include:

Appropriations Liaison: Service as Agency liaison to the House and Senate Appropriations Committees, fostering visibility and understanding of FEMA's budget request for future year funding and budget execution and program management and oversight of

current year and prior year funding. Facilitate multi-way communication between our Appropriators and FEMA, DHS and OMB by communicating program and financial priorities as formulated and prioritized by them to the Hill, and being responsive to the requests of the Committee staff.

Budget Branches and Manpower Team: Promote sound financial management and accountability throughout the Agency by providing program planning and financial-related guidance, information and services to FEMA management and the Agency's customers. Develop and implement programming, budgeting and execution of the Agency's budget to meet mission requirements and performance goals in close partnership with FEMA's programs/offices.

Within the Disaster Budget Branch is the **Comptroller Cadre Team:** Create, maintain, and manage a Professional/Credentialed financial comptroller cadre that is ready and available at all times to support the FEMA disaster mission & the OCFO mission. Execute DRF funds allocated to declared disasters to manage disaster financial operations. Manage acquisition, travel, funds control, compliance/claims, training, and HR personnel during a declared disaster.

Financial Management Division functions include:

FEMA Finance Center: Perform accounting analysis, reconciliations, reporting, and accruals on general ledger accounts and sub-ledgers in support of financial statement preparation. Reconcile FEMA financial information with external systems (e.g., NEMIS, ProTrac, PARS) interfacing with IFMIS. Manage and record debts. Collect all money owed to FEMA and report debt status to DHS. Ensure the accuracy and completeness of grant accounting information in compliance with Cash Management Improvement Act. Provide grant accounting and financial management oversight to FEMA Program Offices containing grant operations. Maintain SmartLink and other grants payment systems tables. Execute the invoice approval and payment process for all mission assignments, reimburseables and other intergovernmental payments. Execute the invoice approval process, travel reimbursements and disaster housing payments; and schedule and certify all FEMA appropriations and payment types including Commercial, Employee Reimbursement, and Grants payment activity.



Office of the Chief Financial Officer Overview

Financial Statements and Reporting: Provide expertise, interpretation and conformance with U.S. Generally Accepted Accounting Principles (GAAP) and Statements of Federal Financial Accounting Standards (SFFAS) in the preparation of the Annual Financial Report (AFR).

Staff Operations functions include:

Financial Systems and Management Reporting: Implement and maintain OCFO financial systems. Develop financial reporting tools to provide timely and accurate financial information.

Risk Management & Compliance: Establish and maintain Internal Controls to achieve the objectives of the Federal Managers Financial Integrity Act (FMFIA), OMB Circular A-123. Develop, implement and test formal Internal Control processes, assessments and improvements FEMA-wide.

Financial Policy: Provide financial management policy guidance and assistance to internal and external customers. Ensure Agency-wide and internal OCFO financial policy meets the requirements of legislation, regulation, and DHS and FEMA policies and guidance.

Business Operations: Ensure efficient and effective support for OCFO day-to-day business operations including Acquisition Management; Budget formulation and Execution; Business Operations Policies and Procedures; Continuity of Operations; Facilities Management; Human Capital/Professional Development/Administration; Knowledge Management; Operational Metrics and Reporting (with Systems Group); and Congressional and FOIA Responses.



Office of the Chief Financial Officer

Essential Improvement

Investment Working Group

The Investment Working Group (IWG) is established to provide the governance structure to have cross-programmatic visibility of Directorate initiatives and programs. The IWG provides senior management with recommendations regarding the prioritization of programmatic initiatives and enables the timely dissemination and discussions of budgetary issues. This group provides advice to the Senior Resource Management Board for decision making and guidance for the implementation of budget/resources decisions. This group also serves to complement the transformation and transition initiatives, where necessary, to achieve the vision for FEMA.

Justification for Essential Improvement:

As part of the Department’s dedication to strengthening the nation’s preparedness and overall ability to prevent, protect, respond to and recover from all hazards and all threats, FEMA must ensure that its resources are targeted for the highest priorities in consonance with the dynamic emergency management environment. Co-chaired by the Deputy, CFO, and the Chief, Office of Plans, Analysis and Evaluation, and including senior programmatic leadership across FEMA, the IWG provides a forum for programmatic resource discussions, determinations and recommendations for agency strategies and priorities.

Integration Points within FEMA:

The IWG provides a structure for cross programmatic visibility of all resource initiatives, including: resource allocation, justification, and execution; human resource planning, alignment, and implementation; and the Capital Planning and Investment Control (CPIC) process. As such, it affects all Offices, Directorates and Regions.

Risks:

None Identified

Timeline:



Milestones:

- ✓ (2007) Established monthly meetings
- ✓ (2008) Completed review FYs 2010–14 Resource Allocation Plan
- ✓ Initiated review of FYs 2011–15 Resource Allocation Plan
- ✓ Addressed CPIC strategies

Ongoing The IWG is designed to be a standing body that will continuously evolve to meet the needs for FEMA.

IWG Membership:

Co-Chairs

- Chief Financial Officer (CFO)
- Budget Officer, Office of the CFO
- Director, Program Analysis & Evaluation Division
- Office of Policy & Program Analysis

Members

- Senior delegates from Directorates, Offices and Regions

Advisors

- Office of the Chief of Procurement
- Office of Human Resources
- Office of Facilities
- Chief Information Officer
- Director, Financial Mgt Division, OCFO
- Office of External Affairs

POINTS OF CONTACT

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Office of the Chief Financial Officer

Essential Improvement

Transformation System Consolidation

To substantially update the Agency’s financial management system (i.e., Integrated Financial Management Information System [IFMIS]) to provide business processing consistency across all of FEMA programs; wherever possible move processes consistent with government-wide initiatives; to expand the baseline of the IFMIS database; to accommodate all site-specific data tables (i.e., PARS, NEMIS, etc.); to merge data while ensuring audit integrity; and address financial information needs required to complete FEMA and DHS reporting.

The FEMA System coincides with the DHS-wide Transformation and Systems Consolidation (TASC) program to integrate financial, acquisition, and asset management systems. Sponsored by the DHS Undersecretary for Management (USM) and Chief Financial Officer (CFO), TASC will standardize business processes and lines of accounting for the department, while including specific component requirements for unique system interfaces. All DHS components will migrate to the chosen integrated system.

Justification for Essential Improvement:

- Currently, FEMA’s financial, acquisition, and asset management systems are not integrated with DHS;
- Access to more accurate, timely and reliable financial data;
- Without integrated management systems, DHS risks audit findings that negatively affect the department;
- A reduction in maintenance costs;
- Promote internal controls and proper segregation of duties;
- Real-time interoperability across the financial management enterprise; and
- Support best project management practices and strengthen financial accountability.

- Clarity of regional offices and headquarter program office roles and responsibilities
- Training and other adoption requirements of FEMA Agency users, as well as other Federal, State and local government, private sector, non-governmental organizations, and citizen grantees.

Timeline:



Milestones:

- FY 2008** Map business practices for FEMA and its Grant Programs Directorate
DHS TASC Contractor Acquisition
- FY 2009** Consolidation of FEMA software code and historical data
- FY 2010** FEMA IFMIS upgrade
- FY 2011** DHS-wide TASC implementation

Integration Points within FEMA:

Once a DHS-wide solution is selected, an integrator will perform a gap analysis with all components (including FEMA entities) to understand the unique business needs, what interfaces should be built, and what business process re-engineering must occur. FEMA will not migrate to the integrated solution until after FY 2009.

Risks:

- Interdependencies and cascading impacts of changes to the financial management system upon other programs and activities
- Availability of funding, facilities, and personnel

POINTS OF CONTACT

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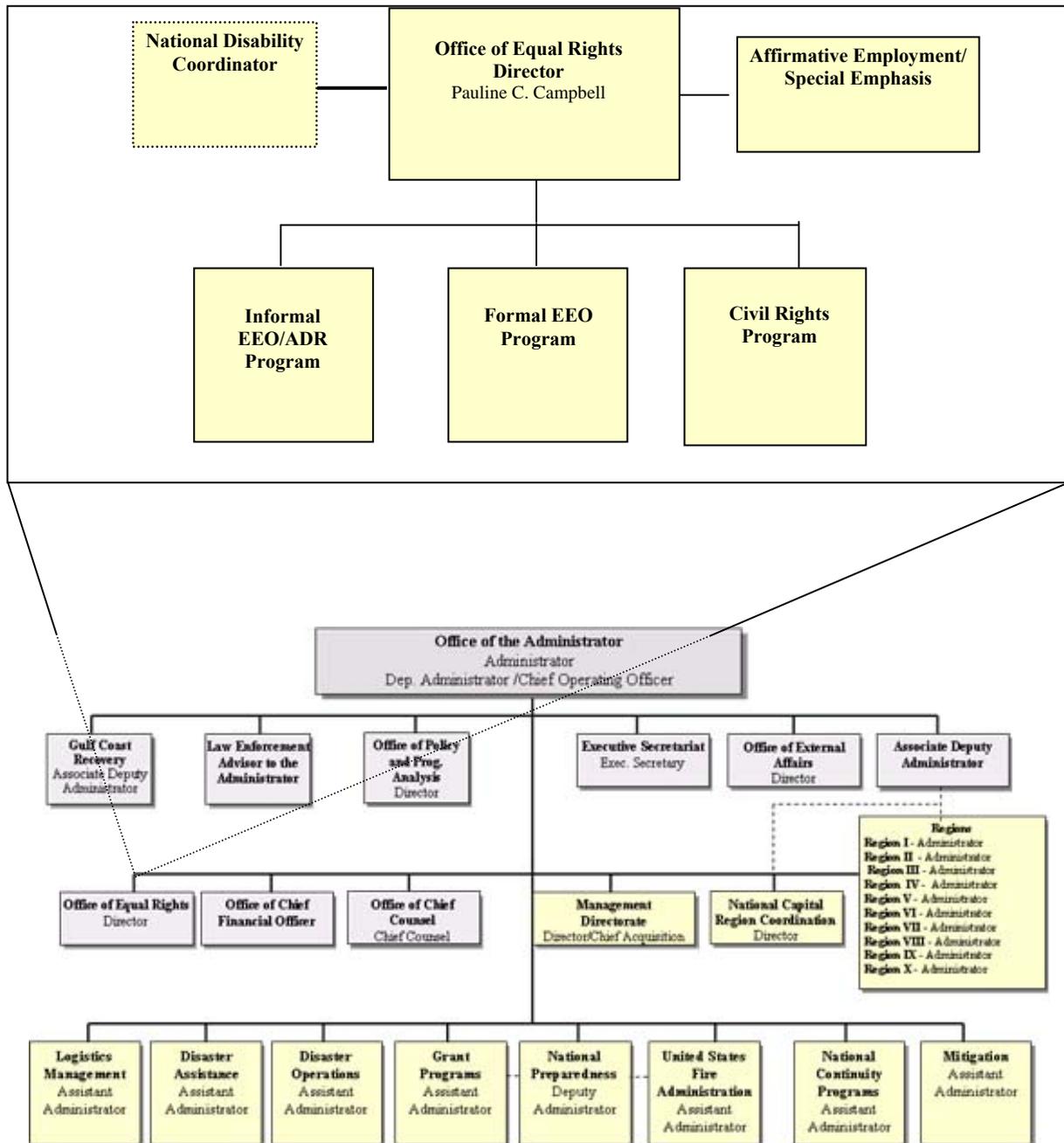
Norman Dong, Chief Financial Officer, Office of the Chief Financial Officer
Email: Norman.Dong@dhs.gov
Phone: (202) 646-7598



Office of Equal Rights

THIS SECTION CONTAINS

- Overview of the Office of Equal Rights





Office of Equal Rights Overview

MISSION

The Office of Equal Rights (OER) promotes affirmative employment, a discrimination-free work place, and equal access to FEMA programs/benefits.

EQUAL RIGHTS POLICIES

OER developed and maintains policies on the following issues: Harassment and Retaliation, Sexual Harassment, Equal Opportunity for Persons with Disabilities, Accessible Electronic and Information Technology, Equal Opportunity and Affirmative Employment, and Civil Rights.

EQUAL RIGHTS OFFICER (ERO) CADRE

The ERO cadre serves on the direct staff of the Federal Coordinating Officer (FCO) at the Joint Field Office (DFO). They provide guidance in efforts to resolve civil rights and equal rights issues, EEO counseling, and technical assistance and training.

CIVIL RIGHTS PROGRAM

Technical Assistance: The Civil Rights program section offers policy guidance to FEMA in meeting Civil Rights mandates. In disaster operations, staff works proactively with community organizations to identify resources and to ensure equal access to FEMA programs and benefits. The program also provides assistance to the Agency and the national emergency management community in the effort to make publications, programs, and facilities accessible to people with disabilities.

Complaints Resolution: Anyone who believes they have been discriminated against in receiving services or benefits from FEMA may contact OER. Disaster applicants can also obtain help from an ERO through the FEMA Helpline. If the ERO cannot resolve the issue, a formal written complaint may be filed with OER. OER is responsible for processing complaints, acknowledgement, acceptance/dismissal, investigations, compliance reviews, and issuing final decisions.

DISABILITY PROGRAM

The Disability Program is responsible for employment matters affecting people with disabilities. The Disability Program Manager (DPM) serves as a technical advisor to the FEMA workforce on all disability issues. Responsibilities of the DPM include providing guidance, disability awareness, training, coordination of Reasonable Accommodation Requests, and the Workforce Recruitment Program.

Workforce Recruitment Program: The Human Capital Division (HR) and OER send recruiters to meet with students with disabilities from colleges and university campuses. FEMA maintains a database of eligible students and applicants with disabilities for potential job placement.

Computer/Electronic Accommodations Program (CAP): CAP buys accommodations to make computer and phone systems accessible to employees with disabilities and provides expertise in solving accessibility problems through assistive technology.

EQUAL EMPLOYMENT OPPORTUNITY (EEO)

Informal Complaints: Provides oversight of all EEO Counseling for Headquarters, Regional Offices, Fixed Facilities, and Disaster-Related Activities. Maintains a staff of collateral-duty EEO Counselors and Equal Rights Officers for counseling services.

Alternative Dispute Resolution: If individuals indicate a willingness to participate, and/or issues are identified which can lead to positive results.

Conflict Resolution and Management: Designed and committed to assisting with problems before they become formal complaints. Office staff regularly visits the field to update managers on policy and to deal with specific concerns. Informal dispute procedures are available to help contending parties with workplace conflict and resolution.

Formal Complaints Processing: Responsible for processing formal complaints of discrimination, including acknowledgement, acceptance/dismissal, investigations, compliance with hearing and appeal procedures, and issuing final agency decisions.



Office of Equal Rights Overview

AFFIRMATIVE EMPLOYMENT PROGRAM/SPECIAL EMPHASIS PROGRAM

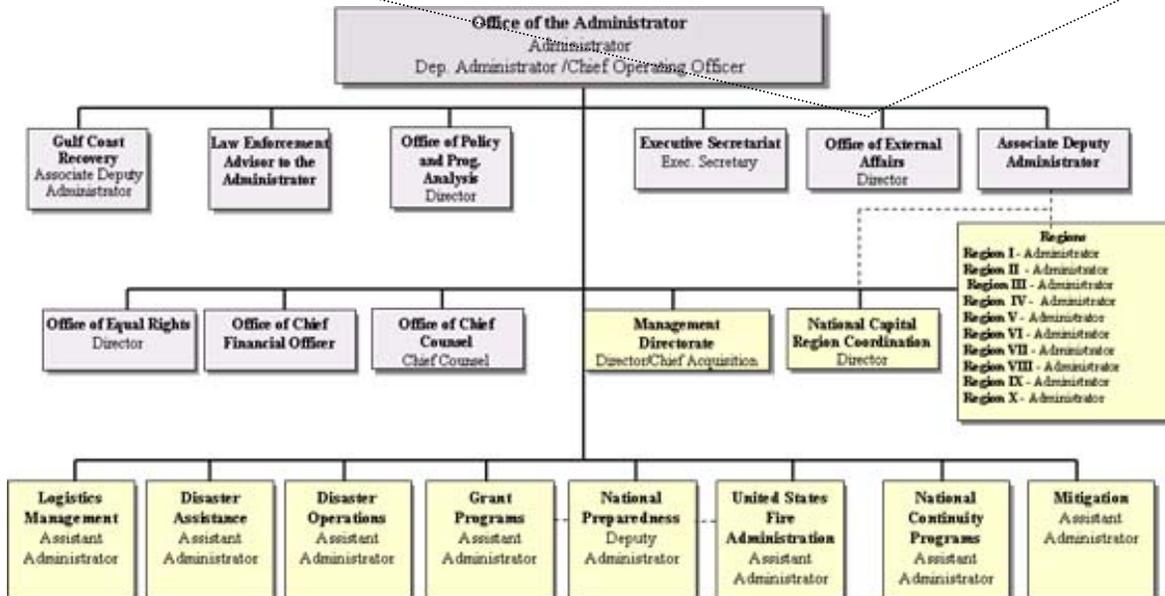
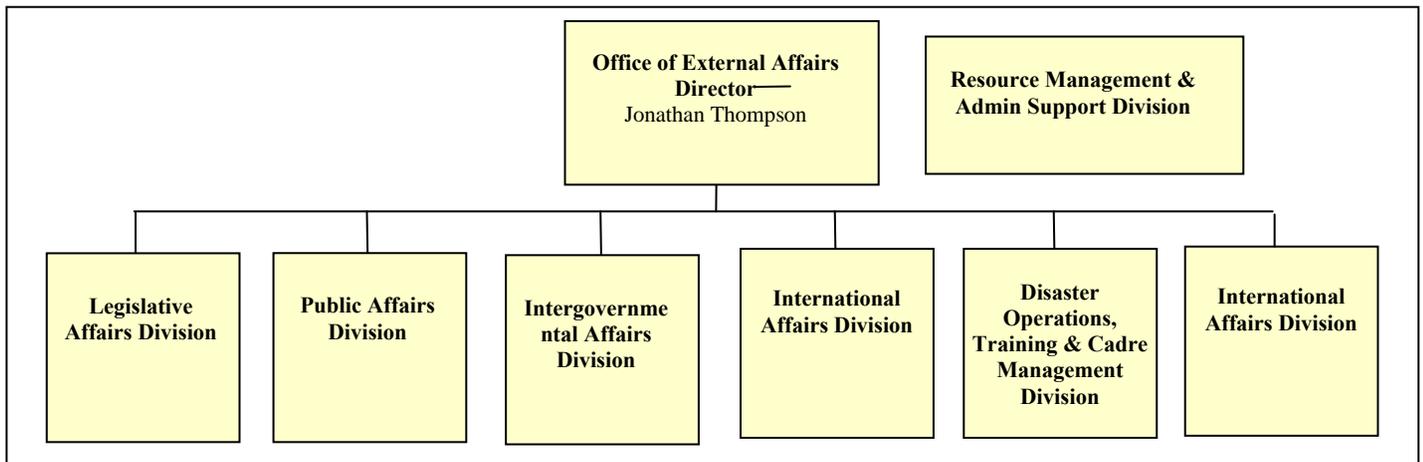
Federal agencies must maintain a continuing affirmative employment program (AEP) to promote equal opportunity and diversity and to identify and eliminate discriminatory practices and policies. AEP reviews FEMA's workforce profile, analyzes statistical information, evaluates Agency policies and practices, conducts barrier analysis and engages targeted recruitment to provide and promote equal opportunity to all employees and applicants.



Office of External Affairs Overview

THIS SECTION CONTAINS:

- Overview of the Office of External Affairs
- Critical mission function
 1. Emergency Support Function 15





Office of External Affairs Overview

MISSION

Maintain visibility into public and internal communications; coordinate routine and special communications, ensuring accurate, useful, timely, synchronized, targeted communication; and provide continuous messaging to meet the needs of the situation. Serve as an advisor to FEMA program and support offices on decision making, development, and maintenance of policies and programs to ensure that activities are responsive to stakeholder, media, Congressional and other audiences.

COORDINATION POINTS

OEA Designated Liaisons: Specific positions serve as designated liaisons to program and support offices to maintain day-to-day coordination, situational awareness of external affairs-related activities, and coordinate participation or support to meet FEMA communications requirements.

Regional Offices: Each Regional Office possesses external affairs personnel who report directly to the Regional Administrator with a dotted line report to the Office of External Affairs at Headquarters. They are charged to oversee and help coordinate all of the external affairs-related activities of the RO.

DIRECTORATE HISTORY

The Office of External Affairs was created in 2007, bringing together the independent offices of Legislative Affairs, Public Affairs, Intergovernmental Affairs and International Affairs, with three additional divisions created: Private Sector, Disaster Operations, and Resource Management.

COMMUNICATION CHANNELS MANAGED

Internet: FEMA.gov, disasterhelp.gov

Intranet: online.FEMA.net

Press releases: As required

Media contact: News Desk, (202) 646-4600

Congressional and legislative contact: As required

FEMA employee communications: FEMA Forward, Positive Buzz, On Call, All-hands meetings and events; FEMA Employee Communications mailbox, FEMA Employee Communications Committee.

DISASTER COMMUNICATIONS

Serve as the coordinating element and lead implementer of Emergency Support Function (ESF) 15, External Affairs, in all Federal disaster response operations in support of the DHS Office of Public Affairs. In natural disaster response operations, FEMA's External Affairs Director serves as the ESF 15 Operations Director and assigns the External Affairs Officer who is in charge of all field external affairs operations.

BUSINESS LINES

Legislative Affairs Division: Maintains communications with Congress in any official and unofficial capacity, including Committees, individual members of Congress, Congressional staff, the Government Accountability Office, the Congressional Research Service, investigatory commissions, and private or nonprofit entities directed to perform research and analysis.

Public Affairs Division: Establishes and maintains effective, ongoing relationships with the media to promote the Agency's internal and external customers by developing communication strategies; provides disaster victims with timely and accurate information. Manages the format and content for all pages on the FEMA internet and intranet sites.

Intergovernmental Affairs Division: Establishes and maintains effective working relationships with State, local, and Tribal officials along with national organizations such as community, trade, and industry associations that support FEMA's overall mission.

International Affairs Division: Serves as the lead element for FEMA's engagement with the international emergency management community. The International Affairs Division engages with DHS, DOS, DoD, and other agencies and organizations, supports international agreements related to emergency management, and maintains a permanent liaison to the North Atlantic Treaty Organization (NATO) in Brussels. The Division also monitors and supports mutual emergency preparedness aid initiatives between the U.S. States, Canadian Provinces, and Mexican States along the borders in accordance with Section 612 of the Stafford Act, and supports trilateral work under the Security and Prosperity Partnership (SPP) of North America initiative.



Office of External Affairs Overview

The Division actively liaisons with the diplomatic community in Washington, D.C. as well as governmental and private sector international representatives, to further emergency management awareness and understanding. The International Affairs Division provides essential emergency management information to global partners, manages all official passport, foreign visa, and country clearance cable processing in support of FEMA staff overseas travel. The work of the International Affairs Division helps strengthen and create international partnerships to build both foreign and domestic mutual preparedness capabilities. It promotes and manages FEMA's international activities in order to enhance and improve domestic and international emergency management capabilities.

Disaster Operations, Training and Cadre Management Division: Provides leadership, training, coordination and support to the Agency's External Affairs function during incidents requiring a coordinated Federal response.

Private Sector Division: Develops and supports the bridge between FEMA's directorates and programs and the private sector, to include businesses, non-profit and voluntary organizations, non-government organizations, trade associations, and other groups that are not affiliated with Federal, State, local, Tribal, or territorial government.

Resource Management and Administration

Division: Provides budget and administrative support to the Office of External Affairs and includes, but is not limited to, reception/phones; administrative support to Senior Staff; travel; budget; human resources, procurement; facilities; COOP; security; correspondence; and other matters.

TOOLS AND RESOURCES

Press Room: Newly built press briefing room in 2007. Allows for full satellite uplink capabilities of press conferences and press events.

Broadcasting capabilities: In studio satellite uplink capabilities as well as mobile field satellite uplink abilities. Possess multiple fly away satellite work stations for field operations.

Publication capabilities: Able to create publications for internal communications as well as publications for disaster-related operations. Routinely produce the Recovery Times, a disaster-related newsletter for disaster victims.



Office of External Affairs Critical Mission Function

Emergency Support Function 15

EXECUTION OVERVIEW

Emergency Support Function (ESF) 15 “External Affairs” ensures that sufficient Federal assets are deployed to the field during incidents requiring a coordinated Federal response to provide accurate, coordinated, timely, and accessible information to affected audiences, including governments, media, the private sector, and the local populace, including the special needs population.

Upon activation of ESF 15 by the DHS Assistant Secretary for Public Affairs, Federal external affairs resources conduct sustained operations in support of the FCO and Joint Field Office in preparation for an imminent threat or during an incident requiring a coordinated Federal response.

There are seven external affairs components within ESF 15 responsible for executing the overall ESF 15 strategy. They are:

ESF 15 Execution Overview	
Joint Information Center (JIC)	Ensures the coordinated and timely release of incident-related information to the public.
Community Relations	Provides the vital information link between DHS, FEMA, State and local communities, and those affected by disasters.
Congressional Affairs	Provides information to Committees and Members of Congress in D.C. and their district offices.
International Affairs	Serves as a FEMA liaison to DOS during activation of the NRF’s International Coordination Support Annex (ICSA) and in the event that foreign offers of assistance in response to a disaster require FEMA to activate the International Assistance System (IAS). International Affairs may also provide guidance to the Agency for events that include cross-border issues, and help coordinate responses to inquiries on foreign nationals impacted by an event.
State, Local, and Tribal Affairs	Assists with direct communications interaction and outreach to the public and elected officials.
Private Sector	Assists with communications involving counterparts in the non-governmental and commercial areas.
Planning and Products	Develops all external and internal communications strategies and products for the ESF 15 organization and components.

ROLES AND RESPONSIBILITIES

The Department of Homeland Security: DHS serves as the lead coordinator for ESF 15, with FEMA acting as the ESF 15 Primary Agency.

External Affairs Directors: The FEMA Headquarters Office of External Affairs and the Regional External Affairs Director serve as the coordinating element and lead implementer of ESF 15 in all Federal disaster response operations in support of the DHS Office of Public Affairs.

External Affairs Officer: The assigned External Affairs Officer operates within the JFO and is in

charge of all field external affairs operations. Duties include coordinating and developing the external affairs and communications strategy in support of the incident action plan and coordinating the external affairs information flow among the State, local, and Tribal counterparts, the ESF 15 Director, FCO, JFO, and other Federal entities.

POINT OF CONTACT

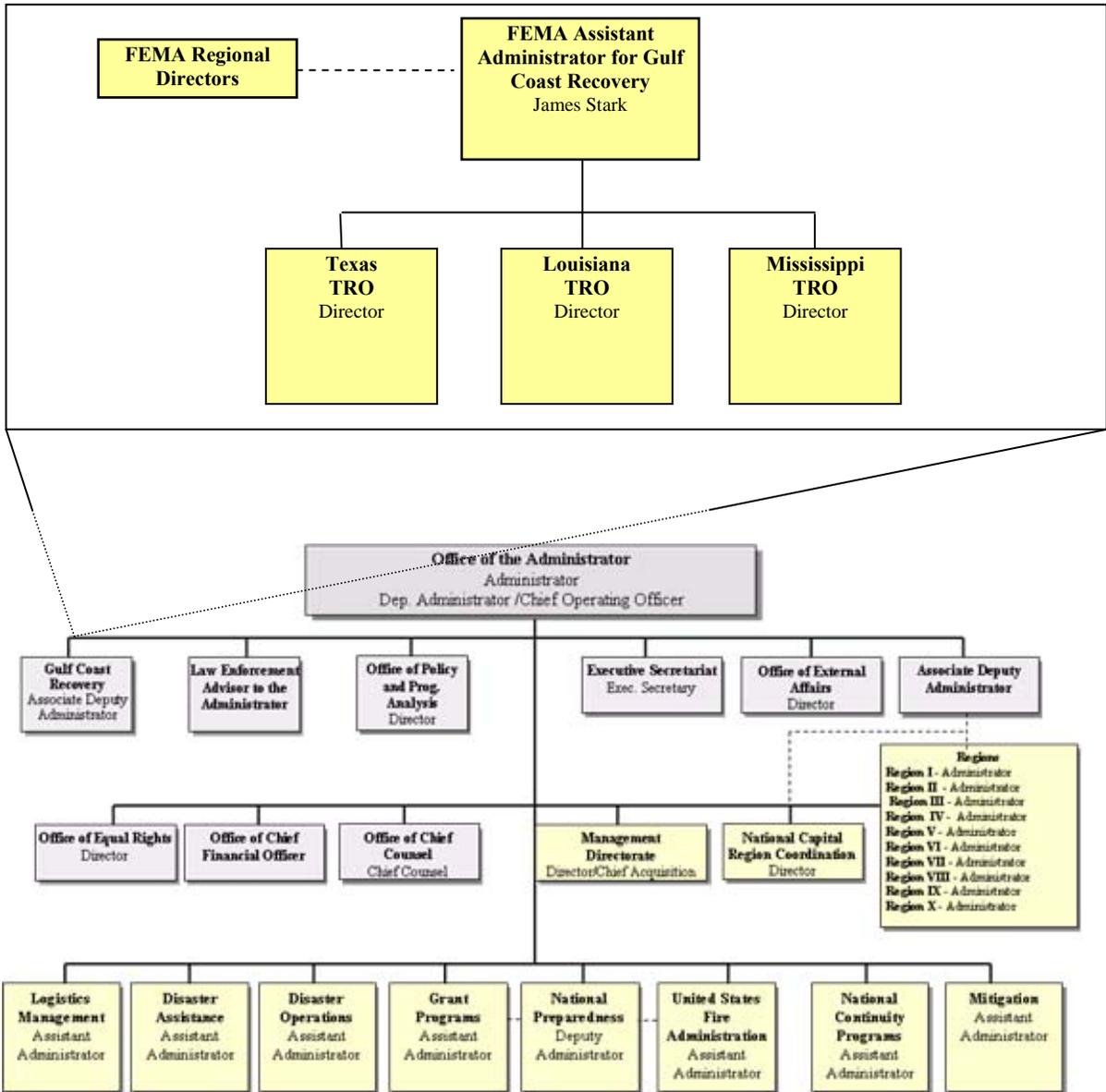
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Office of Gulf Coast Recovery

THIS SECTION CONTAINS

- Overview of the Office of Gulf Coast Recovery





Office of Gulf Coast Recovery Office Overview

MISSION

FEMA established its Gulf Coast Recovery Office (GCRO) following hurricanes Katrina and Rita to provide a single, unified point of contact for its multi-State recovery efforts in Alabama, Louisiana, Mississippi and Texas. The GCRO provides executive leadership, direction, oversight and policy guidance for ongoing recovery operations in these Gulf Coast States. The Office coordinates services and resources vital to the effectiveness of the recovery effort. The Office ensures consistency across the recovery operations, which overlap two FEMA Regions (Regions 4 and 6).

TRANSITIONAL RECOVERY OFFICES

Transitional Recovery Offices (TRO) were established in Louisiana (New Orleans), Texas (Austin), Alabama (Montgomery), and Mississippi (Biloxi) to implement FEMA's recovery and mitigation efforts. These offices administer the full range of Stafford Act programs and respond to vital emerging Gulf Coast recovery needs.

The TRO Directors report to the Associate Deputy Administrator for Gulf Coast Recovery. As the recovery missions conclude in Alabama and Texas, the Offices are rightsizing and releasing staff. The Alabama TRO transitioned from GCRO oversight to Region IV on November 9, 2008.

GCRO and the TROs are staffed by Katrina CORE employees, Disaster Assistance Employees (DAEs), and local hires. As of April 2008, there are approximately 2,000 CORE Gulf Coast employees.

PUBLIC ASSISTANCE, INDIVIDUAL ASSISTANCE, AND HAZARD MITIGATION

The TROs deliver FEMA's three primary Stafford Act recovery and mitigation programs:

- Public Assistance
- Individual Assistance
- Hazard Mitigation

Public Assistance funds disbursed to each State as of 12/15/08 are as follows:

Alabama: \$115 million

Louisiana: \$7.34 billion

Mississippi: \$2.87 billion

Texas: \$925 million

As of 12/15/08, FEMA continues to provide temporary housing assistance (travel trailers and mobile homes) to 8,829 households across the Gulf Coast. FEMA is working aggressively to relocate occupants into more suitable interim and long-term housing, such as rental units.

FEMA administers the Hazard Mitigation Grant Program (HMGP) in each of the States. As of 12/15/08, the total HMGP estimate for each State is:

Alabama: \$71 million

Louisiana: \$1.47 billion

Mississippi: \$413 million

Texas: \$103 million

The GCRO produces weekly progress reports with each of the recovery programs. Reports are available from the GCRO, and information is available on the GCRO webpage: www.fema.gov/gulfcoastrecovery.

GULF COAST RECOVERY MAPS

These maps, available on FEMA's GCRO webpage, provide detailed information about infrastructure repair and rebuilding projects across the Gulf Coast. Information on the following projects is available: Education, Rebuilding Public Schools in New Orleans, Health/Hospitals, Historic/Cultural, and Public Safety/Criminal Justice. The maps allow sorting by types of projects and viewing by State, community, and neighborhood. This important transparency initiative was developed in partnership between GCRO and FEMA's IT Division.

GOOD STEWARDSHIP COUNCIL

Senior leadership from the GCRO office, the four Transitional Recovery Offices, and FEMA Regional Administrator offices, meet quarterly to discuss strategic planning issues that enable good stewardship of the public's resources. The Council was created to promote and foster good stewardship of the resources provided by taxpayers while continuing to meet Gulf Coast recovery objectives. The venue promotes three key objectives: enhance internal controls, develop better cost controls, and strengthen business practices.

**Represents discretionary or administrative costs required to operate the TRO.*

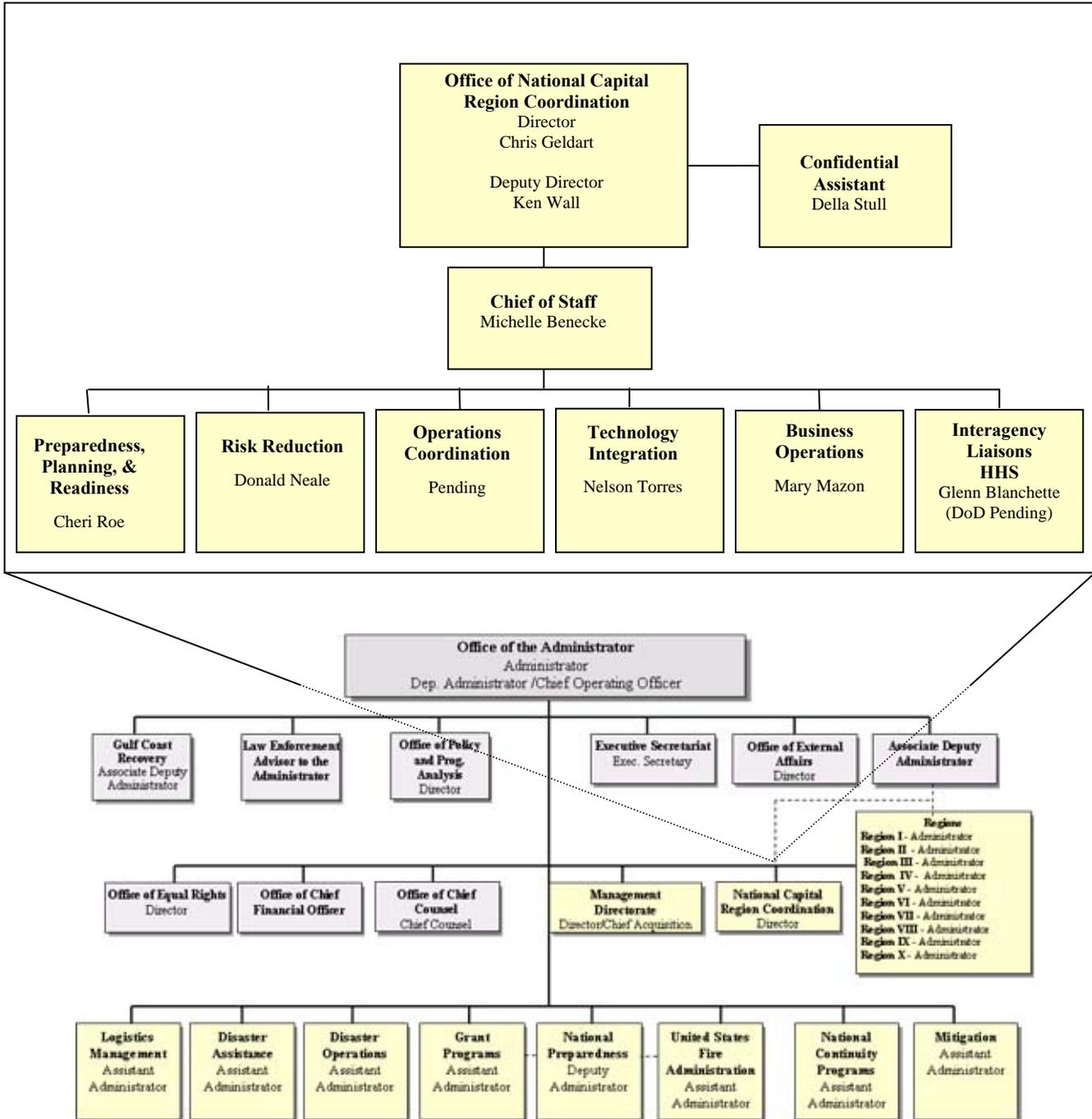
***Represents the number of authorized positions in the GCRO and TRO.*



Office of National Capital Region Coordination

THIS SECTION CONTAINS

- Overview of the Office of National Capital Region Coordination





Office of National Capital Region Coordination Overview

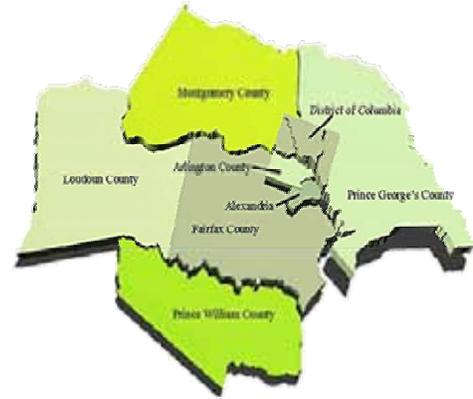
MISSION

FEMA's Office of National Capital Region Coordination (NCRC) was established by the Homeland Security Act of 2002 (P.L. 107-296, Sec. 882) "to oversee and coordinate Federal programs for and relationships with State, local, and regional authorities in the National Capital Region," and with specific responsibility to:

- Coordinate the activities of the Department of Homeland Security relating to the NCR;
- Assess and advocate for homeland security resources needed by State, local and regional authorities in the NCRC;
- Provide information, research and technical support to State, local and regional authorities;
- Develop a process for receiving input from NCRC public and private sectors to assist in the development of Federal homeland security plans and activities;
- Coordinate with Federal agencies in the NCRC to ensure adequate planning, information sharing, training and execution of Federal domestic preparedness activities;
- Coordinate with NCRC public and private sectors to ensure adequate planning, information sharing, training and execution of domestic preparedness activities among NCRC entities;
- Serve as a liaison between Federal, State, local and regional authorities and the private sector in the NCRC to facilitate access to Federal grants and other programs; and
- Report annually to Congress on the achievements and requirements of homeland security efforts within the NCR.

The uniquely large Federal presence in the NCRC necessitates a focus on coordination of Federal, State and local plans and activities. Over time, the NCRC has proven a desirable testing ground for regional homeland security initiatives. Working with homeland security partners in this distinct region, NCRC has developed a number of efforts that are translatable on a national scale.

* The National Capital Region was created pursuant to the National Capital Planning Act of 1952 (Title 40, U.S.C., Sec. 71).



OFFICE HISTORY

- March 2003 Following the 9/11 terrorist attacks and as a result of the Homeland Security Act of 2002, functions dedicated to the NCRC within the White House Office of Homeland Security transitioned to the new DHS and NCRC, as now known, began operations as a component within the Office of the Secretary.
- July 2005 The Secretary of DHS announced the results of the Second Stage Review, transitioning NCRC and other DHS components to the new Preparedness Directorate.
- April 2007 As a result of the Post-Katrina Emergency Management Reform Act, NCRC and other DHS components transitioned to FEMA; NCRC became a direct report to the Administrator.

STRATEGIC PRIORITIES

Federal Participation & Integration in the NCR:

- Develop and implement the NCRC Federal Coordination Center (FCC) to enhance situational awareness, planning and response capabilities.
- Provide leadership for the Joint Federal Committee (JFC) and administer subcommittees.
- Coordinate Federal homeland security planning activities.

Catastrophic Planning:

- Coordinate with homeland security partners, to include FEMA Region III, on:
 - Evacuation, sheltering and mass care
 - Exercises and training
 - Federal plans and guidance such as the National Response Framework, National



Office of National Capital Region Coordination

Overview

Incident Management System and National Infrastructure Protection Plan

- Support execution of Federal role in regional planning/response

Regional-Level Risk-Based Capability Development:

- Enable informed resource allocation and capability development
- Develop a regional risk approach and forward national dialogue on national-state-local-regional risk analysis
- Improve functional and technical interoperability, including communications, credentialing, operations center coordination and chemical, biological, radiological, nuclear and explosive protocols
- Enhance critical infrastructure protection/protective measures in collaboration with Federal, State and local entities

Regional Governance & Coordination:

- Support a regional governance structure and collaborate with NCRC senior leadership on homeland security and preparedness activities
- Participate in regional exercises

MAJOR INITIATIVES

NCR Federal Coordination Center:

NCRC initiated and continues to lead the development of the NCRC FCC to enable unity of effort, provide decision support, facilitate information sharing and enhance regional situational awareness and integrated planning. It will also provide greater initial response coordination capability, enhance incident response and provide region-specific analysis and assessment. The NCRC FCC will be utilized during the 2009 Presidential Inauguration to coordinate Federal efforts and strengthen FEMA's working relationship with homeland security partners such as the Federal Bureau of Investigation (FBI), United States Secret Service and District of Columbia's Homeland Security and Emergency Management Agency.

Joint Federal Committee:

NCRC chairs the JFC, comprised of representatives from the executive, legislative and judicial branches

of the Federal government with offices in the NCR, including both headquarters and field elements. The JFC coordinates Federal homeland security efforts in the region and, meeting on a monthly basis, serves as a multi-jurisdictional, multi-agency forum for policy discussions and resolution of homeland security-related issues of mutual concern to Federal, State and local entities. It promotes a focused regional effort among Federal representatives to improve emergency preparedness and response capabilities in the NCR.

Federal Emergency Management Subcommittee:

The JFC established and chairs the Emergency Management Subcommittee to work with Federal emergency managers on the region's Federal workforce planning effort. The Subcommittee engages emergency managers across the NCRC to better coordinate and facilitate the sharing of workforce emergency planning information (e.g., occupant emergency plans) and best practices among Federal agencies with a presence in the NCR.

Federal First Responder Subcommittee:

NCRC, in collaboration with the United States Park Police, established and chairs the Federal First Responder Subcommittee to facilitate a common understanding of the NCRC operational environment and provide a standing forum for Federal first responders to work collaboratively to improve communication, coordination and cooperation within the NCR. With a focus on barriers to operational coordination, the Subcommittee will undertake efforts such as the development of a common operating picture and incident management playbooks to contribute to incident action planning.

Biological Notification Planning:

Working with the White House, Department of Defense and FBI, NCRC developed and implemented a Uniform Biological Notification Protocol within the NCRC that details agreed-upon criteria for notification and detection, and facilitated the completion of the *Bio Notification CONOPs*. NCRC's efforts, in collaboration with NCRC partners, enhance information sharing and support response decision making as the result of biological detection.

Regional Catastrophic Plan Framework:

NCRC served as a catalyst for the development of the *Regional Catastrophic Plan Framework* with NCRC homeland security partners. To enhance catastrophic planning, NCRC supports State, local and regional authorities, as well as Regional Emergency Support Function Committees, to



Office of National Capital Region Coordination

Overview

improve evacuation, sheltering and mass care plans. It integrates Federal agencies into regional planning, helping to ensure safeguards are in place to mitigate and manage all-hazard incidents, and coordinates efforts with FEMA Region III and, per Congressional direction, the State of West Virginia and Commonwealth of Pennsylvania. NCRC also facilitates the participation of Federal, State and local partners in NCRC exercises and training.

National Capital Region Strategic Hazards Identification and Evaluation for Leadership Decisions (NCR SHIELD):

NCR SHIELD is a regional risk analysis developed by NCRC in collaboration with the Office of Risk Management and Analysis within the DHS National Protection and Programs Directorate. Answering specific questions on risk for leadership, NCRC SHIELD enables risk-informed decision making and serves as a regional risk tool for executive decision makers, aiding them in more efficiently evaluating risks across the region, as well as options to mitigate those risks and alternative strategies to manage risks. This regional risk analysis approach can also be modeled in regions throughout the country, serving to further enhance national risk efforts.

Technology Integration:

To enhance multi-jurisdictional interoperability, NCRC collaborated with State and local partners to establish secure communications among NCRC operations centers. NCRC also aided in the development of the Metro Chief Information Officers Interoperability Committee and related efforts, facilitating the region's achievement of the highest possible rating on the DHS Interoperability Scorecard, one of only three Urban Areas to do so. By establishing data and system interoperability for real-time information exchange between homeland security partners in the NCR, NCRC's efforts enable enhanced situational awareness and incident response. NCRC's technology integration efforts support major initiatives within the office, as well as broader FEMA efforts (e.g., NCRC FCC).

First Responder Authentication Credential:

In the wake of 9/11, NCRC coordinated the development of a smart identity card system for emergency responders at the request of Federal, State and local partners. This initiative leveraged Federal technology and standards to provide a common credentialing process that allows first responders to quickly move through multiple jurisdictions in the

event of incident. NCRC's approach was briefed to and subsequently adopted by FEMA after the passage of H.R. 1 (the 9/11 Act), requiring FEMA to credential Federal Emergency Response Officials (F/EROs) nationwide. NCRC assisted in the development of FEMA's F/ERO program, led by the National Preparedness Directorate, and continues to exercise and demonstrate its regional credentialing process.

Strategic Planning:

At the direction of the DHS Secretary and Congress, NCRC worked with regional partners to develop the NCRC *Homeland Security Strategic Plan*. NCRC continues to support regional partners in the implementation and maintenance of the *Plan*, the first such regional plan in the Nation. Given the placement of NCRC in FEMA, such collaboration with regional leadership and homeland security partners allows for greater integration of efforts and visibility into the region's many initiatives.

Regional Governance:

NCRC worked with State and local partners to develop a regional governance structure for homeland security in the NCR. Representing the Secretary of DHS and the FEMA Administrator, the Director of NCRC serves as a member of the NCRC Senior Policy Group along with the Homeland Security Advisors and Chief Emergency Managers of the District of Columbia, Maryland and Virginia. NCRC supports and coordinates the region's homeland security efforts, working with Federal agencies and the NCR's Chief Administrative Officers, Emergency Preparedness Council, Regional Emergency Support Function Committees and Regional Programmatic Working Groups, among other entities, and also facilitates the sharing of best practices with multi-jurisdictional organizations such as the All Hazards Consortium.

POINTS OF CONTACT

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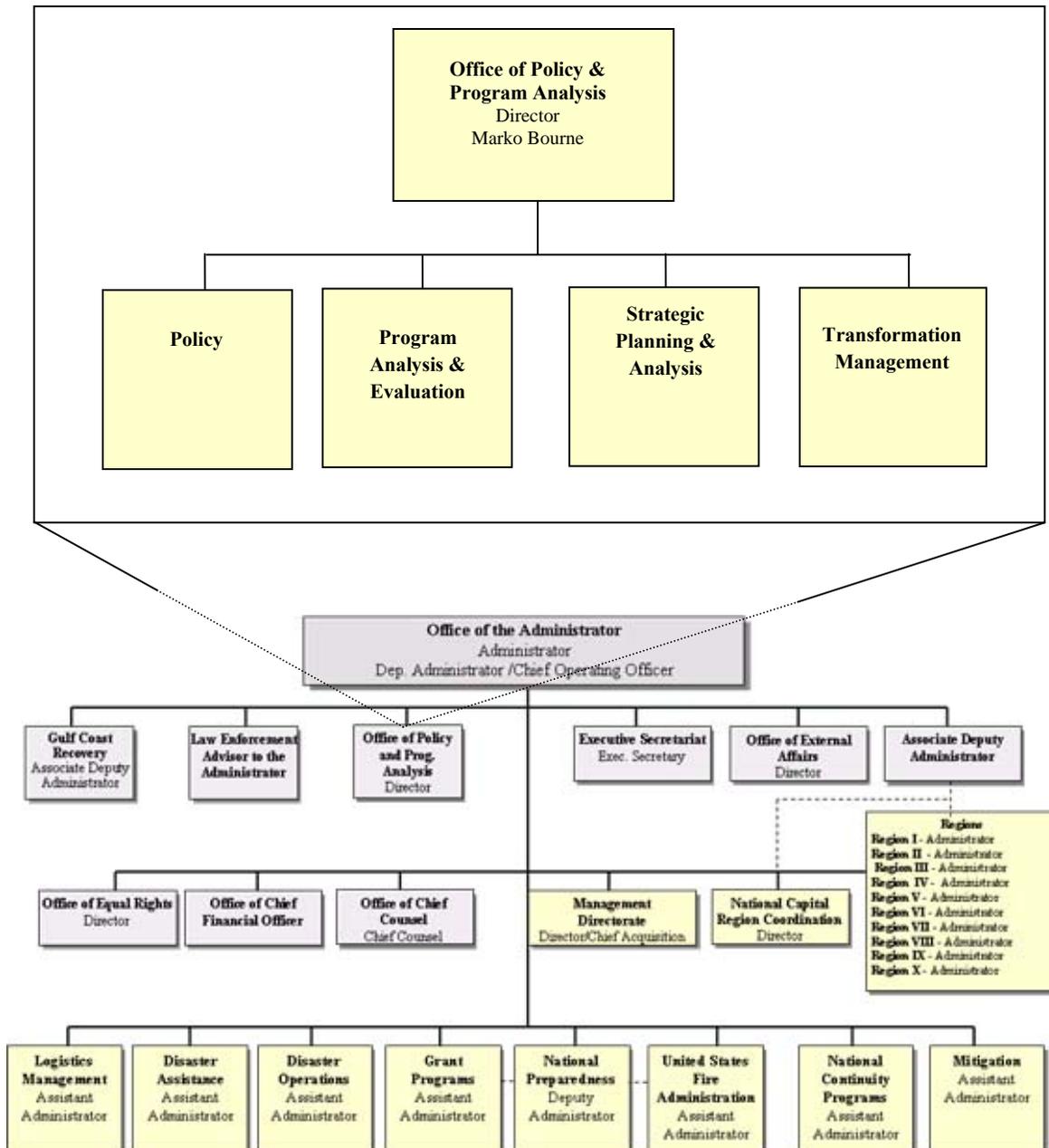
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Office of Policy and Program Analysis

THIS SECTION CONTAINS

- Overview of the Office of Policy and Program Analysis
- Critical mission function
 1. Defense Production Act
 2. Program Analysis and Evaluation Division
 3. Policy Division
- Essential improvement
 1. Major Initiative – Strategic Planning





Office of Policy and Program Analysis Overview

MISSION

To provide leadership, analysis, coordination, and decision-making support on Agency policies, plans, programs, and key initiatives.

OFFICE HISTORY

The Office of Policy and Program Analysis (OPPA) was established in October 2006.

BUSINESS LINES AND OBJECTIVES

Policy:

- Develop, oversee and coordinate the Agency policy system and represent the Agency on Department-level and inter-departmental policy matters.
- Chair the FEMA Policy Working Group, comprising representatives from FEMA Offices/Directorates, to coordinate policy development.
- Coordinate, track and analyze Agency responses to GAO and OIG reports and recommendations.
- Provide policy oversight and input for Agency testimony/responses to legislative report requirements, questions, and correspondence.

Program Analysis and Evaluation:

- Analyze and evaluate plans, programs, and budgets of FEMA's components that entail resource requests. Provide recommendations on best alternatives consistent with FEMA's strategic and long-range planning goals.
- Conduct analyses to evaluate program initiatives and provide recommendations regarding the efficacy of the initiative.
- Develop processes to evaluate resource requests and improve program development/execution using quantifiable performance measures.

Strategic Planning and Analysis:

- Establish a FEMA strategic risk assessment framework.
- Lead development of the Agency's strategic plan and annual planning guidance.
- Facilitate the development of directorate and office strategic planning.
- Represent the Agency in department-level strategic planning matters.

Transformation Management:

- Promote common processes and standards to guide change activities and centralize organizational expertise and coordination of change and transformation initiatives.

- Develop and integrate plans for program integration efforts and long-range agency transformation.
- Provide subject matter expertise, facilitation and coordination assistance, tools, standards, and processes needed to implement initiatives.

Defense Production Act Program:

- Develop Federal Policy and other guidance for use of DPA authorities.
- Coordinate the DPA plans and programs of Federal agencies.
- Advise the National and Homeland Security Councils on DPA issues.
- Authorize use of priority ratings in DHS contracts.
- Determine civilian program eligibility to use priority ratings in contracts.

MAJOR INITIATIVES

FEMA Strategic Plan: Facilitate implementation of the FEMA Strategic Plan for FYs 2008–2013 by assisting offices and directorates in developing strategic plans that support the Agency's Plan, and by ensuring that Agency programs, priorities, and resource allocation decisions are in alignment with the DHS and FEMA strategic goals.

Investment Working Group (IWG): Develop an improved capability to connect FEMA program budgets to strategy and policy and to help determine priorities among competing resource needs.

Administration Change: Manage and support transition planning for the Administration transition in 2009.

Defense Production Act: Develop DPA policy and other guidance for Federal agencies and a system for DHS use of priority contracting authorized by the DPA.

FEMA Executive Management System (EMS): Implement the EMS to manage a concurrent clearance process, collect feedback in a central document location, and establish EMS as a searchable repository with the ability to status report.

Program Integration: Facilitate program integration through the development of doctrine and concepts of operations for priority programs (e.g., regionalization of national preparedness).

Senior Leadership Activities: Organize and set the agenda for FEMA senior leadership conferences and meetings.



Office of Policy and Program Analysis

Critical Mission Function

Defense Production Act

EXECUTION OVERVIEW

OPPA is responsible for implementing FEMA's DPA responsibilities. FEMA is responsible for central coordination of Defense Production Act (DPA) plans and programs and for providing guidance and procedures for use of these authorities by DHS and other Federal departments and agencies. FEMA also serves as an advisor to the National Security and advises on DPA and other national security resource preparedness issues and reports to the President and Congress regarding DPA issues and activities.

The DPA authorities may be used to expedite and expand the supply of critical resources for national defense purposes, including emergency preparedness and response activities and critical infrastructure protection and restoration. These authorities include:

- *Contract priority ratings to ensure preferential treatment of contracts and orders in support of national defense and homeland security programs;*
- *Voluntary agreements to improve private sector responsiveness to emergency needs;*
- *Financial measures to expand and improve production capabilities needed for national defense and homeland security purposes ("Title III projects"); and*
- *Employment of private sector experts to support preparedness planning and disaster response.*

CONTRACT PRIORITY RATINGS

Contract priority ratings are used to ensure timely delivery of materials and services for national defense and homeland security programs. OPPA is responsible for: (1) providing guidance for use of priority ratings by DHS and other Federal departments and agencies; (2) determining which civilian programs (except energy programs) are eligible to be supported using priority ratings; and (3) authorizing use of priority ratings in support of DHS and other civil agency programs. In addition to developing and updating policy and procedures on the use of priority ratings for DHS and other civilian programs, OPPA provides support for use of the priority-rating authority by FEMA, other DHS components, other Federal departments and agencies, State and local governments, and private sector owners and operators of critical infrastructure.

VOLUNTARY AGREEMENTS

Voluntary agreements enable cooperation among business competitors to plan and coordinate measures to increase the supply of materials and services needed for national defense and homeland security purposes. Such agreements could be effective tools for engaging suppliers of critical materials and services in emergency preparedness, response, recovery, and mitigation activities. OPPA is responsible for: (1) providing guidance and procedures for establishing voluntary agreements and conducting activities under the agreements; and (2) supporting actions by DHS and other Federal agencies to implement the voluntary agreement authority.

TITLE III PROJECTS

Title III of the DPA provides various financial measures, such as loans, loan guarantees, purchases, and purchase commitments, to improve, expand, and maintain domestic production capabilities needed to support national defense and homeland security procurement requirements. Most current Title III projects focus on increasing production capacity and reducing production costs for new, state-of-the-art technologies. OPPA is responsible for providing guidance and coordination for use of the Title III authorities in support of DHS program requirements.

EMPLOYMENT OF PRIVATE SECTOR EXPERTS

Section 710 of the DPA provides for employment of private sector personnel in support of government emergency preparedness and response activities. For example, the DPA provides for establishment of the National Defense Executive Reserve, a cadre of personnel trained for employment in executive positions in the Federal government in the event of an emergency. OPPA is responsible for providing guidance for use of the Section 710 authorities.

POINT OF CONTACT

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Office of Policy and Program Analysis

Critical Mission Function

Program Analysis and Evaluation Division

EXECUTION OVERVIEW

FEMA's Program Analysis and Evaluation Division is achieving long-term success in implementing the Vision for FEMA, which requires that FEMA institutionalize a results-oriented, return-on-investment management culture. The PA&E function provides an independent analysis capability closely linked to the Agency's policy and strategic planning processes, emphasizing an analytical and requirements-based approach to managing the business of the Agency. An essential purpose of FEMA PA&E (OP-PE) is to provide the Administrator, Deputy Administrator, and Chief Operating Officer with comprehensive analyses of current and proposed FEMA programs and provide recommendations concerning program operations and alignment of objectives and resources with strategic priorities.

MISSION EXECUTION

Program analysis and evaluation is an important aspect of program planning and monitoring, assessing program results, determining future funding levels, and obtaining needed resources. FEMA's PA&E division assists mission and support programs in justifying resource needs and articulating the relationship between current policies, strategies, and resources to the Agency's goals and priorities. The PA&E program has an Agency-wide view to identify emerging and cross-cutting issues, and work to further the Agency mission by developing synergy among the mission programs.

ROLES AND RESPONSIBILITIES

Assistant Administrators, Office Chiefs, Regional Administrators:

Officials responsible for implementing programs are accountable for the following functions:

- Ensure all new resource requests outside of base funding that are not centrally managed are reviewed by OP-PE before funding authorization.
- Identify potential areas for OP-PE review;
- Provide necessary information for OP-PE review and analysis.
- Participate in reviews, as appropriate, and/or review OP-PE findings.

Office of Program Analysis and Evaluation Division:

OP-PE's responsibilities include but are not limited to the following functions:

- Evaluate new resource requests from an Agency-wide perspective for efficiencies and effectiveness in achieving strategic objectives.
- Conduct analyses to evaluate program initiatives and provide recommendations to the Administrator regarding the efficacy of the initiative.

- Assist in developing the annual Administrator's Strategic Planning Guidance and co-lead, with the Strategic Planning and Analysis Division, the Planning phase of the Planning, Programming, Budgeting and Execution (PPBE) process.
- Track performance against annual and strategic objectives to ensure that FEMA programs are implemented as efficiently and effectively as possible.
- Assist the OCFO with the presentation and defense of budgetary and programmatic estimates to DHS, the Management Directorate and Budget (OMB), and Congress to ensure they are defensible and linked to quantifiable performance measures.
- Review planned activities for current fiscal year operating expenses and capital investment priorities to provide recommendations to the Director, OPPA; Deputy Administrator/Chief Operating Officer; and the Administrator for prioritizing resource allocations.
- Assist in developing information related to OMB's Program Assessment Rating Tool and the President's Management Agenda.
- Assist in developing and promoting improved analytical skills and competencies, tools, data, and methods for analyzing programmatic planning and the allocation of resources.

POINT OF CONTACT

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Office of Policy and Program Analysis

Critical Mission Function

Policy Division

EXECUTION OVERVIEW

FEMA's Policy Division leads and coordinates the development of policies that support effective and efficient delivery of Agency programs across the full spectrum of preparedness and emergency management.

MISSION EXECUTION

The FEMA policy development process involves a number of steps to ensure proper coordination and vetting, internal and external, before a policy recommendation is submitted to Agency leadership. The major steps in the policy development process include:

- Identification of the need for a new policy by the relevant program office, Agency leadership, Departmental leadership, the Administration, Congress, other Federal, State or local partners, NGO's or the private sector.
- Development of an initial proposed policy by the relevant program office or, if the policy matter involves more than one FEMA directorate/office, led by the Policy Division. The initial policy development effort should take place with coordination with appropriate other Agency directorates/offices as well as external partners if necessary.
- Circulation of the proposed policy through the Agency's Policy Working Group to ensure all FEMA programs have a chance to review and comment on the proposed policy and to ensure that the policy is consistent with established Agency policies and procedures.
- Revision of the proposed policy by the program office as necessary to address comments from other FEMA directorates/offices. Should there be significant concerns that can't be resolved between two or more FEMA directorates/offices, the Policy Division will work to resolve those issues before the policy goes forward.
- Once a policy has cleared the Policy Working Group process, it undergoes final review and clearance by OCC and OPPIA before submission to FEMA leadership for final review, clearance, approval and issuance.
- If the proposed policy is one that involves other parts of the Department and/or other Federal Departments and Agencies, the proposed policy will be circulated through appropriate intra- or inter-Departmental channels to ensure review

and clearance by relevant external Agency partners. This could also include non-Federal and non-governmental partners as appropriate. The policy will then be revised to reflect comments received through those reviews before it is issued by the Agency.

Should there be a truly time critical policy need, the Policy Division would work with the relevant program directorates/offices to expedite the policy development process including the OCC and OPPIA clearance and submission to FEMA leadership.

ROLES AND RESPONSIBILITIES

The Policy Division of the FEMA Office of Policy and Program Analysis ensures a coordinated approach across directorates and offices to address major Agency policy challenges faced and represents Agency interests in Departmental, national, and international policy making. Major Policy Division roles and responsibilities include:

- Management of the FEMA policy process and representation of the Agency on Departmental and national efforts to address policy issues. This includes leadership in ensuring a comprehensive and coordinated approach in addressing Agency policy priorities; chairing of the Agency Policy Working Group and leading resolution of internal policy disputes; representation on Departmental and Inter-departmental policy working groups; and coordination on policy matters with preparedness and emergency management stakeholders.
- Leadership of the FEMA liaison functions for the Government Accountability Office, DHS Office of the Inspector General, and other Federal audit activities. These efforts include maintaining effective working relationships with the outside audit organizations; development and management of systems for tracking and reporting on Agency audit activities; coordination of FEMA directorate and office involvement with audit activities; and communication to the Agency of key challenges



Office of Policy and Program Analysis Critical Mission Function *Policy Division*

identified in audits and the need to address those challenges.

- Direction of efforts to address crosscutting, critical, or high-visibility policy issues in a timely and effective manner for Agency leadership. Areas of involvement include leading major Agency efforts such as national strategies, frameworks, or doctrine consistent with Agency leadership priorities and supporting conceptual development for major policy efforts, providing strategic guidance, and recommending policy priorities.

POINT OF CONTACT

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Office of Policy and Program Analysis

Essential Improvement

Major Initiative — Strategic Planning

OVERVIEW

In 2006, after a close review of the lessons learned from the 2005 hurricane season and an evaluation of the Agency's core missions, structure and internal systems & procedures, FEMA's leadership held an Agency-wide conference with the entire senior leadership to look forward and develop a new vision for FEMA. This new vision—to be the nation's **Preeminent Emergency Management and Preparedness Agency**—is helping to redefine FEMA: a FEMA with strengthened roles and an integrated robust national preparedness mission.

With this new vision, a new five-year strategic plan was needed to develop a pathway to the future. The strategic planning process focused on integrating Agency-wide thoughts and ideas toward achieving its vision and expanded mission. Through a series of meetings with a planning team consisting of representatives from each major office and directorate, including the 10 Regions, five cross-cutting goals were developed. These goals differed from past FEMA strategic plans in that they moved away from individual component mission-focused goals towards cross-cutting and more integrated goals. This change is intended to break down the organizational stovepipes inherent in former strategic goals, and to send the message that FEMA components must combine their efforts and efficiently use resources toward common strategic outcomes that benefit the American people.

Justification for Initiative:

In October 2006, Congress passed the Post-Katrina Emergency Reform Act, which redefined a stronger FEMA and included a more robust preparedness mission. A new strategic plan was needed to help develop the core competencies required to address the all-hazard threats of the future and the expanded mission.

Implementation:

The new Strategic Plan involves multiple approaches: 1) Senior executives must link their individual performance plan to the Agency's goals in the Strategic Plan. 2) Each component office and directorate is expected to develop its own strategic plan with more detailed milestones and metrics that support the Agency's strategic goals. 3) These component strategic plans will, in turn, facilitate development of the plans that frame FEMA's annual input into the Department's five-year planning and budget cycle, thereby identifying the resources necessary for implementation. 4) To ensure and track implementation of the Strategic Plan, an annual performance addendum will be issued that links major performance measures to each goal. This addendum will assist in identifying gaps or overlaps in Agency strategies, and will serve as a basis for evaluating performance measures at the beginning of each new five-year planning and budget cycle.

Milestones:

- ✓ Oct 2006: First leadership conference and creation of FEMA vision
- ✓ June 2007: Agency-wide strategic planning team established
- ✓ Aug 2007: Second leadership conference and sharing of strategic plan framework
- ✓ Nov 2007: Working draft of strategic plan issued for comment
- ✓ Jan 2008: Administrator's Intent issued to frame priorities for FYs 2010–2014 planning and budget submission
- ✓ Jan 2008: Final strategic plan developed and subsequently issued

FY 2009 Senior Executives performance plans linked to goals (Q1 and Annual)
Performance Addendum to be issued (Q1 and Annual)
Administrator's intent to be issued (Q1 and Annual)

POINT OF CONTACT

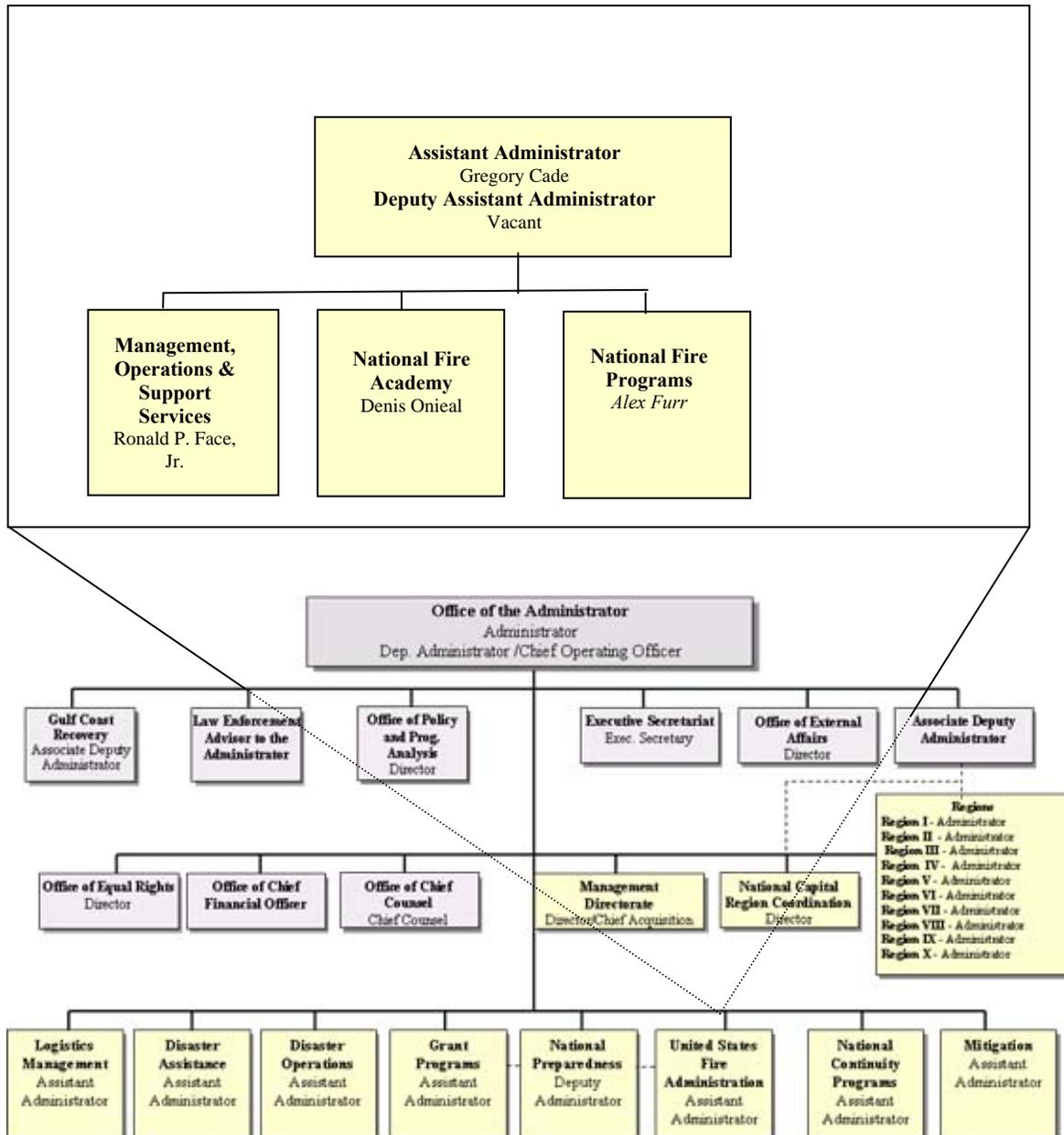
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United States Fire Administration

THIS SECTION CONTAINS:

- Overview of the United States Fire Administration
- Critical mission function
 - National Fire Academy





United States Fire Administration Overview

MISSION

To reduce life and economic losses due to fire and related emergencies, through leadership, advocacy, coordination, and support.

BUSINESS LINES

Public Education and Awareness: Develop and deliver fire prevention/safety education programs.

Training: Promote professional development, organizational capacity, preparedness training, training guidelines, courses, and distance learning.

Technology and Research: Support/facilitate the development of fire prevention, protection, and suppression technology, as well as management studies of fire department operations and resources.

Data: Assist State and local entities in collecting, analyzing and disseminating data and special reports.

DIRECTORATE HISTORY

In 1974, Congress passed the Federal Fire Prevention and Control Act, which established the United States Fire Administration (USFA). The Post-Katrina Emergency Reform Act of 2006 directed changes to FEMA and DHS's organizational structure and included the realigning of several functions into FEMA. As part of this reorganization, the USFA transferred to FEMA, effective April 1, 2007.

NATIONAL FIRE PROGRAMS

Functions: Provide programs for fire and emergency services for State and local organizations. Focus on emergency response doctrine and preparedness and risk reduction/prevention for local fire, hazardous materials, and public life safety emergencies.

Manage the National Fire Data Center to collect, analyze, publicize, and disseminate information related to the nation's fire problem and USFA programs. Manage USFA research efforts in fire detection, prevention, suppression, and first responder health, safety and effectiveness. Work with numerous State, local, and private stakeholders, including the Insurance Services Office, International Associations of Fire Chiefs and Firefighters, local fire departments, and National Association of State Fire Marshals.

Key Projects and Programs: NIMS/NRF; Wildland Fire Program; Emergency Management and Response

(Information Sharing and Analysis Center (EMR-ISAC)); All-Hazards NIMS ICS Position-Specific Training; All-Hazards Incident Management Team (AHIMT); Technical Assistance Program; National Fire Protection Association (NFPA) 472 (Standard for Competence of Responders to Hazardous Materials/WMD Incidents); Harvard Fire Executive Fellowship Program; Executive Fire Officer Program (EFOP) (Graduate Symposium); Major Fire Investigations.

Databases: Manage the National Fire Incident Reporting System, Hotel-Motel National Master List, and other National databases containing fire and hazardous materials information.

Reimbursement of Fire Costs: Review and authorize reimbursement to local fire services for firefighting on Federal property.

NATIONAL EMERGENCY TRAINING CENTER

(NETC) Promotes the professional development of the fire and the emergency response community and its allied professionals. (Located: Emmitsburg, Md.)

USFA Role at NETC: Provide and operate management systems and student services in support of training; manage and coordinate staff support services; and manage and coordinate emergency operations, mobilization, and disaster support plans.

Entities Located at NETC: Deputy Fire Admin., National Fire Programs, National Fire Academy, National Fire Data Center, EMI, FEMA/DHS Satellite Procurement Staff, FEMA IT staff, National Fallen Firefighters Foundation, NETC Management, Operations/Support Services, and PREPnet Studio.

National Fire Academy: Delivers educational and training courses with a National focus to supplement/support State/local fire service training programs. On-campus programs target middle- and top-level fire officers, fire service instructors, technical professionals, and representatives from allied professions. Also offers distance learning opportunities. Since its 1975 opening, over 1.4 million people have been trained by the Academy.

PREPAREDNESS NETWORK (PREPNET)

Internet and satellite-based broadcast system used to bring interactive programming into communities nationwide.



United States Fire Administration Directorate Critical Mission Function

National Fire Academy (NFA)

EXECUTION OVERVIEW

According to P.L. 93-498, “The purpose of the NFA shall be to advance the **professional development** of fire service personnel and of other persons engaged in fire prevention and control activities...”

The NFA prepares current and future first responders to foster a solid foundation for local fire and emergency services’ prevention, preparedness, and response to fires and all-hazards. NFA delivers training not available at the State or local level because of course content, emergent needs or audience size. It works with and through State and local fire service training systems and colleges and universities to bring the fire service to professional status.

The response to natural and man-made disasters and acts of terrorism begins at the local level. The extent to which the U.S. has a trained and educated first responder force determines the extent to which it is prepared for all hazards. Well trained and prepared first responders can resolve most emergencies locally, and in a disaster assure a smooth integration with State or Federal organizations.

ROLES AND RESPONSIBILITIES

Course Offerings: NFA offers two, six and 10-day courses on and off campus, Degrees at a Distance programs, and Technology Programs/Blended Learning (Simulation Lab, NFA Online, and CD ROM Self-Study).

Over the past 10 years, the rate of enrollments has been increasing. In 2007, NFA trained over 108,000 students in both on- and off-campus courses. The on-the-job performance of our students and the resultant increased community preparedness (the impact of the training received) is measured and documented according to Kirkpatrick’s framework.

National Partnerships:

- 50 Accredited State Training Systems – train mid-sized to smaller career and volunteer fire departments.
- 150 largest municipal fire departments – train their own staffs.
- Training Resources and Data Exchange (TRADE) – system to share curriculum among regions, States and locals. The TRADENet newsletter (exchange of ideas/solicitation of solutions) is distributed weekly to over 17,000 subscribers.

- Prevention, Advocacy, Resource and Data Exchange (PARADE) – system to recommend fire prevention curriculum to TRADE, regions, States and locals.
- Fire and Emergency Services Higher Education (FESHE) – annual meetings with 120 colleges and universities, newsletter is distributed to over 13,000 subscribers monthly.

POINT OF CONTACT

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FEMA Regional Offices

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The FEMA Regions

VISION FOR ROBUST REGIONS

Building strong Regions is a core tenet of the FEMA and a critical enabler for each of the objectives in the FEMA Strategic Plan.

The Region is the essential echelon of FEMA that engages most directly with State partners and disaster victims to deliver frontline services. It is the Region that can build and nurture State and local capabilities across the spectrum of prevention, preparedness, protection, disaster operations, disaster assistance, mitigation, and continuity programs. It is also the Region that will lead the Federal response and recovery efforts for incidents across the spectrum of all-hazards events. A strong FEMA will rely on strong Regions to maintain the trust and confidence of governors, leaders in the private sector, non-governmental organizations (NGOs), volunteer organizations, and citizens of our homeland.

Strong Regions means more than having additional resources to deliver frontline services; it also means uniform operating structures and policies to consistently implement national policies throughout the country.



MISSION

The Regions' mission parallels and augments the FEMA HQ mission. The mission of the FEMA Regional Offices is to reduce the loss of life and property and to support the development of a regional, all-hazards, risk-based emergency management system through communication, collaboration and coordination with current and new stakeholders, including, but not limited to, Federal agencies, States, Tribal nations, localities, business and industry, faith-based organizations, NGOs, and State and local volunteer organizations.



The FEMA Regions

ROLES AND RESPONSIBILITIES

FEMA Regional Administrator:

The 10 Regional Administrators (RAs) report directly to the FEMA Administrator, who exercises direct oversight and supervisory responsibilities.

Regional Office:

The Regional Office (RO) represents a microcosm of FEMA with the responsibility to implement the broad spectrum of FEMA policies and programs at the Regional level. Regions are expected to adhere to programmatic and administrative guidance provided by FEMA Headquarters' organizations, so as to maintain a consistent application of national initiatives. Programmatic guidance may come from HQ counterparts in the form of policies, standards, priorities, and administrative direction. In the course of implementation, Regions also prepare standard operating procedures and/or guidance in support of HQ policy and doctrine that address the Regional-specific risks, geography, stakeholders, and other characteristics.



The Region is also the principal conduit for the delivery and integration of programs, services, and support to Federal, State, Tribal, Territory, and local governments; NGOs; the private sector; and citizens. This includes:

- Administration of cooperative agreements, grants, and other financial assistance to State, Tribal, and local governments;
- Response to disasters and emergencies declared under the Stafford Act, through Regional response teams;
- Providing technical assistance to Federal agencies, State, Tribal, and local governments, and voluntary and other private organizations regarding emergency and disaster prevention, protection, planning, preparedness, mitigation, response, recovery, and continuity programs.
- Managing preparedness efforts through planning, training, exercises, and technical assistance;
- Intraregional liaison with other Federal agencies, State, Tribal, and local governments, voluntary and other private organizations, advisory councils and working groups, and the public; and
- Providing recommendations to the FEMA Administrator on implementation and integration of policy and improvement of the administration of FEMA's programs.

Headquarters (HQ) Directorates and Offices:

HQ provides policies, priorities, objectives, and metrics for the regional management of their respective programs. Each HQ element provides resources (e.g., budget, personnel) and guidance (e.g., policy, plans, procedures, direction) to the Regions to facilitate accomplishment of the mission, priorities, and objectives for their corresponding programs.

HQ Office of Regional Operations:

The FEMA Office of Regional Operations reports to the Associate Deputy Administrator, and serves as the means for coordinating all policy, managerial, resource and administrative actions that impact the Regions. Regional Operations also ensures that FEMA policies, programs, and administrative and management guidance are implemented in the Regions in a manner consistent with the Agency's overall goals.



The FEMA Regions

REGIONAL DISASTER OPERATIONS

The operational role of the RO during the different phases of an incident is summarized briefly as follows:

Prior to an imminent disaster:

- The RA initiates and maintains contact with the State Office of Emergency Services Director, State Homeland Security Director, and governor's office.
- The RA deploys the Regional Incident Management Assistance Team (IMAT) and coordinates with the NRCC related to the deployment of the National IMAT, if necessary.
- The RA initiates and maintains contact with the FEMA Administrator and senior HQ personnel to ensure that FEMA has situational awareness.
- The RA recommends the Federal Coordinating Officer (FCO).
- The RA will activate the Regional Response Coordination Center (RRCC) and staff with appropriate Emergency Support Function (ESF) agencies.
- The RRCC works closely with the affected State Office of Emergency Services staff to determine real or potential resource needs.
- The RRCC pre-deploys anticipated resources.

During the initial response to a disaster:

- The RA continues communication with the State Office of Emergency Services Director, State Homeland Security Director, and governor's office.
- The RA continues communication with the FEMA Administrator and senior headquarters personnel.
- The RRCC staff coordinates Federal resources to support State requirements.
- The RRCC deploys staff to the disaster area to support the IMAT and establishes a Joint Field Office (JFO).
- The RRCC serves as the central coordinating location for Federal assets until that responsibility can be delegated to the JFO.
- The RO implements an external communication strategy.



After the initial response to a disaster:

- The RA maintains communication, along with the FCO, with the State Office of Emergency Services Director, State Homeland Security Director, and governor's office.
- The RA maintains communication with the FEMA Administrator and senior headquarters personnel.
- The RRCC stands down once responsibilities are transitioned to the JFO.
- The RO manages recovery activities under the Stafford Act.



The FEMA Regions

COORDINATION & COMMUNICATION

Building a Regional Network:

The Regions act as catalysts in facilitating and supporting networks of an array of stakeholders, including DHS components, Federal, State, local, and Tribal governments, critical infrastructure and key resource sectors, public safety disciplines, NGOs, and citizen group partners, especially State Homeland Security Advisors, State Emergency Managers, and State Administrative Agencies. Regions also serve to assist in the integration of FEMA programs through the co-location and coordination of Divisions within the Regional Office.

Coordination Forum:

Intergovernmental coordination and networking is achieved through a variety of forums:

- *Regional Response Coordination Center (RRCC):* The RRCCs are multi-agency coordination centers within each Region that perform a complementary role to the NRCC. The RRCC provides situational awareness information, identifies and coordinates response requirements, performs capabilities analysis, performs incident action planning, and reports on the status of the Federal disaster response. The RRCC also deploy staff to initiate Federal support, facilitate initial delivery of goods and services, and facilitate “in-theater” interagency resource allocation and coordination.
- *Regional Interagency Steering Committees (RISC):* Facilitates multi-agency coordination under the National Response Framework (NRF) on a steady-state basis; coordinates preparedness efforts, issues and solutions that are unique to the respective Region; and provides an operational-level forum for regional planning, interagency information sharing, and coordination. Representatives are comprised of each State and, where appropriate, Tribes, territories, and regional-level representatives from ESF primary and supporting agencies.
- *Regional Advisory Council (RAC):* The RAC advises the RA on all aspects of emergency management and consists of representatives from State, territorial, local and Tribal governments. The councils also identify geographic, demographic, or other characteristics specific to the Region that may warrant unique preparedness, protection, response, recovery, or mitigation solutions. Finally, the councils help identify weaknesses or deficiencies in preparedness, protection, response, recovery, and mitigation within the Regional area of responsibility that should be addressed.
- *Regional Emergency Communications Committee Working Group (RECCWG):* The RECCWG advises regional, Federal, State, Tribal, territorial, and local government leadership on matters pertaining to sustainable emergency and interoperable communications and is comprised of representatives from all levels of government.
- *Federal Executive Boards (FEB):* Facilitate communication and collaboration related to continuity of operations planning, emergency management, Federal employee concerns, and other activities among Federal agency field offices outside of the National Capital Region.
- *Other interagency and intergovernmental coordination bodies:* Regional Offices also participate in forums such as Joint Terrorism Task Forces, Antiterrorism Advisory Councils, State Terrorism Task Forces, Urban Area Security Initiative working groups, Area Maritime Security Committees, and appropriate private sector and nonprofit security organization partnerships.



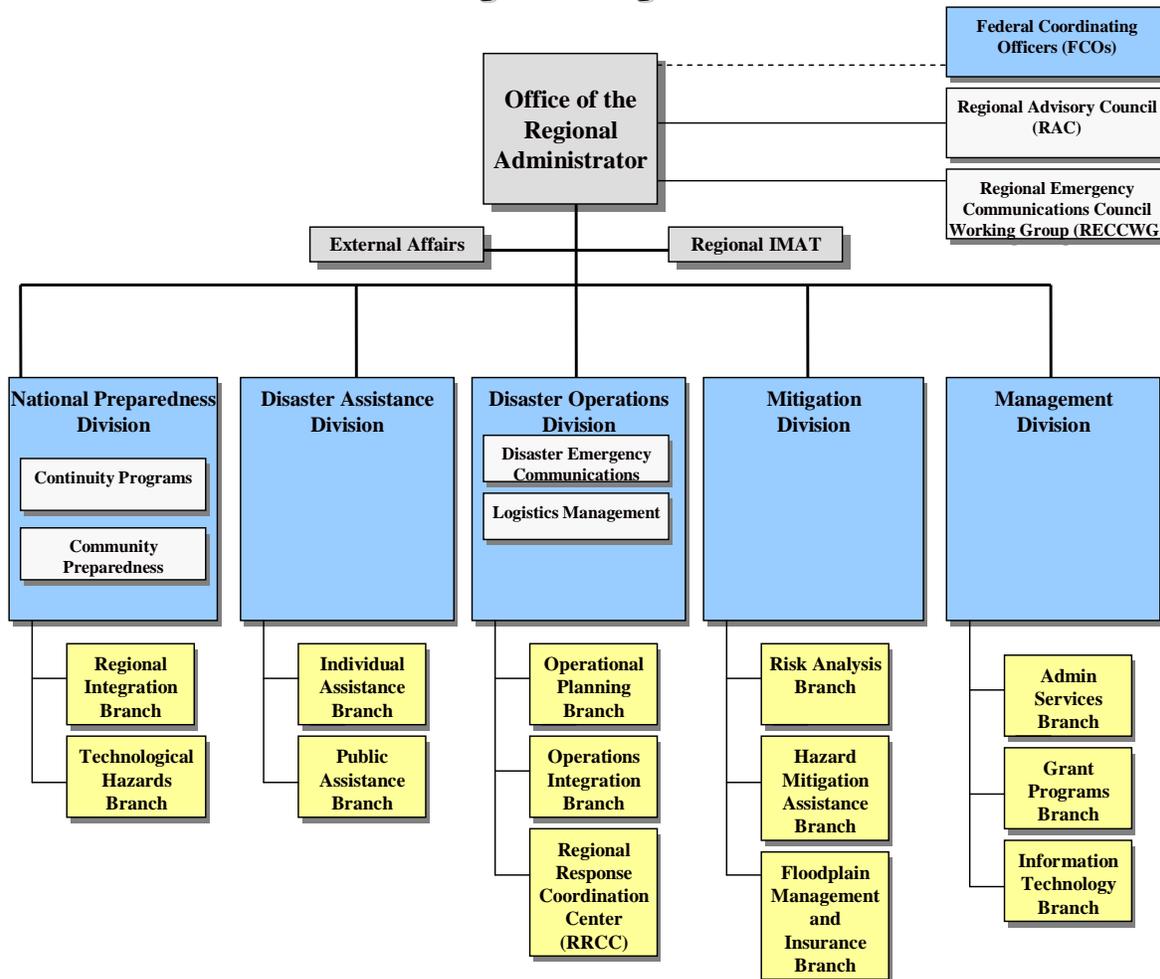
The FEMA Regions

ORGANIZATION STRUCTURE

A recent Regional Office realignment provided additional authorities and personnel under the authority of the RA, and created a uniform organization structure that includes separate Divisions for Disaster Operations, Disaster Assistance and Mitigation. In addition, certain preparedness programs now back under the authority of the RA, such as the Radiological Emergency Preparedness Program, the Chemical Stockpile Emergency Preparedness Program, the Community Preparedness Program, and Continuity Programs, are integrated within the National Preparedness Division.

A new Grant Programs Branch exists within the Management Division. This branch is responsible for the business management of all FEMA grants administered through the Region, as well as the program management of certain non-disaster homeland security grants. Though current staffing levels do not permit a separate Logistics Management Division or Grant Programs Division in all Regions at this time, they will be formed as stand-alone entities once the personnel and budget resources allow.

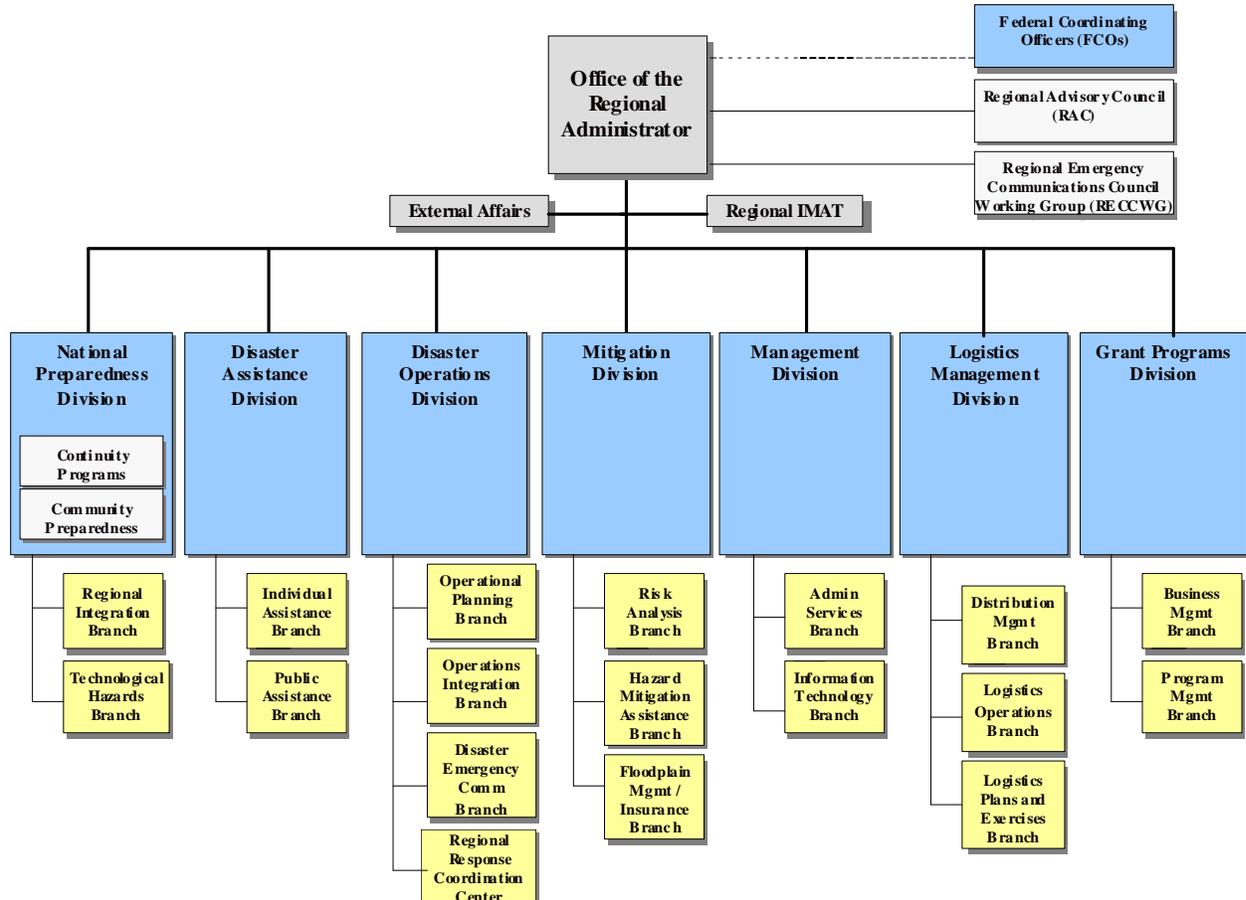
New FEMA Regional Organization - Current





The FEMA Regions

New FEMA Regional Organization – Future



RESOURCE CONTROL

Regional Budget:

RO divisions are financially resourced through their respective HQ program offices: There is no central operating budget for the ROs. HQ program offices (e.g., Disaster Operations, Disaster Assistance, Mitigation, National Preparedness, National Continuity Programs, Grant Programs, Logistics Management, and Management) are charged with providing funding for the needs of the employees working within their program, including, but not limited to, salaries, benefits, travel, training, equipment, etc. The Regions work with each program office to determine the appropriate level of funding for each region.

The Office of Management provides resources for support functions such as facility rent, security, non-personal IT equipment (servers), utilities, etc.

The Office of Regional Operations provides funding for the Office of the RA (through the 1100 account). The only funds provided directly to the RA, these funds are used for travel, transportation, support services, training, supplies, equipment, maintenance/janitorial contracts, and any utility cost not covered by the Office of Management.



The FEMA Regions

Hiring and Evaluations:

Based upon mission requirements and priorities, and in coordination with the RAs, HQ program offices are responsible for identifying and fielding positions within the Region. The hiring and evaluation of Regional personnel are the responsibility of the respective RA or Deputy RA, often performed in coordination with the respective HQ element. The level of coordination varies depending on program and position.

Operations:

The RA and Deputy RA are responsible for the day-to-day management and administration of Regional activities and staff. As such, they are accountable for staff time spent and for assuring that program funds, personnel, and equipment are effectively and appropriately applied to implement program objectives. They are also accountable for ensuring that the services associated with programs continue to meet the requirements of law and FEMA policy, as well as the needs and expectations of stakeholders and partners.

Facility Enhancements:

The Regional Space Initiative produced 10 separate space business cases developed in collaboration with the Facilities Management and Services Division, Human Capital Division, Office of the Chief Financial Officer, Regions, and Office of Regional Operations. These business cases detailed square footage requirements, priorities, and execution time frames. Approximately \$6.9 million is identified to support the start-up costs of the top five facility priorities at: (1) Kansas City; (2) Bothell; (3) Chicago; (4) Philadelphia; and (5) New York.

Recurring costs (lease payment, guard services, etc.) will be captured within a \$10 million increase to the Government Services Administration central rent account in FY 2009. The five remaining Regional space business cases held in consideration of out-year opportunities are also critical and are dependent on additional funding availability.

Personnel Enhancements:

The FEMA initiative to build robust Regions has increased the number of Regional personnel from 661 in August 2005 to an authorized level of 986 in FY 2008 with additional positions requested for FY 2009. The size of each Region is not uniform and additional personnel are sometimes allocated on the basis of risk or program requirement, depending on the mission.

METRICS

As a means to hold Regions accountable for national program requirements and policies, metrics are being developed for integration into a standard quarterly “State of the Region” status briefing for the FEMA Administrator. Standard Regional status reports will highlight key events, initiatives and issues, including, among other things, strategic outlook; collaboration activities; management; recruitments; budget; disaster operations; mitigation; national preparedness; grants management; and future plans.

CHALLENGES

Consistency:

Each of the 10 Regional Offices, including the Pacific, Caribbean, and Alaskan Area offices, and several area field offices located throughout the United States, presents an extremely diverse population, some with distinctive cultural backgrounds and customs, such as in the Pacific Territories. This, in addition to the extensive geographical area covered, provides unique challenges to ensure consistent application of program and policy guidance requiring documented doctrine, guidance, metrics, and oversight.



The FEMA Regions

Budget:

The lack of a stand-alone RO budget makes it difficult for the RA to prioritize resources to meet mission requirements, to ensure integration of planning, grants, training, and technical assistance, and to build capabilities based on the Region's unique needs. Further, the management of funding from multiple sources of appropriations makes it difficult to pool resources to achieve shared goals. HQ budget constraints significantly impact the Regional operating budget.

Human Capital:

Headquarters' increasing dependence upon RO expertise and 'on-the-ground' capabilities requires building and maintaining a strong Disaster Assistance Employee (DAE) cadre through additional personnel, training, and professional development to perform programmatic, management, and administrative responsibilities.

Security:

Due to increased security requirements of HSPD-12 and the coming SmartCard physical access control upgrade, Regional Security Officer (RSO) positions need to be established. RSOs would be responsible for leading the development, installation and management of the security program for the Region. Region VIII (Denver) established the first RSO position. This position should be included in the future planning of the other Regions. Currently, security duties and responsibilities are handled as a collateral duty.

Space Management:

Increased dependence upon RO expertise and capabilities leading to human capital increases presents challenges for space and support of personnel in the resource-constrained environment. Our mission is too important to continue building our workforce around temporary employees (i.e., two year Cadre of Response Employees (COREs)). Funding and time invested in training the temporary workforce could be lost, along with continuity of operations and experience, as they leave to seek a more permanent full-time career. Most of these experienced temporary workforce staff apply for permanent positions. However, since most do not have competitive status, they are usually blocked by preference-eligible applicants. The result is a loss of investment and training. These workers, who we have trained for two or more years and rely on their expertise, should be afforded a process to evenly compete for competitive positions. Additionally, we need to increase our national DAE temporary workforce to continue to hire and build the respective cadres.

Policy:

Coordinating policy and program development activities at HQ with Regional counterparts charged with their implementation is a necessary, but labor-intensive requirement that varies by mission area.

Stakeholder Coordination:

Building robust Regional networks and ensuring continuous communications with Federal, State, Tribal, territorial, and local governments, the private sector, NGOs, and citizens are substantial undertakings requiring significant personnel, time, and travel.



Budget & Resource Management

FEMA Budget Process

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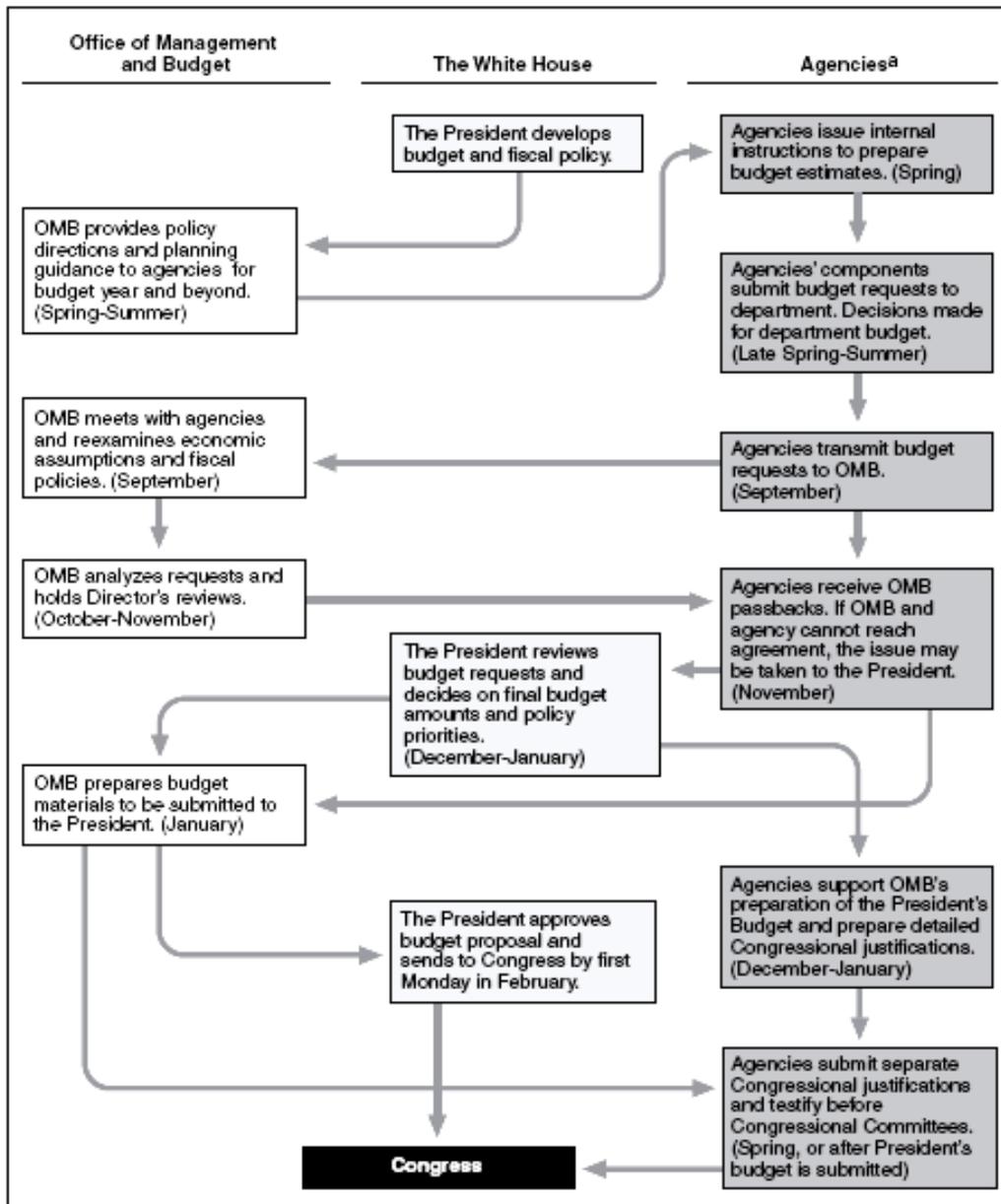


The FEMA Budget Process

THE FEDERAL BUDGET PROCESS

The Federal budget process begins with the development of fiscal policy by the President and culminates in the President's delivery of an approved budget with Agency Congressional Justifications/ testimony to Congress. The diagram below highlights the activities that occur among three major entities in the formulation of a budget: The Office of Management and Budget (OMB), The White House, and Federal agencies (e.g., DHS).

Federal Budget Formulation Process



Source: Senate Budget Committee, December 1999, adapted by GAO.

^aThe term "agency" refers to either the department, agency, or lower component levels, depending on the level of decision being made. The budget submitted to OMB represents the budget decisions made at the department or the highest organizational level.



The FEMA Budget Process

THE DHS/ FEMA BUDGET PROCESS

DHS provides central planning for the development of department-wide, long-range budget formulation.

Although every activity is important to the DHS mission, component organizations should direct resources to the programs most directly aligned with the Secretary's yearly Integrated Planning Guidance (IPG), which aligns with the Future Years Homeland Security Program (FYHSP). The FYHSP is the official document summarizing DHS programs and associated resources (i.e., investments, human capital, information technology, and other support and funding) needed to achieve DHS strategic goals, objectives, and planning priorities.

Goal:

The strategic priorities for developing the FEMA multi-year budget are derived from the Administrator's intent, the FEMA Vision, and the FEMA Strategic Plan. The overarching goal is to institutionalize a robust and repeatable process that produces an annual budget that is aligned with DHS and FEMA strategic goals and the Secretary's IPG.

Underlying Process:

Using the accepted practice that planning drives budgets, DHS and FEMA follow the Planning, Programming, Budgeting, and Execution (PPBE) process: **Planning** establishes the strategic goals; **Programs** develop multi-year plans to achieve them; **Budgets** are developed to support the execution of the multi-year plans; and **Execution** is monitored to ensure a link between expenditures and the expected level of performance. This planning and budget cycle, in conjunction with DHS and FEMA priorities, sets the stage for annual planning under FYHSP. FEMA's process mirrors DHS's budget and planning cycle.

FYHSP:

Every year, each organization in DHS contributes to the rolling five-year FYHSP process by updating its own strategic plan, milestones, and performance metrics, and by identifying the resources it needs to accomplish that targeted level of performance. When evaluated and combined, the individual plans form the Agency's annual planning and budget request.

Allocation Decisions:

During the programming phase, FEMA produces a Resource Allocation Plan (RAP) that provides an overview of FEMA resources and contains proposed levels of funding for each FEMA appropriation for the budget year and four out-years. Following discussions with DHS on the expected performance for these resources, DHS provides a final Resource Allocation Decision (RAD) on funding levels requested for each FEMA appropriation, ultimately setting the direction on how FEMA programs are funded.

Fiscal Year Homeland Security Plan (FYHSP) Highlights

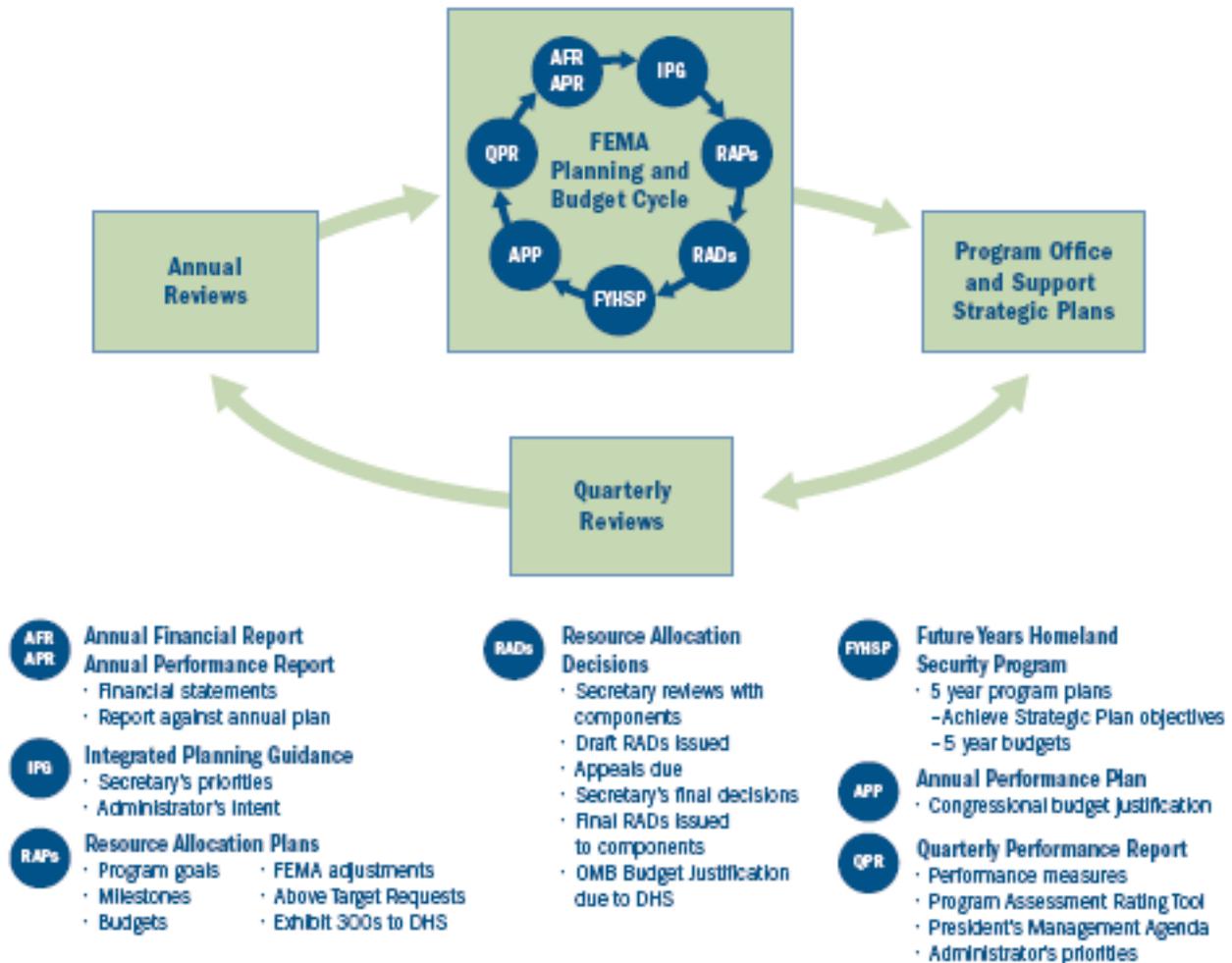
- The Homeland Security Act of 2002 requires DHS to submit a five-year plan (i.e., the FYHSP) each year
- DHS submits the FYHSP to Congress each March
- The FYHSP includes:
 - a general discussion of the nation's threats and vulnerabilities, including a description of current and future terrorist techniques and tactics; types of weapons and threats terrorists may use; and potential terrorist targets and timing of an attack
 - a brief discussion of the inflation factors and economic assumptions based on underlying guidance provided by OMB
 - projected resource requirements for the budget year and four out-years for each strategic goal, including a table aligning programs with the strategic goals
 - a description of performance priorities for each strategic goal



The FEMA Budget Process

Directorate/Office Process:

Also in the programming phase, FEMA program offices prepare spending plans that include a detailed accounting of the spending priorities for each program office, summarizing the activities that will be accomplished in each fiscal year. Spend plans link resources to activities that directly relate to and ultimately support FEMA's mission, vision, goals, and objectives. Consequently, the FEMA Strategic Plan provides the bridge between the budget processes, programmatic strategic plans, spend plans, five-year planning, and FEMA's vision.



Coordination:

The Investment Working Group (IWG) provides a forum to ensure that the Agency's resources are targeted to the highest priority needs for the Agency as a whole. The IWG includes representatives from every program and support office in FEMA, as well as representatives from the Regions, and makes recommendations about the prioritization of FEMA resources and programmatic initiatives. The IWG plays a significant advisory and oversight role in all stages of the budget process, from resource allocation planning to budget justification and, finally, to execution of the budget.



The FEMA Budget Process

TIMELINE OF FEMA-RELATED BUDGET EVENTS AND KEY STATUTORY REQUIREMENTS

The following table provides a timeline of FEMA-related events in the Federal and DHS budget. The table uses the FY 2010 budget as an example.

Month	Formulation Phase (Occurs During FY2008)	Congressional Phase (Occurs During FY2009)	Execution Phase (Occurs During FY2010)
Oct		<ul style="list-style-type: none"> ▲ OMB reviews proposals ▲ OMB briefs President 	<ul style="list-style-type: none"> ▲ DHS/ FEMA submits apportionment requests within 10 days of appropriation ▲ OMB approves/modifies apportionment
Nov		<ul style="list-style-type: none"> ▲ OMB pass back to DHS 	<ul style="list-style-type: none"> ▲ DHS/ FEMA incurs obligations and make outlays to carry out the funded programs ▲ DHS/ FEMA record obligations and outlays pursuant to administrative control of funds procedures, report to Treasury, and prepare financial statements ▲ DHS submits Annual Performance Plan (APP) to President and Congress (due by March 31)
Dec		<ul style="list-style-type: none"> ▲ DHS may appeal pass back 	
Jan	<ul style="list-style-type: none"> ▲ DHS issues final Integrated Planning Guidance (IPG) and Resource Allocation Plan (RAP) guidance 		
Feb	<ul style="list-style-type: none"> ▲ FEMA updates Fiscal Year Homeland Security Program (FYHSP) system 	<ul style="list-style-type: none"> ▲ DHS submits Congressional Budget Justification and Annual Performance Report (APR) to OMB ▲ President transmits budget to Congress 	
Mar	<ul style="list-style-type: none"> ▲ FEMA submits within guidance RAP submission to DHS ▲ FEMA briefs DHS PA&E and Budget Directors ▲ DHS delivers FYHSP to congress 		
Apr	<ul style="list-style-type: none"> ▲ FEMA submits over guidance RAP submission to DHS 		
May	<ul style="list-style-type: none"> ▲ OMB issues spring planning guidance ▲ DHS starts to prepare OMB Exhibit 300s 		
Jun	<ul style="list-style-type: none"> ▲ DHS issues draft Resource Allocation Decisions (RAD) ▲ FEMA RAD appeal due to DHS ▲ Initial FEMA OMB 300s due to DHS 		
Jul	<ul style="list-style-type: none"> ▲ DHS Secretary reviews and Issues final Decision/ DHS issues final RADs 		
Aug	<ul style="list-style-type: none"> ▲ FEMA budget proposals/ final OMB 300s due to DHS 		
Sep	<ul style="list-style-type: none"> ▲ DHS submits budget proposal/ OMB/ 300s/ FYHSP to OMB 	<ul style="list-style-type: none"> ▲ Appropriation or continuing resolution 	



Overview of the FY 2009 Budget

BUDGET IN BRIEF

FEMA's FY 2009 Enacted Budget is \$6,987,908,000, with a gross discretionary amount of \$6,962,906,000. The number of full-time employees is 6,917, with 2,555 reserved for Disaster Relief Fund initiatives.

APPROPRIATIONS AND FUNDS

Operations Management and Administration:

Funding for Operations, Management, and Administration (OMA) provides for the development and maintenance of an integrated, nationwide capability to prepare for, mitigate against, respond to, and recover from the consequences of major disasters and emergencies, regardless of cause, in partnership with other Federal agencies, State, local and Tribal governments, volunteer organizations and the private sector. OMA supports the core operations for all FEMA organizations, providing resources for mission activities and administrative support to both regional and headquarters operations.

The FY 2009 enacted budget reflects funding for the core management and administration functions and the realignment of administrative resources from the Disaster Assistance Direct Loan Program and the Disaster Relief Fund. This includes the authorization to complete the conversion of Cadre On-call Response Employees (COREs).

Allocation by Program/Project	FY 2008 Enacted (Dollars in Thousands)		FY 2009 Request (Dollars in Thousands)		FY 2009 Enacted (Dollars in Thousands)	
	FTE	Dollars	FTE	Dollars	FTE	Dollars
Operations, Management & Administration	2,852	\$664,000	3,343	\$916,492	3,343	\$837,437

State and Local Programs:

FEMA's State and local assistance programs help to prepare State and local governments to prevent or respond to threats or incidents of terrorism and other catastrophic events. The FY 2009 enacted budget of \$3,105,700,000 is to support existing Homeland Security Grant Programs (HSGP) grants, Urban Area Security Grants, and Port and Rail Security Grants.

Allocation by Program/Project	FY 2008 Enacted (Dollars in Thousands)		FY 2009 Request (Dollars in Thousands)		FY 2009 Enacted (Dollars in Thousands)	
	FTE	Dollars	FTE	Dollars	FTE	Dollars
State and Local Programs	269	\$3,177,800	269	\$1,700,000	269	\$3,105,700



Overview of the FY 2009 Budget

Firefighter Assistance Grants:

The Firefighter Assistance Grants are designed for necessary expenses authorized by the Federal Fire Prevention and Control Act of 1974. The FY 2009 enacted budget of \$775,000,000 is focused on grants for training, equipment, and personal protective gear.

Allocation by Program/Project	FY 2008 Enacted (Dollars in Thousands)		FY 2009 Request (Dollars in Thousands)		FY 2009 Enacted (Dollars in Thousands)	
	FTE	Dollars	FTE	Dollars	FTE	Dollars
Firefighter Assistance Grants	54	\$750,000	54	\$300,000	54	\$775,000

Emergency Management Performance Grants:

The Emergency Management Performance Grants (EMPG) program provides critical planning and staffing assistance to sustain and enhance state and local emergency management capabilities. The FY 2009 enacted budget of \$315,000,000 is to provide grants to assist State and local governments to sustain and enhance their all-hazards emergency management capabilities.

Allocation by Program/Project	FY 2008 Enacted (Dollars in Thousands)		FY 2009 Request (Dollars in Thousands)		FY 2009 Enacted (Dollars in Thousands)	
	FTE	Dollars	FTE	Dollars	FTE	Dollars
Emergency Management Performance Grants	0	\$300,000	0	\$200,000	0	\$315,000

United States Fire Administration:

The United States Fire Administration supports the preparedness of the nation's fire and emergency medical service leaders through training on how to evaluate and minimize community risk, improve protection of critical infrastructure, and prepare for fires, natural hazards, and terrorism emergencies. The FY 2009 enacted budget of \$44,979,000 reflects funding for the core management and administration functions of the United States Fire Administration.

Allocation by Program/Project	FY 2008 Enacted (Dollars in Thousands)		FY 2009 Request (Dollars in Thousands)		FY 2009 Enacted (Dollars in Thousands)	
	FTE	Dollars	FTE	Dollars	FTE	Dollars
United States Fire Administration	115	\$43,300	115	\$40,913	115	\$44,979

Radiological Emergency Preparedness:

This program assists State, local, and Tribal governments in the development of offsite radiological emergency preparedness plans within the emergency planning zones of Nuclear Regulatory Commission licensees of commercial nuclear power facilities. The Radiological Emergency Preparedness program is financed from user fees assessed and collected from the Nuclear Regulatory Commission licensees to cover budgeted costs. The FY 2009 enacted amount of \$25,919,000 represents the anticipated collection for FY 2009 and is not part of FEMA's discretionary budget.



Overview of the FY 2009 Budget

Allocation by Program/Project	FY 2008 Enacted (Dollars in Thousands)		FY 2009 Request (Dollars in Thousands)		FY 2009 Enacted (Dollars in Thousands)	
	FTE	Dollars	FTE	Dollars	FTE	Dollars
Radiological Emergency Preparedness	170	\$24,922	170	\$25,919	170	\$25,919

National Pre-Disaster Mitigation Fund:

FEMA's Pre-Disaster Mitigation (PDM) grant program provides funding to States, Indian Tribal governments, territories, and local governments for implementing cost-effective hazard mitigation planning and projects before disasters occur. Authorized by the Robert T. Stafford Disaster Assistance and Emergency Relief Act, the goal of the PDM program is to reduce the overall risk to people and property from future disasters, while also reducing reliance on funding from disaster declarations.

Allocation by Program/Project	FY 2008 Enacted (Dollars in Thousands)		FY 2009 Request (Dollars in Thousands)		FY 2009 Enacted (Dollars in Thousands)	
	FTE	Dollars	FTE	Dollars	FTE	Dollars
National Pre-Disaster Mitigation Fund	15	\$114,000	15	\$75,000	15	\$90,000

Emergency Food and Shelter:

Provides grants to nonprofit and faith-based organizations that provide food, shelter, rent, mortgage, and utility assistance programs for people with non-disaster related emergencies.

Allocation by Program/Project	FY 2008 Enacted (Dollars in Thousands)		FY 2009 Request (Dollars in Thousands)		FY 2009 Enacted (Dollars in Thousands)	
	FTE	Dollars	FTE	Dollars	FTE	Dollars
Emergency Food and Shelter	0	\$153,000	0	\$100,000	0	\$200,000

Disaster Relief Fund (DRF):

The DRF funds the Federal response to Presidentially declared major disasters and emergencies, enables FEMA to coordinate the Federal response and reimburse agencies for their efforts through mission assignments, and otherwise enables the Federal government to respond to, recover from, and mitigate the results of specific disasters and emergencies. The following grants are awarded from the DRF to mitigate or recover from the damage of a disaster:

- Individual Assistance
- Public Assistance
- Hazard Mitigation



Overview of the FY 2009 Budget

FEMA also allocates funding within the DRF for Disaster Readiness and Support (DRS) activities. DRS activities include readiness initiatives that prepare and equip FEMA to provide Federal support, as well as critical administrative functions that support the timely delivery of services during disasters..

Allocation by Program/Project	FY 2008 Enacted (Dollars in Thousands)		FY 2009 Request (Dollars in Thousands)		FY 2009 Enacted (Dollars in Thousands)	
	FTE	Dollars	FTE	Dollars	FTE	Dollars
Disaster Relief Fund	3,243	\$1,400,000	2,555	\$1,900,000	2,555	\$1,400,000

Flood Map Modernization Fund:

The Flood Map Modernization Fund is used to update, modernize and maintain the inventory of over 100,000 flood maps. The flood maps are used to determine appropriate risk-based premium rates for the National Flood Insurance Program, to complete flood hazard determinations required of the nation’s lending institutions, and to develop appropriate disaster response plans for Federal, State, and local emergencies.

Allocation by Program/Project	FY 2008 Enacted (Dollars in Thousands)		FY 2009 Request (Dollars in Thousands)		FY 2009 Enacted (Dollars in Thousands)	
	FTE	Dollars	FTE	Dollars	FTE	Dollars
Flood Map Modernization Fund	43	\$220,000	43	\$150,000	43	\$220,000

National Flood Insurance Fund:

The National Flood Insurance Act of 1968 authorizes the Federal government to provide flood insurance on a national basis. However, flood insurance only applies to communities which enforce appropriate floodplain management measures. Communities must participate in the program within one year after they are identified as flood-prone in order to be eligible for flood insurance.



In 2009, Congress authorized budget authority of \$156,599,000 for administrative and program costs associated with flood insurance activities and *is derived*

from offsetting collections assessed and collected from policy holders. There are two types of programs available from NFIP. The emergency program is the initial phase of a community’s participation in the NFIP. Under the emergency program, structures in identified flood-prone areas are eligible for limited amounts of coverage at subsidized insurance rates.

The regular program is the final phase of a community’s participation in the NFIP. Under the regular program, studies must be made of different flood risks in flood-prone areas to establish actuarial premium rates. These rates are charged for insurance on new construction. Coverage is available on virtually all types of buildings



Overview of the FY 2009 Budget

and their contents, in amounts up to \$350,000 for residential and \$1 million for other types. This account also supports National Flood Mitigation activities that reduce the risk of flood damage to structures insurable under the National Flood Insurance Program. These activities provide flood mitigation assistance planning support to States and communities through the Flood Mitigation Assistance grant program.

Allocation by Program/Project	FY 2008 Enacted (Dollars in Thousands)		FY 2009 Request (Dollars in Thousands)		FY 2009 Enacted (Dollars in Thousands)	
	FTE	Dollars	FTE	Dollars	FTE	Dollars
National Flood Insurance Fund	307	\$145,000	344	\$156,599	344	\$156,599

Disaster Assistance and Direct Loan Program:

This Program makes loans available to States to meet their non-Federal portion of cost-shared Stafford Act programs, and to local community governments to manage the disaster recovery. Disaster assistance loans authorized by the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5121 et seq.) are loans to States for the non-Federal portion of cost-sharing funds and community disaster loans to local governments incurring substantial loss of tax and other revenues as a result of a major disaster. The funds requested for this program include direct loans and a subsidy based on criteria including loan amount and interest charged. As required by the Federal Credit Reform Act of 1990, this account records, for this program, the subsidy costs associated with the direct loans obligated in 1992 and beyond (including modifications of direct loans). The subsidy amounts are estimated on a present value basis. Loan activity prior to 1992, which is budgeted for on a cash basis, totals less than \$500,000 in every year and is not presented separately. In 2009, administrative costs related to disaster assistance loans are included in the OMA appropriation account.



- Program administrative costs were moved to the base request under OMA
- State Share Loan request supports the same loan level as funded for
 - Funding for Direct Loan Subsidy
 - Limit on Direct Loans is \$25 Million
- No funds are requested for Community Disaster Loans in FY 2009

Allocation by Program/Project	FY 2008 Enacted (Dollars in Thousands)		FY 2009 Request (Dollars in Thousands)		FY 2009 Enacted (Dollars in Thousands)	
	FTE	Dollars	FTE	Dollars	FTE	Dollars
Disaster Assistance Direct Loan Program	3	\$875	0	\$295	0	\$295



Disaster Funding

OVERVIEW

The **Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act)** (P.L. 93-288), as amended, provides an orderly and continuing means of assistance by the Federal government to State and local governments in carrying out their responsibilities to alleviate the suffering and damage to individuals and communities which result from disaster. The Act mandates how disasters are declared, the types of assistance to be provided, and the cost sharing arrangements among Federal, State, and local governments.

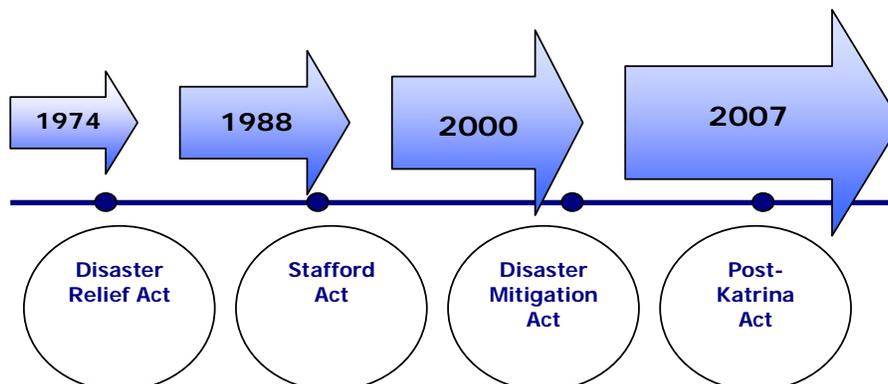
BACKGROUND

The Stafford Act is an amended version of the [Disaster Relief Act of 1974](#). Collectively, it creates the system by which a Presidential Disaster Declaration of an emergency triggers financial and physical assistance through FEMA. The Act gives FEMA the responsibility for coordinating government-wide relief efforts and distributing assistance provided by the Act as structured currently by the NRF.

The Stafford Act also describes the programs and processes by which the Federal government provides disaster and emergency assistance to State and local governments, Tribal nations, eligible private nonprofit organizations, and individuals affected by a declared major disaster or emergency.

In October 2000, Congress amended the Stafford Act again by passing the Disaster Mitigation Act of 2000. This amendment's most notable change was the development of a Disaster Authority Hierarchy, which asserted that, until a Presidential declaration, the governor is in charge of his or her State and the Federal government can neither spend money on the State's behalf nor render aid. The local government manages all response and recovery activities until it asks for aid from the State; likewise, the Federal government does not intervene until requested by the State.

On October 4, President Bush signed into law the DHS Appropriations Bill for FY 2007, which included as Title VI the "Post-Katrina Emergency Management Reform Act of 2006." This Act amended the Homeland Security Act to strengthen FEMA, by strengthening its role as the nation's emergency management and preparedness agency for all-hazards and making major modifications to the Stafford Act to address weaknesses exposed by Hurricane Katrina.





Disaster Funding

THE 2006 AMENDMENTS

The 109th Congress amended the Stafford Act through the Post-Katrina Emergency Management Reform Act of 2006 and the Security and Accountability for Every (SAFE) Port Act of 2005. The amendments expanded the authority of FEMA to provide assistance, refined the duties and powers of administration officials, and developed requirements for Federal officials to ensure that effective pre-disaster preparation actions would be taken. While expanding Federal assistance authorities to be more flexible and responsive to catastrophic events, the amendments maintained State, local, and individual emergency management responsibility and accountability. Ultimately, the Post-Katrina Act expands the President's Federal disaster assistance authority, but leaves the basic tenets of the Stafford Act (such as Presidential discretion, need for state requests, and restrictions on eligibility) unchanged.

Some of the more significant changes are summarized as follows:

- **Expedited Federal assistance:** After a major disaster or emergency declaration by the President, FEMA may support evacuations, normally a State responsibility, and provide accelerated Federal assistance without a specific request from State officials. In addition, FEMA may sell or loan equipment and supplies to a State, Tribal, or local government entity without a declaration under the Federal Management Regulations.
- **Expanded assistance to disaster victims:** The President is authorized to provide transportation assistance to those displaced from their residences, including that assistance needed to move among alternative temporary shelters.
- **Public assistance (PA) to State and local governments:** State or local governments or eligible private nonprofit-facility owners may apply for Federal assistance to build a new facility in a different location if all parties determine that a damaged facility should not be repaired or replaced.

OTHER AUTHORITIES FOR ASSISTANCE IN THE STAFFORD ACT

Prior to a Disaster, three types of assistance may be provided under Stafford Act authority before a disaster occurs.

- First, at the request of a governor, the President may direct the Department of Defense (DOD) to commit resources for emergency work essential to preserve life and property in the immediate aftermath of an incident.
- Second, the Stafford Act authorizes the President, under the Fire Management Assistance Grant Program, to provide fire management assistance including grants, equipment, personnel, and supplies, when fires on public or private property threaten destruction that might warrant a major disaster declaration.
- Third, when a disaster is imminent but not yet declared, the Stafford Act authorizes FEMA to pre-position personnel and supplies. FEMA monitors the status of the situation, communicates with State emergency officials on assistance requirements, and deploys teams and resources to maximize the speed and effectiveness of the anticipated Federal response and preliminary damage assessment.

STAFFORD ACT DISASTER STATUTE AND REGULATIONS

The President may issue two types of declarations after an incident overwhelms State and local resources: major disaster and emergency. Before either of the declarations may be issued, certain steps specified in statute and in regulations must be undertaken. The governors of the affected States must request the presidential declaration after certifying that necessary action has been taken under State law; damage estimates have been made; State and local resources have been or will be overwhelmed, requiring Federal assistance; and, cost-sharing requirements of the statute will be met.



Disaster Funding

STAFFORD ACT EMERGENCY DECLARATIONS

Emergencies are defined as “Any occasion or incident for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts.” Emergencies tend to be smaller events compared with major disasters, thereby requiring a limited Federal role. Federal assistance for any one emergency generally does not exceed \$5 million, except where the President determines further assistance is required.

During an emergency, the Federal government has the authority to:

- Utilize its resources, facilities, and personnel to assist State and local efforts;
- Coordinate disaster relief assistance;
- Disseminate warnings and provide technical and advisory assistance to State and local governments;
- Provide assistance through Federal agencies;
- Remove debris;
- Provide eligible households up to \$30,000 in assistance; and
- Assist in the distribution of medicine, food, and other supplies.

Further, the President may issue an emergency declaration under the Stafford Act to provide direct emergency assistance without a governor’s request, if an incident involves a subject matter that is exclusively or preeminently the responsibility of the United States government. In such a case, the President will consult the governor of the affected State, if practicable.

STAFFORD ACT MAJOR DISASTER DECLARATIONS

If a disaster causes “damage of sufficient severity and magnitude to warrant major disaster assistance,” the President may declare it to be a major disaster. Such a declaration brings to bear the full resources and authority of the Federal government under the Stafford Act, allowing it to, among other things:

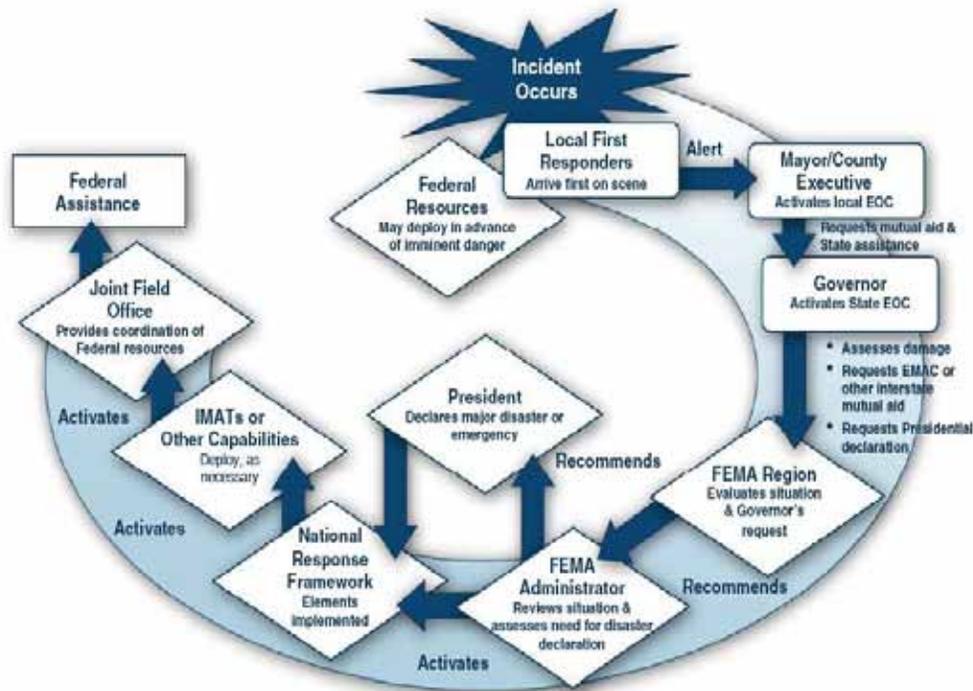
- Utilize, donate, or lend Federal resources, facilities, and personnel to State and local governments;
- Appoint a Federal Coordinating Officer
- Distribute food, medicine, and other supplies;
- Remove debris, clear roads, and construct temporary bridges;
- Provide search and rescue teams;
- Provide emergency medical care, shelter, and needed temporary facilities;
- Disseminate warnings, information, and technical advice;
- Utilize the resources of the DoD;
- Pay up to 75% of the cost of repairing or replacing State and local public facilities and infrastructure;
- Provide financial assistance to private, nonprofit utility companies;
- Provide eligible households up to \$30,000 in assistance;
- Provide unemployment assistance, food coupons, and other assistance to eligible individuals.

Congress appropriates money for activities authorized by the Stafford Act to the Disaster Relief Fund (DRF), administered by FEMA. Federal assistance, supported by DRF money, supports a wide variety of assistance programs within FEMA and, through Mission Assignments, direct Federal assistance from other Federal agencies. Appropriations to the DRF remain available until expended.



Disaster Funding

Figure 1. Overview of Stafford Act Support to States



The following is a brief overview of the process for determining the appropriate amount and availability of assistance:

- **Step 1:** The collection of information on damages involves a collaborative effort involving FEMA staff, State officials, and personnel from affected local governments.
- **Step 2:** The FEMA Administrator provides the President with a recommendation on the appropriate level of Federal assistance that is required and, thus, the appropriate type and scope of disaster declaration to meet those needs.
- **Step 3:** The President declares either an emergency or disaster declaration. The declaration can call for Public Assistance and Individual Assistance based on the amount of damage. In a particularly rapidly developing or clearly devastating disaster, there may be an expedited declaration.
- **Step 4:** After a major disaster or emergency declaration, the NRCC and RRCC coordinate national and regional resources, respectively.
- **Step 5:** Resource management decisions in the field are jointly managed at the JFO Unified Coordination Group comprised of a governor-appointed State Coordinating Officer (SCO) and a President-appointed Federal Coordinating Officer (FCO).
- **Step 6:** Federal resources are principally coordinated by FEMA—and reimbursed by the DRF—through mission assignments to Federal agency partners and through contracts with other organizations and the private sector.
- **Step 7:** Various disaster assistance programs are available to States, Tribes, local governments, citizens and certain private nonprofit organizations to manage response and recovery efforts.
- **Step 8:** As the need for full-time interagency coordination at the JFO decreases, the Unified Coordination Group plans for selective release of Federal resources, demobilization, and closeout.



State of FEMA

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People

HIRING PROJECTIONS

Although the anticipated authorized permanent full-time employees (PFTs) level for 2008 is 4,007, as of August 2, 2008, there were approximately 3,552 permanent full-time employees PFTs. This number has almost doubled since 2005, when there were 1,900 PFTs. This amount will continue to grow, for it is projected that by 2009 there will be 4,424 PFTs.

FY 2008 HIRING TRENDS

At the close of FY 2007, FEMA asked Congress for authority to reprogram funding that was appropriated for Cadre of On-call Response Employee (CORE) Conversion to create 190 new positions. The new positions were intended to strengthen the Regions, improve the Agency's state of readiness, and generally implement 'New FEMA' initiatives. As a result, Incident Management Assistance Teams (IMAT), Federal Preparedness Coordinators and support staff, operational planners, and watch standards to achieve round-the-clock operations at the National Response Coordination Center (NRCC) and Regional Response Coordination Centers (RRCC) were hired. In FY 2008, an additional 443 new positions to improve management operations, further implement New FEMA initiatives, and raise capability levels across the Agency have been authorized.

The CORE positions were intended to augment temporarily the FEMA permanent workforce in the performance of response and recovery activities. However, due to the magnitude of disasters and the amount of work associated with these traumatic events, it has become apparent that the temporary nature of these appointments does not effectively meet the needs of the disaster assistance program.

In view of the longer-term duration of certain disaster efforts and the changes in program direction, conversion of the positions to permanent, full-time positions will enable the Agency to build a stronger workforce that supports the FEMA mission, from preparedness and protection, to response, recovery and mitigation.

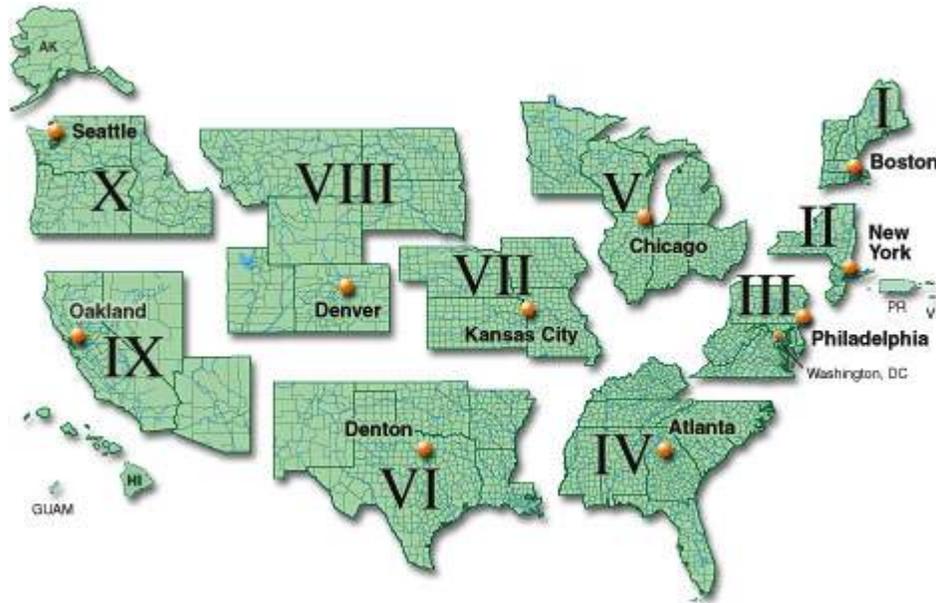
Following the conversion of 110 CORE positions in FY 2007, the Consolidated Appropriations Act of 2008 included authority to convert 250 designated four-year CORE positions, funded out of the Disaster Relief Fund (DRF), to PFT positions funded out of the Agency's Operations, Management, Administration (OMA) Appropriation. The Act authorized FEMA to perform an after enactment transfer of up to \$30 million from the DRF to OMA to support the salaries and benefits associated with the CORE conversions. The goal over the year is to complete the conversion of the balance of all four-year CORE positions (299 positions) to PFT positions in FY 2009, which is included in the FY 2009 Budget proposal. The conversion and hiring of these FY 2008 CORE positions by the end of FY 2008 is a major Human Capital initiative.



Locations

FEMA headquarters comprise multiple locations within the National Capital Region. In addition, FEMA owns and operates facilities dispersed across the United States, consisting of Regional Offices, Regional Response Coordination Centers (RRCC), Mobile Emergency Response Support (MERS) Operations Centers (MOC), Hurricane Liaison Teams, Urban Search and Rescue Task Forces, IMAT, and logistic distribution and warehouse centers.

The Regional Offices:



REGION	STATES	Office Location
REGION I	Connecticut, Massachusetts, Maine, New Hampshire, Rhode Island, Vermont	Boston
REGION II	New York, New Jersey, Puerto Rico, U.S. Virgin Islands	New York City
	Caribbean Area Office	Hato Re, PR
REGION III	Delaware, Maryland, Pennsylvania, Virginia, West Virginia, District of Columbia	Philadelphia / District of Columbia
REGION IV	Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee	Atlanta
REGION V	Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin	Chicago
REGION VI	Arkansas, Louisiana, New Mexico, Oklahoma, Texas	Denton
REGION VII	Iowa, Kansas, Missouri, Nebraska	Kansas City
REGION VIII	Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming	Denver
REGION IX	California, Guam, Hawaii, Nevada, American Samoa and the Commonwealth of the Northern Mariana Islands	Oakland
	Pacific Area Office –Hawaii	Ft. Shafter
REGION X	Alaska, Oregon, Washington, Idaho	Seattle
	Alaska Area Office	Anchorage

** See the Regional Offices Tab for more information on the FEMA Regional Office structure



Leases

Facilities:

FEMA facilities vary in their location, mission, and other characteristics, but each facility fulfills an important role in delivering or supporting Federal assistance in disasters. A number of facilities are permanently staffed and operating, while others are only established and occupied for specific incidents. Various facilities are not “facilities” at all, but rather designated locations where tactical teams can convene during their deployment to a disaster area. It is important for disaster responders to be familiar with the missions, characteristics, and relationships of these field facilities, to ensure the types of support they offer are fully and effectively used during disasters.

The diagram below provides FEMA’s headquarters facilities, the tenants housed in each facility, as well as lease expiration dates, square footages, and addresses for each location.

Facility Acronym Legend	
AFO	Air Force Operations
CSEPP	Chemical Stockpile Emergency Preparedness Program
DRSF	Disaster Response Support Facility
FRC	Federal Response Center
JFO	Joint Field Office
LC	Logistics Center
MERS	Mobile Emergency Response System
NETC	National Emergency Training Center
NPSC	National Processing Service Center
RR	Response and Recovery
USAR	United States Army Reserves



FEMA Headquarters Location	Address	Sq/Ft	Tenants
400 Virginia Ave SW	400 Virginia Ave SW		Management Directorate, Executive Staff
999 E Street	999 E St, NW, Washington	17,732	Incident Management System Integration (IMSI) Division
Crystal Mall I	1800 S Bell St, Arlington	102,238	Technological Hazards Division, Mitigation, Disaster Assistance Division, Records Management and Disaster Housing Task Force
FEMA HQ	500 C St, SW Washington	301,384	Disaster Assistance Directorate, Disaster Operations Directorate, Federal Coordinating Officers Division, Human Capital, Information Technology, Management Directorate, Continuity Programs, National Preparedness Directorate, Logistics, Office of the Administrator, Office of the Comptroller of the Currency, Office of the Executive Secretary, Office of National Capital Region Coordination, Office of Policy and Program Analysis, Office of Security, Personal Property, Regional Operations, United States Fire Administration
NATO Liaison Office	NATO	432	FEMA NATO Liaison
NETC	16825 S. Seton Ave, Emmitsburg	573,858	National Emergency Training Center
NPSC Hyattsville	6511 America Blvd	54,984	National Processing Service Center
NPSC Winchester	430 Market St.	155,522	National Processing Service Center
Patriot Plaza	395 E St, SW, Washington	71,914	Audits, Finance, Acquisition
Publications/Furniture/Records	8241 Sandy Ct, Jessup	74,430	Publications/Furniture/Records Storage Management
School Street	525 School St, Washington	4,325	Counsel's Office
Tech Plaza I-GT (3 leases)	800 K St NW Washington	85,929	Grant Programs Directorate, National Preparedness Directorate
Washington Design Ctr	300 D St, SW, Washington	15.21	Information Technology



Leases

Region 1 Location	Addresses	Sq/Ft	Lease Expiration Date
DRSF-Holliston	1580 Washington St, Holliston, MD	20,150	10/10/2008
FRC-RI Maynard	63 Old Marlboro Rd, Maynard, MA	33,462	N/A
MERS-Maynard	65 Old Marlboro Rd, Maynard, MA	50,400	N/A
Region I Office	71 US Rt 1, Scarborough, MA	48,706	12/14/2008

Region 2 Location	Addresses	Sq/Ft	Lease Expiration Date
Caribbean Office (CAO)	159 Chardon St, 6th Fl, Hato Rey, PR	22,547	4/30/2005
Caribbean Sat. Warehouse	PO Box 1437, St. Thomas, VI	9,000	N/A
LC-Puerto Rico	Esquina 939, Maunabo, PR	22,646	10/31/2007
NPSC Cold Storage	1429 Carr, Trujillo Alto, PR	22,647	9/30/2008
Region II Office	Jacob J. Javitz Federal Plaza Suite 1337, NY, NY	37,134	10/31/2009
Ron De Lugo Fed Bldg	5500 Veterans Dr., Charlotte Amalie, VI	582	1/31/2007
RR Commissary	Roosevelt Roads Commissary, Navy Base, PR	20,000	12/15/2007

Region 3 Location	Addresses	Sq/Ft	Lease Expiration Date
Frostburg Trailer Site	68/SR36 New Georges Creek Rd, Frostburg, MD	N/A	8/22/2011
Ft. Pickett Trailer Site	Ft. Pickett, Blackstone, VA	N/A	6/8/2011
LC- Cumberland	11601 PPG Rd, Cumberland, MD	500,000	11/1/2016
LC- Frederick	4420 Buckeystown Rd, Frederick, MD	229,459	6/2/2015
Region III Office	615 Chestnut St, Philadelphia, PA	39,163	7/14/2009
NPSC-Winchester	188 Brooke Rd, Winchester, VA	116,459	9/7/2008
USAR-Herndon	13988 Park Ctr Rd, Herndon, VA	17,440	9/1/2012



Leases

Region 4 Location	Addresses	Sq/Ft	Lease Expiration Date
Anniston -CDP	61 Responder Dr., Anniston, AL	662,648	N/A
Anniston -CDP	61 Responder Dr., Anniston, AL	662,648	N/A
Biloxi Training Ctr	290 A. Eisenhower Dr., Biloxi, MS	14,512	9/1/2017
Columbia MS Trailer Site	Township 2N, R18W, Columbia, MS	N/A	4/8/2008
Dock-2915 Front St	2915 Front Street, Pascagoula, MS	150	N/A
Fairgrounds- St Lucie County	15601 W. Midway Rd, Ft. Pierce, FL	N/A	11/14/2007
LC-Atlanta	4552 N. Second St, Forest Park (Ft. Gillem), GA	212,986	7/31/2008
MERS-Thomasville	404 S. Pine Tree Blvd, Thomasville, GA	50,570	1/31/2009
MERS-Warehouse	404 S. Pine Tree Blvd, Thomasville, GA	3,600	1/31/2009
Montgomery AL-Warehouse	861 Plantation Way, Montgomery, AL	126,136	7/31/2012
Noble Training Center	490 Care Dr, PO Box 5237, Ft. McClellan, AL	214,000	N/A
Other Parking -Jackson	Jackson, MS	500	24 months
Purvis Trailer Site	56 Magnolia Circle, Purvis, MS	N/A	9/5/2007
Region IV Office	3003 Chamblee Tucker Rd, Atlanta, GA	78,163	1/17/2012
Saufley Field Trailer Staging	Saufley Air Field, Pensacola, FL	N/A	3/22/2008
St Lucie County Int Airport	3000 Curtis king Blvd, Ft. Pierce, FL	N/A	11/14/2007
Trailer Site-Bay St Louis	TS 8 South, Bay St Louis, MS	N/A	2/28/2009
Warehouse-Reg IV	404 Pine Tree Blvd, Thomasville, GA	8,695	6/30/2012

Region 5 Location	Addresses	Sq/Ft	Lease Expiration Date
Region V Office	536 S. Clark St. 6th fl, Chicago, IL	58,168	5/31/2009
Trailer Site	9434 John Deere Rd, DuPont, IN	N/A	9/7/2007

Region 6 Location	Addresses	Sq/Ft	Lease Expiration Date
Boissiere Mortuary	N. Clairborne Dumaine, New Orleans, LA	N/A	N/A
Family Assist Center	2084 S Sherwood Forest Blvd, Baton Rouge, LA	51,858	9/27/2007
Federal Regional Ctr- Denton	800 N Loop Rd 288, Denton, TX	52,400	N/A
FEMA Logistics Warehouse	1420 Sams Ave, Harahan, LA	70,200	9/9/2008
FEMA Warehouse 308	1000 Expressway Dr, Pineville, LA	38,000	N/A
LC-Ft Worth	(5 sections)-501 W Felix, Ft. Worth, TX	355,828	12/23/13 +
Log Warehouse	14141 Airline Hwy, Bldg 2, Baton Rouge, LA	12,540	9/18/2008
Logistics Warehouse (Walmart)	3525 Perkins Rd, Baton Rouge, LA	102,998	12/14/2008
Long Term Recovery Ctr	1 Seline Court, Algiers, LA	70,025	10/31/2010
Lottie LA Trailer site	Lottie, LA	N/A	8/26/2009
MERS -Denton	800 N Loop Rd 228, Denton, TX	75,133	N/A
NPSC-Denton	3900 Karina Lane, Denton, TX	83,481	5/19/2022
Public Assistance Office	5411 Coliseum Blvd, Alexandria, LA	2,500	4/30/2008
USDA Housing	1132 Rue Jones Dr., Grambling, LA	17,700	N/A



Leases

Region 7 Location	Addresses	Sq/Ft	Lease Expiration Date
Coffeyville, KS TT Site	Coffeyville Airport, Coffeyville, KS	N/A	7/31/2009
Greensburg KS-Parking Lot	(150 parking spaces) 300 Main St, Greensburg, KS	N/A	5/27/2009
Pratt KS-Trailer Site	40050 US 281, Iuka, KS	N/A	5/14/2009
Region VII Office	9221 Ward Prkwy, Kansas City MO	50253	7/31/2015
Storage Facility-Region VII	1401 Fairfax Traffic Way, B111, Kansas City, MO	4,646	5/31/2008

Region 8 Location	Addresses	Sq/Ft	Lease Expiration Date
Aberdeen SD Parking	(23 parking spaces) 104 4th Ave, Aberdeen, SD	N/A	11/20/2007
Grand Forks ND SFO 1726	402 DeMers Ave, Grand Forks, ND	7,500	10/15/2007
MERS-Denver & Reg VIII	Denver Fed Ctr, Bldg 710A, Denver, CO	35,690	7/30/2008
Trim Bldg 810 DFC	Bldg 810, Rm 5011 Denver Fed Ctr, Denver, CO	1,977	12/31/2007

Region 9 Location	Addresses	Sq/Ft	Lease Expiration Date
IG-Western District Office CA	1301 Clay St, Suite 420N, Oakland, LA	7,506	3/1/2006
IG-Western District Office GU	1301 Clay St., Oakland, CA	7,506	3/1/2006
LC-Guam	Bldg 6009, Sumay Naval Base, Barrigada, GU	24,600	1/1/2006
LC-Hawaii	99-1269 Iwaena, St. Aiea, HI	43,889	6/10/2009
LC-Moffet Field	Bldg 144, NASA Ames Research Ctr, Moffett Field, CA	109,600	9/30/2008
Northridge-Long Term	75 N. Fair Oaks Ave, 3rd Fl, Pasadena, CA	60,489	1/1/2009
Pacific Area Office	Bldg 520, Fort Shafter, HI	10,000	N/A
Region IX Office	1111 Broadway, Suite 1200, Oakland, CA	47,739	2/27/2012

Region 10 Location	Addresses	Sq/Ft	Lease Expiration Date
Alaska Area Office	222 West 8th St, Anchorage, AK	2,463	6/30/2012
CSEPP	80515 Highway 395 North, Hermiston, OR	960	7/31/2013
DRSF-Bothell	7720 Hardeson Rd, Everett, WA	28,800	10/10/2008
FRC-Bothell	130-228th St, SW, Bothell, WA	37,000	N/A
MERS-Bothell	200 228th St. NW, Bothell, WA	30,397	N/A
Region X Annex	18939 120th Ave, NE, Suite 101, Bothell, WA	12,813	N/A



Systems

FEMA IT INFRASTRUCTURE

The FEMA Chief Information Officer (CIO) and Director, Information Technology Division (ITD), are responsible for designing, fielding, and maintaining the Agency IT infrastructure. This infrastructure supports the full spectrum of FEMA business and mission operations and increases efficiencies and cooperation across FEMA divisional and regional lines.

IT IMPLEMENTATION PLAN

The CIO developed a five-year IT plan, and the following strategic imperatives to guide the ITD's mission and future investments in infrastructure:

1. Stabilize & integrate IT assets across the Agency
2. Secure the IT environment
3. Network the Agency
4. Evolve to a "service-forward" organization
5. Establish the supporting policy and governance structure

To support implementing the IT plan, FEMA will receive \$20.75 million from Congress in FY 2009 to upgrade business systems, including acquisition, finance and budgeting, and human resource systems. FY 2009 funds will also be used to purchase hardware to prevent the loss of property and data.

Some of the major infrastructure changes for FY 2009 are as follows:

DHS OneNet:

The most significant infrastructure change in calendar year 2009 will be the transition to DHS's OneNet. The move will be a consolidation of the Department's disparate networks into a meshed, secure, and redundant network. The change will improve data security and operational efficiencies as the Department operational environment evolves.

Data Center Consolidation:

Closely tied to the OneNet consolidation is the migration of FEMA systems to DHS data centers. DHS data centers will provide secure computing platforms for FEMA critical systems and disaster recovery capabilities, ensuring the availability of systems in the event of natural or man-made disasters.

Systems Support:

The OCIO & ITD consists of nine branches and three direct report teams. The Operations Branch is responsible for operating and maintaining the IT infrastructure. The Operations Branch has five sections:

1. The National Network Operations Section is divided into three distinct work centers, which support day-to-day and disaster IT requirements for the entire Agency: National Helpdesk, National Network Operations Center, and Telecom Services Center.
2. The [IT Enterprise Operations Section - HQ](#) provides centralized information systems operations, maintenance, and customer support for FEMA Headquarters, and the National Emergency Training Center.
3. The [Mount Weather Emergency Operations Center](#) (MWEOC) operates and maintains information systems at MWEOC, including national computer servers and the MWEOC LAN; testing and distributing software; and maintenance of INFOSEC.
4. The [Disaster Operations Section](#) manages, installs, administers, and maintains a broad spectrum of information systems, networks and equipment at FEMA fixed disaster facilities.
5. The Enterprise Infrastructure Section directs, manages, maintains and controls FEMA's information technology enterprise infrastructure. It maintains and implements the FEMA enterprise architecture (EA) and provides leadership and direction for the management, development, acquisition, integration, and implementation of critical infrastructure products and systems.



Organizational Assessments

ORGANIZATIONAL ASSESSMENTS OVERVIEW

Following Hurricane Katrina, FEMA conducted a series of Agency-wide assessments of its capabilities and internal structure, to identify mission critical competencies, responsibilities, and gaps within FEMA. In FY 2007, the Department of Homeland Security Appropriation Act, P.L. 102-295, reorganized DHS and restructured FEMA, reflecting an expanded scope of FEMA responsibilities and mission requirements requiring robust and effective organizational support.

In an effort to establish a baseline of current operations, organizational assessment teams met with program staff to examine current Agency practices and compare them to government and industry best practices. A total of 17 organizational assessments focused on mission-critical disaster management areas. Each assessment was approximately 90 days in duration. Findings highlighted tools needed to implement best processes and maximize FEMA operations to better serve disaster victims.

After the assessments were completed, FEMA senior management evaluated the results to provide recommendations for future actions.

The 17 organizational assessments were as follows:

1. Acquisition
2. Budget Process
3. Capital Planning Investment Control
4. Contracting Officer Technical Representative
5. Data Resource Management
6. Disaster Emergency Centers
7. Disaster Relief Fund
8. Disaster Workforce Study
9. Facilities
10. Federal Coordinating Officer Cadre
11. Finance Center Operations
12. Finance System
13. Human Capital
14. Individual Assistance – Technical Assistance Contracts
15. Information Technology
16. Logistics
17. Security

ASSESSMENT RESULTS

There were several overall themes found in the organizational assessments, including:

- FEMA is comprised of hard working & dedicated employees ready for transformation.
- FEMA offices sometimes experience functional overlap, limited cross-unit communication, and ownership is not clearly defined between FEMA offices.
- Problems such as “direction chaos” exist when there is too much turnover and an associated high vacancy rate in leadership positions.
- Throughout the Agency, heavy workloads force staff to be tactical rather than strategic.
- There is a lack of documented, standardized, and repeatable processes.
- There are limited, outdated or non-existent policies, procedures, and internal controls.
- The FEMA culture is transaction focused and reactive rather than proactive.
- Antiquated or manual processes for basic support services are well behind industry standards.





Organizational Assessments

Based on the overall findings, several key recommendations were made:

- Improve ownership and accountability.
- Establish routine reporting to support senior management decision making and dashboard reviews.
- Balance “Steady State vs. Surge” workflow.
- Implement better “orientation tools” once a disaster workforce is mobilized so they know what to do, where to go for acquisition, logistics, IT, travel, etc.
- Focus on strategic outcomes and supporting metrics.
- Use Service Level Agreements and business operations.
- Increase internal & external communication/customer support.
- Improve established ownership of business processes or “cradle to grave” service.
- Establish systematized, one stop service “Help Desks.”



FEMA will continue to integrate the results of the assessments to foster a result-oriented business approach, bridge the gap with industry/government best practices, and enhance FEMA’s mission and success. These changes will ensure that the Agency can support the New FEMA goals and vision.



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EXTERNAL COORDINATION OVERVIEW

FEMA's ability to successfully accomplish its mission is dependent on effective communication and coordination with its partners and key stakeholders. FEMA uses a collaborative process to develop and execute communications plans that incorporate program and support offices, Regional Offices, and the Office of External Affairs.

External Affairs coordination during an event is critical and guided by doctrine set forth within the National Response Framework (NRF) Emergency Support Function (ESF) 15. FEMA also utilizes ESF-15 response doctrine as the basis for both disaster and day-to-day external affairs activities. The purpose of ESF 15 is to ensure sufficient Federal assets are deployed to the field during incidents requiring a coordinated Federal response to provide accurate, coordinated, timely, and accessible information to affected audiences, including governments, media, the private sector, and the local populace, including the special needs population.

The Stafford Act is the basis by which all external affairs actions are guided regarding the kind of information FEMA can release to its stakeholders. In addition, FEMA is governed by the Privacy Act, which limits the information FEMA can share, particularly with respect to information on individuals we are assisting.

In addition to the standard oversight mechanisms governing FEMA, External Affairs receives oversight from DHS Offices of Public Affairs, Legislative Affairs, Intergovernmental Affairs, and the Private Sector Office.

LEGISLATIVE AFFAIRS

The Office of Legislative Affairs coordinates all communications and outreach with Congress. Types of outreach and communications include hearings, correspondence, staff briefings, meetings, investigations, and mandated reports.

General Oversight:

Statutory and oversight jurisdiction for homeland security matters in general (e.g., immigration, law enforcement, cyber security, emergency management, infrastructure security) are spread across a wide number of Senate and House committees. Due to FEMA's role to coordinate the response and recovery for any type of hazard, as well as to enhance prevention, protection, response, recovery, and mitigation capabilities for all hazards, the Agency (and certainly the Department) is often impacted by the activities of a wide variety of Committees.

Furthermore, FEMA maintains a national presence with locations and ongoing response or recovery operations throughout the nation. As a result, Senators and Members of Congress active in FEMA oversight extend beyond those with homeland security committee assignments. Members throughout the entire Congressional delegation often engage in FEMA oversight since a disaster, including terrorist attacks, may occur anywhere in the country. Active Member delegations include those who represent the Gulf Coast regarding hurricanes, the western States regarding wild-land fires, the mid-west States regarding tornadoes, and the northern States regarding winter storms.

Appropriations Committees:

The House and Senate Committees on Appropriations both have Subcommittees on Homeland Security with direct jurisdiction over the Department's budget and funding issues.





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Authorization Committees:

Jurisdiction over FEMA law and oversight is significantly fragmented across the House of Representatives and Senate as follows:

Senate:

- The Senate Homeland Security and Governmental Affairs Committee has direct jurisdiction over the majority of FEMA's programs, including disaster programs and national preparedness, as well as management processes.
- The Senate Banking, Housing and Urban Affairs Committee has jurisdiction over the Mitigation National Flood Insurance Program and shares jurisdiction in FEMA's disaster housing mission.
- The Senate Environment and Public Works Committee is often engaged with FEMA on its mitigation projects.

House:

- The House Transportation and Infrastructure Committee has jurisdiction over the Stafford Act, including all natural disaster-related emergency management and preparedness.
- The House Homeland Security Committee has jurisdiction over terrorism-focused programs, including the national preparedness training, exercise, and grant programs.
- The House Oversight and Government Reform has launched major investigations regarding the formaldehyde levels in FEMA-provided travel trailers and generally oversees the management processes of the entire Agency.
- The House Science and Technology Committee has also been engaged in the housing standards and testing, while maintaining primary oversight responsibilities over the U.S. Fire Administration.
- The House Financial Services Committee has jurisdiction over the Mitigation National Flood Insurance Program.

Several other Committees in both the House and Senate oversee programs outside FEMA that have direct impacts on FEMA responsibilities. For example, other Committees with jurisdiction on small business, agriculture, public health, law enforcement, defense, and intelligence, to name a few, have direct impacts on the various Emergency Support Functions and support responsibilities set forth in the National Response Framework.

INTERGOVERNMENTAL AFFAIRS

Responsibility for outreach to intergovernmental organizations is carried out by several offices within FEMA. These include the Office of Intergovernmental Affairs, The Office of the Law Enforcement Advisor, United States Fire Administration, and the Office of Faith Based and Community Initiatives. These offices focus on establishing strong relationships with key organizations critical to FEMA's mission.

Key intergovernmental organizations include, but are not limited to:

General Emergency Management:

FEMA maintains robust coordination with State, Tribal, territorial, and local government emergency management and homeland security officials such as State Offices of Emergency Management, Homeland Security Advisors, and other designated officials. In addition to interfacing with these individuals in an official capacity, FEMA often interfaces with their representative associations:

- **The National Emergency Management Association (NEMA)** is the professional association of and for emergency management directors from all 50 states, eight territories and the District of Columbia.

The primary purpose of NEMA is to be the source of information, support and expertise for emergency management professionals at all levels of government and the private sector who prepare for, mitigate,



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respond to, recover from and provide products and services for all emergencies, disasters and threats to the nation's security. Membership in NEMA is open to all who play a role in emergency management from local, State and Federal government, the private sector and the academic community.

- ***The International Association of Emergency Managers (IAEM)***, which has members in 58 countries, is a nonprofit educational organization dedicated to saving lives and protecting property during emergencies and disasters. IAEM's mission is to serve its members by providing information and networking and professional opportunities, and to advance the emergency management profession. IAEM brings together emergency managers and disaster response professionals from all levels of government, as well as the military, the private sector and volunteer organizations in the U.S. and around the world. There are currently more than 4,000 IAEM members.
- ***National Governors Association (NGA)*** is the collective voice of the nation's governors and one of Washington, D.C.'s most respected public policy organizations. NGA provides governors and their senior staff members with services that range from representing States on Capitol Hill and before the Administration on key Federal issues to developing policy reports on innovative State programs and hosting networking seminars for State government executive branch officials. NGA also provides management and technical assistance to both new and incumbent governors.
- ***National League of Cities*** works in partnership with the 49 State municipal leagues and serves as a resource to and an advocate for the more than 19,000 cities, villages, and towns it represents. More than 1,600 municipalities of all sizes pay dues to NLC and actively participate as leaders and voting members in the organization. Its mission is to strengthen and promote cities as centers of opportunity, leadership, and governance.
- ***National Conference of State Legislatures (NCSL)*** is a bipartisan organization that serves the legislators and staffs of the nation's 50 States, its commonwealths and territories. NCSL provides research, technical assistance and opportunities for policymakers to exchange ideas on the most pressing State issues.
- ***International City/County Management Association (ICMA)*** is the professional and educational organization for chief appointed managers, administrators, and assistants in cities, towns, counties, and regional entities throughout the world. Since 1914, ICMA has provided technical and management assistance, training, and information resources to its members and the local government community. The management decisions made by ICMA's nearly 9,000 members affect more than 100 million individuals in thousands of communities—from small towns with populations of a few hundred to metropolitan areas serving several million.
- ***National Association of Counties (NACo)*** is the only national organization that represents county governments in the United States. Founded in 1935, NACo provides essential services to the nation's 3,066 counties.
- ***U.S. Conference of Mayors*** is the official nonpartisan organization of cities with populations of 30,000 or more. There are 1,139 such cities in the country today. Each city is represented in the Conference by its chief elected official, the mayor.
- ***National Association of Development Organizations*** provides advocacy, education, networking and research for regional development organizations primarily serving small metropolitan and rural regions. The association is an advocate for Federal programs and policies that promote regional strategies and solutions for addressing local community and economic development needs.
- ***Adjutants General Association of the United States*** is committed to a central leadership role in promoting and supporting adequate State and national security; in promoting the efficiency of the Army and Air National Guards of the respective States, territories and District of Columbia (referred to collectively as the "States," the "National Guard," the "Guard," or "NG") and of the Army and Air National Guard of the United States (referred to collectively as the "National Guard of the United States" or "NGUS"); and in



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facilitating and improving the administration of the foregoing National Guard and NGUS affairs through the agencies of the Department of Defense and the several States.

- ***National Association of City/County Health Officials (NACCHO)*** is the national organization representing local health departments. NACCHO supports efforts that protect and improve the health of all people and all communities by promoting national policy, developing resources and programs, seeking health equity, and supporting effective local public health practice and systems.
- ***Association of State/Territorial Health Officials (ASTHO)*** is the national nonprofit organization representing the State and territorial public health agencies of the United States, the U.S. Territories, and the District of Columbia. ASTHO's members, the chief health officials of these jurisdictions, are dedicated to formulating and influencing sound public health policy, and to assuring excellence in State-based public health practice.
- ***National Association of Regional Councils (NARC)*** serves as the national voice for regionalism by advocating for regional cooperation as the most effective way to address a variety of community planning and development opportunities and issues. NARC's member organizations are composed of multiple local governments that work together to serve American communities—large and small, urban and rural.
- ***American Public Works Association*** is an international educational and professional association of public agencies, private sector companies, and individuals dedicated to providing high quality public works goods and services.
- ***National Association of State Departments of Agriculture*** represents the State departments of agriculture in the development, implementation, and communication of sound public policy and programs which support and promote the American agricultural industry, while protecting consumers and the environment.
- ***National Association of State EMS Officials*** supports its members in developing EMS policy and oversight, as well as in providing vision, leadership and resources in the development and improvement of State, regional, and local EMS and emergency care systems.
- ***The Association of State Floodplain Managers*** is an organization of professionals involved in floodplain management, flood hazard mitigation, the National Flood Insurance Program, and flood preparedness, warning and recovery.
- ***The National Association of Flood & Stormwater Management Agencies*** is an organization of public agencies whose function is the protection of lives, property and economic activity from the adverse impacts of storm and flood waters.

Law Enforcement:

FEMA routinely works with a variety of law enforcement agencies at the State, Tribal, territorial, and local level, including formal coordination forums such as fusion centers, 911 call centers, cross-jurisdiction authorities, and other entities. In addition to interfacing with these entities in an official capacity, FEMA often interfaces with their representative associations:

- ***International Association of Chiefs of Police*** is the world's oldest and largest nonprofit membership organization of police executives, with over 20,000 members in over 89 countries. IACP's leadership consists of the operating chief executives of international, Federal, State and local agencies of all sizes.





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- **National Sheriffs' Association**, now in its 67th year of serving law enforcement and other criminal justice professionals of the nation, is a nonprofit organization dedicated to raising the level of professionalism among those in the criminal justice field.
- **Major City Chiefs (MCC)** is a professional organization of police executives representing the largest cities in the U.S. and Canada. The MCC provides a unique forum for urban police, sheriffs and other law enforcement chief executives to discuss common problems, to share information and problem-solving strategies. MCC articulates the public safety needs of large cities in the formulation of criminal justice policy.
- **Fraternal Order of Police** is the world's largest organization of sworn law enforcement officers, with more than 325,000 members in more than 2,100 lodges. We are the voice of those who dedicate their lives to protecting and serving our communities. We are committed to improving the working conditions of law enforcement officers and the safety of those we serve through education, legislation, information, community involvement, and employee representation.
- **Major County Sheriffs Association** is a professional law enforcement association of elected sheriffs representing counties or parishes with a population of 500,000 or more.

Special Needs/Disabilities:

In addition to designated State, Tribal, territorial, and local government officials, FEMA interfaces with the following representative associations:



- **National Organization on Disability** expands the participation and contribution in all aspects of life of America's 54 million men, women and children with disabilities.
- **Consortium for Citizens with Disabilities** is a coalition of approximately 100 national disability organizations working together to advocate for national public policy that ensures the self determination, independence, empowerment, integration and inclusion of children and adults with disabilities in all aspects of society.

Fire:

FEMA routinely works with a variety of fire fighting agencies at the State, Tribal, territorial, and local level, including State, county, or other training facilities. In addition to interfacing with these entities in an official capacity, FEMA often interfaces with their representative associations.

- **International Association of Fire Chiefs** provides leadership to career and volunteer chiefs, chief fire officers and managers of emergency service organizations throughout the international community through vision, information, education, services and representation to enhance their professionalism and capabilities.
- **International Association of Fire Fighters** represents more than 288,000 full-time professional fire fighters and paramedics who protect 85 percent of the nation's population. More than 3,100 affiliates and their members protect communities in every state in the U.S. and in Canada.
- **Congressional Fire Services Institute** is designed to educate members of Congress about the needs and challenges of our nation's fire and emergency services so that the Federal government provides the types of training and funding needed by our first responders.
- **National Volunteer Fire Council (NVFC)** is a nonprofit





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membership association representing the interests of the volunteer fire, EMS and rescue services. The NVFC serves as the information source regarding legislation, standards and regulatory issues. The NVFC also provides vital resources and information to the volunteer fire and emergency services.

- **National Fire Protection Association (NFPA)** is the world's leading advocate of fire prevention and an authoritative source on public safety. NFPA develops, publishes, and disseminates more than 300 consensus codes and standards intended to minimize the possibility and effects of fire and other risks.

Tribal:

- **National Congress of American Indians (NCAI)** was founded in 1944 in response to termination and assimilation policies. NCAI stressed the need for unity and cooperation among Tribal governments for the protection of their treaty and sovereign rights. Since 1944, NCAI has been working to inform the public and Congress on the governmental rights of American Indians and Alaska Natives. Now, as in the past, NCAI serves to secure for ourselves and our descendants the rights and benefits to which we are entitled; to enlighten the public toward the better understanding of the Indian people; to preserve rights under Indian treaties or agreements with the U.S.; and to promote the common welfare of the American Indians and Alaska Natives.
- **National Native American Law Enforcement Association (NNALEA)** is a nonprofit organization founded in 1993 in Washington, D.C. and incorporated under the state of Delaware. The mission of the NNALEA is to promote and foster mutual cooperation between American Indian Law Enforcement Officers/Agents/Personnel, their agencies, Tribes, private industry and public.
- **United South and Eastern Tribes (USET)** is a nonprofit, intertribal organization that collectively represents its member Tribes at the regional and national level. USET has grown to include 25 federally recognized Tribes, operating through various workgroups and committees and providing a forum for the exchange of ideas and information amongst Tribes, agencies, and governments, in addition to the Eastern Band of Cherokee, the Mississippi Band of Choctaw, the Miccosukee Tribe and the Seminole Tribe of Florida.
- **Midwest Alliance of Sovereign Tribes (MAST)**, founded in 1996, represents the 35 sovereign Tribal nations of Minnesota, Wisconsin, Iowa, and Michigan. MAST represents nearly 134,000 American Indian people. MAST's mission is to "advance, protect, preserve, and enhance the mutual interests, treaty rights, sovereignty, and cultural way of life of the sovereign nations of the Midwest throughout the 21st century." MAST coordinates public policy issues and initiatives at the State, regional and Federal levels, promotes unity and cooperation among member Tribes and advocates for member Tribes.
- **Inter Tribal Council of Arizona (ITCA)** provides the member Tribes with the means for action on matters that affect them collectively and individually, to promote Tribal sovereignty and to strengthen Tribal governments. The members of ITCA are the highest elected Tribal officials: Tribal chairpersons, presidents and governors. These representatives are in the best position to have a comprehensive view of the conditions and needs of the Indian communities they represent. As a group, the Tribal leaders represent governments that have a shared historical experience. Consequently, the Tribes have a common governmental status as well as similar relationships with Federal and State governments.

Faith Based/Voluntary:

- **National Voluntary Organizations Active in Disasters (VOAD)** is a nonprofit membership organization founded in 1970 in response to Hurricane Camille in the Gulf Coast. Members of National VOAD include nonprofit organizations whose mission includes programs in disaster preparedness, response and/or recovery. Since its founding, State and local equivalents of VOAD foster cooperation, communication, coordination, and collaboration at the State and local levels, the heart of any disaster response.





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- ***America's Second Harvest***, “The nation’s Food Bank Network,” is the nation’s largest charitable hunger-relief organization. Its network includes more than 200 member food banks and food-rescue organizations serving all 50 States, the District of Columbia, and Puerto Rico. The Network secures and distributes more than two billion pounds of donated food and grocery products annually and supports approximately 63,000 local charitable agencies operating more than 70,000 programs, including food pantries, soup kitchens, emergency shelters, after-school programs, Kids’ Cafes, Community Kitchens and Backpack Programs.
- ***The Community Emergency Response Team (CERT)*** program is administered by FEMA’s Community Preparedness Division. CERT is a training program that prepares people to help themselves, their families and their neighbors in the event of a disaster in their community. Through CERT, citizens can learn about disaster preparedness and receive training in basic disaster response skills such as fire safety, light search and rescue, and disaster medical operations. With this training, volunteers can provide critical support by giving immediate assistance to victims before emergency first responders arrive on scene. CERT volunteers also support the community year-round by participating in community preparedness outreach activities and distributing materials on disaster preparedness and education.
- ***Fire Corps*** promotes the use of citizen advocates (volunteers) to support and augment the capacity of resource-constrained fire and emergency service departments at all levels: volunteer, combination, and career. Fire Corps is funded through the Department of Homeland Security and is managed and implemented through a partnership between the National Volunteer Fire Council and the International Association of Fire Chiefs, and with direction from the National Advisory Committee, a group of 15 national organizations representing the fire and emergency services, to provide the program with strategic direction and important feedback from the field.
- ***The Office of the Civilian Volunteer Medical Reserve Corps (MRC)*** program reports directly to the Surgeon General of the U.S. in the Department of Health and Human Services. MRC strives to improve the health and safety of communities across the country by organizing and utilizing public health, medical and other volunteers who want to donate their time and expertise to prepare for and respond to emergencies. Volunteer MRC units accomplish this mission by supplementing existing emergency and public health resources during local emergencies and other times of community need.
- ***USAonWatch*** is the face of the National Neighborhood Watch Program. The program is managed nationally by the National Sheriffs' Association in partnership with the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice. Time-tested practices such as "eyes-and-ears" training and target-hardening techniques continue to be at the core of the program. As groups continue to grow, the roles of citizens have become more multifaceted and tailored to local needs. USAonWatch empowers citizens to become active in homeland security efforts through community participation. USAonWatch provides information, training, technical support and resources to local law enforcement agencies and citizens.
- ***The Volunteers in Police Service (VIPS)*** program serves as a gateway to information for law enforcement agencies and citizens interested in law enforcement volunteer programs. The program's ultimate goal is to enhance the capacity of State and local law enforcement agencies by incorporating the time and skills that volunteers can contribute to a community law enforcement agency. The International Association of Chiefs of Police (IACP) manages the VIPS program in partnership with and on behalf of the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice. <http://www.policevolunteers.org/>
- ***Citizen Corps Affiliate Programs and Organizations*** offer communities resources for public education, outreach, and training; represent volunteers interested in helping to make their community safer; or offer volunteer service opportunities to support first responders, disaster relief activities, and community safety efforts. The National Citizen Corps Council consists of national organizations and associations representing the breadth of representatives from the Council Subcommittees.

Environmental and Historic Preservation (EHP) Related Organizations:



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- ***The National Trust for Historic Preservation*** provides leadership, education, advocacy, and resources to save America's diverse historic places and revitalize our communities. The Trust is a private, nonprofit membership organization dedicated to saving historic places and revitalizing America's communities. EHP works directly with them to ensure FEMA grants do not adversely affect historic places.
- ***The Advisory Council on Historic Preservation*** mission is to promote the preservation, enhancement, and productive use of our nation's historic resources, and advise the President and Congress on national historic preservation policy.
- ***Department of the Interior*** [FEMA's ESF-11 partner to protect natural, cultural and historic sources]: The National Park Service (NPS) is one of several bureaus that assist FEMA in response and recovery operations. NPS's Cultural Resource GIS facility has developed FEMA's GIS capability to map cultural resources in order to comply with its National Historic Preservation Act Section 106 responsibilities. It has developed methodologies for future survey work that will be available to FEMA and provide first responders with locations of sensitive historic resources.
- ***Heritage Emergency National Task Force*** is a partnership of 41 national service organizations and Federal agencies created to protect cultural heritage from the damaging effects of natural disasters and other emergencies. It is co-sponsored by Heritage Preservation, Inc. and FEMA. It is committed to helping cultural heritage institutions and sites become better prepared for emergencies and obtain needed resources when disaster strikes; encourages the incorporation of cultural and historic assets into disaster planning and mitigation efforts at all levels of government; facilitates a more effective and coordinated response to all kinds of emergencies, including catastrophic events; and assists the public in recovering treasured heirlooms damaged by disasters. It played an important role in conducting timely conference calls amongst members of cultural resource experts all across the country in the aftermath of Hurricane Katrina.
- ***The Nature Conservancy*** undertakes to preserve the plants, animals, and natural communities that represent the diversity of life on earth by protecting the lands and water they need to survive. It is the leading conservation organization working around the world to protect ecologically important lands and waters for nature and people. It has protected more than 117 million acres of land and 5,000 miles of rivers worldwide, while operating more than 100 marine conservation projects globally. It works all 50 states and more than 30 countries, protecting habitats from grasslands to coral reefs, from Australia to Alaska to Zambia. The Conservancy addresses threats to conservation involving climate change, fire, fresh water, forests, invasive species, and marine ecosystems. It utilizes a science-based approach that is aided by their more than 700 scientists. And it pursues nonconfrontational, pragmatic solutions to conservation challenges, partnering with indigenous communities, businesses, governments, multilateral institutions and other nonprofit organizations.
- ***The National Conference of State Historic Preservation Officers (NCSHPO)*** is the professional association of the State government officials who carry out the national historic preservation program as delegates of the Secretary of the Interior pursuant to the National Historic Preservation Act of 1966. SHPOs are FEMA's partners in carrying out its Section 106 responsibilities for determining eligibility for the National Register to review historic resources that have been damaged in disasters. It is a member of the Heritage Emergency National Task Force.
- ***NOAA's National Marine Fisheries Service (NOAA Fisheries Service)*** is dedicated to the stewardship of living marine resources through science-based conservation and management, and the promotion of healthy ecosystems. As a steward, NOAA Fisheries Service conserves, protects, and manages living marine





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resources in a way that ensures their continuation as functioning components of marine ecosystems, affords economic opportunities, and enhances the quality of life for the American public.

- ***The Council on Environmental Quality (CEQ)*** coordinates Federal environmental efforts and works closely with agencies and other White House offices in the development of environmental policies and initiatives. Established as part of the National Environmental Policy Act [NEPA], CEQ reports annually to the President on the state of the environment; oversees Federal agency implementation of the environmental impact assessment process; and acts as a referee when agencies disagree over the adequacy of such assessments. Nearly all Federal activities affect the environment in some way, and NEPA mandates that before Federal agencies make decisions, they must consider the effects of their actions on the quality of the human environment. CEQ bears the task of ensuring that Federal agencies meet their obligations under the Act in order to meet the challenge of harmonizing our economic, environmental and social aspirations. CEQ is often involved in decisions as FEMA reviews the effects of recovery actions such as major housing initiatives.
- ***The National Association of Tribal Historic Preservation Officers (NATHPO)*** consists of Tribal government officials who implement Federal and Tribal preservation laws. NATHPO supports the preservation, maintenance and revitalization of the culture and traditions of Native peoples of the United States. Tribal Historic Preservation Officers (THPOs) have the same responsibilities as State Historic Preservation Officers, only on Tribal lands. It advises and works with Federal agencies on the management of Tribal historic properties. It preserves and rejuvenates the unique cultural traditions and practices of their Tribal communities. And it monitors the U.S. Congress, Administration, and State activities on issues that affect all Tribes and the effectiveness of federally mandated compliance reviews and identification, evaluation, and management of Tribal historic properties.
- ***The U.S. Fish and Wildlife Service*** is a bureau of the Department of the Interior that works with others to conserve, protect, and enhance fish, wildlife, and plants and their habitats for the continuing benefit of the American people. It also addresses preserving the delicate balance of the environment after disasters strike.
- ***The United States Army Corps of Engineers*** consists of 34,600 Civilian and 650 military members. Its military and civilian engineers, scientists, and other specialists work hand-in-hand as leaders in engineering and environmental matters. Its diverse workforce of biologists, engineers, geologists, hydrologists, natural resource managers and other professionals meets the demands of changing times and requirements as a vital part of America's Army. It provides planning, designing, building and operation of water resources and other civil works projects (Navigation, Flood Control, Environmental Protection, Disaster Response, etc.), designs and manages the construction of military facilities for the Army and Air Force and provides design and construction management support for other Defense and Federal agencies.



PRIVATE SECTOR

The private sector is a key component in the nation's ability to prepare for, respond to, and recover from disasters. FEMA's Private Sector Office coordinates all activities with commercial entities and the organizations that represent them at the national level. Organizations include:



External Coordination

- **American Red Cross**, a humanitarian organization led by volunteers and guided by its Congressional Charter and the Fundamental Principles of the International Red Cross Movement, will provide relief to victims of disasters and help people prevent, prepare for, and respond to emergencies.
- **The U.S. Chamber of Commerce** is the world's largest business federation, representing more than three million businesses of all sizes, sectors, and regions. It includes hundreds of associations, thousands of local chambers, and more than 100 American Chambers of Commerce in 91 countries. Members include businesses of all sizes and sectors, from large Fortune 500 companies to home-based, one-person operations. In fact, 96% of the Chamber's membership encompasses businesses with fewer than 100 employees. The Chamber recently announced that the Homeland Security Division is expanding to the National Security and Emergency Preparedness Department to address the critical need for pre-planned and coordinated responses to natural disasters and global security issues.
- **Business Executives for National Security (BENS)**, a nationwide, nonpartisan organization, is the primary channel through which senior business executives can help enhance the nation's security. BENS has only one special interest: to help make America safe and secure.
- **USTelecom** represents broadband service providers, manufacturers and suppliers providing advanced applications and entertainment. Members range from large, publicly traded companies to small, rural cooperatives.
- **The National Incident Management Systems and Advanced Technologies (NIMSAT)** was established by the University of Louisiana at Lafayette in 2007. Comprising over 20 public and private sector partners from across 10 U.S. states, NIMSAT was created to enhance the resiliency of the nation to natural and technological hazards. In working to enhance the coordination of public and private sectors, NIMSAT seeks to contribute to the mission of saving human lives, strengthening the private sector supply chains that drive the national economy, and protecting the nation's critical infrastructure and key resources that support our economy and our way of life. The NIMSAT Institute leverages the expertise of its national-scale partners and advanced supercomputing technologies to pursue an all-hazards approach to homeland security and disaster lifecycle management.
- **The Southeast Region Research Initiative** is a groundbreaking program managed by Oak Ridge National Laboratory (ORNL) for the U.S. Department of Homeland Security to assist local, State, and Tribal leaders in developing the tools and methods required to anticipate and forestall terrorist events and to enhance disaster response.
- **The International Economic Development Council (IEDC)** is a nonprofit membership organization dedicated to helping economic developers do their job more effectively and raising the profile of the profession. IEDC is the world's largest membership organization serving the economic development profession. It has more than 4,500 members across the U.S., as well as Canada, Europe, Australia, New Zealand, and other nations. Members represent the entire range of economic development experience, including: regional, State, county, and city economic development organizations; chambers of commerce and other business support agencies; community and neighborhood development organizations; technology development agencies; utility companies; educational institutions; consultants; redevelopment authorities.
- **Disaster Recovery Institute (DRI)** was founded in 1988 to develop a base of knowledge in contingency planning and the management of risk, a rapidly growing profession. Today, DRI International (DRII) administers educational and certification programs for those engaged in the practice of business continuity planning and management. More than 3,500 individuals throughout the world maintain professional certification through DRI International. DRII's goals are to promote a base of common knowledge for the business continuity planning/disaster recovery industry through education, assistance, and publication of the standard resource base; certify qualified individuals in the discipline; and promote the credibility and professionalism of certified individuals.



External Coordination

- ***New York University's International Center for Enterprise Preparedness (InterCEP)*** is the world's first major academic center dedicated to private sector crisis management and business continuity. The U.S. Department of Homeland Security provided the core funding for this initiative. Public-private communication and cooperation in emergency management is an important focus for Center activity. The Center is committed to advancing private sector readiness through integration of its efforts with corporate, governmental, and other organizational stakeholders.
- ***ASIS International (ASIS)*** is the largest organization for security professionals, with more than 36,000 members worldwide. Founded in 1955, ASIS is dedicated to increasing the effectiveness and productivity of security professionals by developing educational programs and materials that address broad security interests.
- ***Business Civic Leadership Center (BCLC)*** is a 501(c)3 affiliate of the U.S. Chamber of Commerce. BCLC's overarching goal is to help build goodwill, good relations, and good markets by focusing on issues that affect businesses from a social and economic standpoint. BCLC currently has networks for business disaster assistance and recovery, corporate community investment, and global corporate citizenship.
- ***The American Trucking Associations (ATA)*** promotes safety and security on our nation's highways and among our drivers, and works for a healthy business environment. ATA is a federation made up of three unique and separate entities, all working toward one common goal. The Federation consists of ATA, representing the national interests; the 50 affiliated State trucking associations, representing the State and local interests; and the affiliated councils and conferences, representing specialized areas of the trucking industry.
- ***Lenders Associations*** including the Mortgage Bankers Association and the American Bankers Association—because of mandatory flood insurance protection for holders of loans from federally backed or federally regulated lenders.
- ***Insurance Information Institute*** is a key industry data collection organization.
- ***National Association of Professional Insurance Agents*** represents independent Professional Insurance Agents in all 50 States, Puerto Rico and the District of Columbia to advocate on their behalf and to enable them to stay informed, educated and connected to other insurance professionals.
- ***The Independent Insurance Agents & Brokers of America (IIABA)*** is a national alliance of 300,000 business owners and their employees who offer all types of insurance and financial services products. Unlike company-employed agents, IIABA independent insurance agents and insurance brokers represent more than one insurance company.
- ***The Institute for Business and Home Safety*** mission is to reduce the social and economic effects of natural disasters and other property losses by conducting research and advocating improved construction, maintenance and preparation practices.
- ***Federal Alliance for Safe Housing*** promotes life safety, property protection and economic well-being by strengthening homes and safeguarding families from natural and man-made disasters.
- ***State Hazard Mitigation Officers*** manage mitigation grant programs at the State level.
- ***National Association of Home Builders*** concentrates on being the premier resource for industry information, education, research, and technical expertise.
- ***The International Code Council*** is a membership association dedicated to building safety and fire prevention, and develops the codes used to construct residential and commercial buildings, including homes and schools. Most U.S. cities, counties and States that adopt codes choose the International Codes developed by the International Code Council.



External Coordination

INTERNATIONAL AFFAIRS

FEMA's International Affairs Division carries out activities on behalf of the U.S. government with a number of international partners and supports international agreements with other countries related to emergency management. These agreements include sharing of information, joint planning, and technical assistance. Key foreign partners include:

- ***North American Treaty Organization (NATO):*** In support of E.O. 12656, FEMA serves as the U.S. government lead for civil emergency planning at NATO and facilitate USG participation in NATO's civil emergency planning program. This is supported by a permanent FEMA office in Brussels.
- ***Public Safety Canada (PSC):*** In support of the 1986 bilateral agreement between Canada and the U.S. on emergency management, FEMA and PSC collaborate closely on a wide variety of emergency management initiatives.
- ***Mexico Civil Protection:*** In support of the 1980 bilateral agreement between Canada and the U.S. on emergency management, and in collaboration with USNORTHCOM's Building Partnership Capacity (BPC) initiative, NORTHCOM, FEMA, and the Environmental Protection Agency (EPA) together collaborate to build on existing networks and frameworks, such as EPA's Border 2012 program, to create an interagency approach to U.S. emergency management cooperation with Mexico.
- ***Russian Ministry Emergency Situations (EMERCOM of Russia):*** In support of a 1996 Memorandum of Understanding (MOU), and the subsequent ten-year extension in 2007, FEMA and EMERCOM of Russia exchange information and expertise to improve U.S. and Russian emergency management capability.
- ***United States - United Kingdom Working Group:*** Under the auspices of the U.S.–UK Joint Contact Group, headed by DHS, FEMA participates in bilateral projects to improve domestic response and readiness capabilities. FEMA training facilities continue to have strong relationships with UK counterparts and carry-out curriculum and instructor exchanges.
- ***Home Front Command of Israel:*** In support of a 2007 MOU between DHS and Israel, implement emergency management work stream with Israel's Home Front Command.
- ***Swedish Emergency Management Agency (SEMA):*** Through various DHS agreements with Sweden, FEMA maintains a strong relationship with SEMA counterparts through exchanges of expertise and lessons learned.

COORDINATION FORUMS AND ADVISORY COUNCILS

FEMA utilizes several major forums and advisory councils to enhance coordination of external affairs activities. These include:

- ***National Advisory Council (NAC) and Regional Advisory Councils (RAC):*** FEMA's Office of External Affairs participates on several NAC and RAC subcommittees to ensure full coordination of external affairs activities.
- ***Emergency Support Function Leadership Group*** advises external affairs on Emergency Support Function doctrine and procedures, to include ESF 15.
- ***National Council on Disability*** is an independent Federal agency composed of members appointed by the President of the U.S., by and with the advice and consent of the U.S. Senate.



External Coordination

- **National Wildland Coordination Group** is made up of the USDA Forest Service; four Department of the Interior agencies: Bureau of Land Management (BLM), National Park Service (NPS), Bureau of Indian Affairs (BIA), and the Fish and Wildlife Service (FWS); and State forestry agencies through the National Association of State Foresters. The purpose of NWCG is to coordinate programs of the participating wildfire management agencies so as to avoid wasteful duplication and to provide a means of constructively working together. Its goal is to provide more effective execution of each agency's fire management program. The group provides a formalized system to agree upon standards of training, equipment, qualifications, and other operational functions.
- **Federal Executive Boards (FEB)** provide great Federal coordination through regular meetings. FEB subcommittees provide partnership development and increased relationship building with FEMA's Federal partners.
- **Incident Communications Public Affairs Coordination Committee (ICPACC)** is a Federal interagency contact group incorporating public affairs representatives from all cabinet departments and independent agencies that meets quarterly to increase awareness, teamwork, and interoperability among Federal incident communications staffs.
- **Emergency Food and Shelter National Board** governs the Emergency Food and Shelter Program and is chaired by FEMA with representatives from American Red Cross; Catholic Charities, USA; National Council of the Churches of Christ in the U.S.A.; The Salvation Army; United Jewish Communities; and United Way of America. United Way of America serves as Secretariat and Fiscal Agent to the National Board. FEMA is also a member and by law must chair the National Board.
- **Interagency Council on Homelessness** includes the Departments of Agriculture, Commerce, Defense, Education, Energy, Health and Human Services, Homeland Security, Housing and Urban Development, Interior, Justice, Labor, Transportation, and Veterans' Affairs, as well as the Social Security Administration, the Corporation for National and Community Service, and other agencies. The mission of the ICH is the development of a comprehensive Federal approach to end homelessness.

OTHER FEDERAL AGENCIES

Through the National Response Framework's Emergency Support Functions, FEMA must have significant coordination with most Federal departments and agencies in its role as lead for the National Response Coordination Center. In their capacity as ESF Coordinator, Primary Agency, or Supporting Agency, FEMA relies on these Departments and Agencies for mission success.

The following is a brief description of the roles and responsibilities of ESF Coordinators, Primary Agencies, and Support Agencies under the NRF:

- **ESF Coordinators:** The ESF Coordinator is the entity with management oversight for that particular ESF.
- **ESF Primary Agency:** An ESF Primary Agency is a Federal agency with significant authorities, roles, resources, or capabilities for a particular function within an ESF.
- **ESF Support Agencies:** Support Agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF.



External Coordination

In addition to working with Departments and Agencies under the NRF, FEMA has established relationships with U.S. Armed Forces Unified Combatant Commands. These commands include:

- SOUTHERN COMMAND (USSOUTHCOM)
- PACIFIC COMMAND (USPACOM)
- CENTRAL COMMAND (USCENTCOM)
- EUROPEAN COMMAND (USEUCOM)
- AFRICA COMMAND (USAFRICOM)
- NORTHERN COMMAND (NORTHCOM)

ACADEMIA

FEMA has robust relationships with the nation's academic institutions that provide educational, doctrinal, and other services. Examples include the National Preparedness Directorate National Training Program, which includes the Emergency Management Institute's (EMI) Higher Education Initiative, the National and Rural Domestic Preparedness Consortiums, formal training partners, and awardees of grants to provide training across the country.



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Appendix

RELATED POLICIES

The following section outlines policies and the associated highlights/ issues from those policies that are directly relevant to FEMA. The section is organized into the following categories: applicable statutes, national strategies, executive orders, homeland security presidential directives, and national level plans/ frameworks.

Source Policy	Highlights/Issues Relevant to FEMA
APPLICABLE STATUTES	
Stafford Act	Authorizes the President to issue a major disaster declaration or emergency declaration to speed a wide range of federal aid to states determined to be overwhelmed by hurricanes or other catastrophes. Financing for the aid is appropriated to the Disaster Relief Fund (DRF), administered by FEMA. The Stafford Act authorizes temporary housing, grants for immediate needs of families and individuals, repair of public infrastructure, emergency communications systems, and other forms of assistance.
Homeland Security Act	Created the Department of Homeland Security (DHS) at cabinet level to plan, coordinate, and integrate U.S. government activities relating to homeland security, including emergency preparedness and response, border security, intelligence and critical infrastructure protection, and science and technology. This Act brought FEMA, which at the time was an independent agency, under the umbrella of DHS.
Post-Katrina Emergency Management Reform Act (PKEMRA)	Mandated the transfer of the United States Fire Administration, Office of Grants and Training, Chemical Stockpile Emergency Preparedness Program, Radiological Emergency Preparedness Program, and Office of the National Capitol Region from the Preparedness Directorate at DHS headquarters to FEMA. Out of these transfers came the creation of the National Preparedness and Grant Programs Directorates. PKEMRA created the National Integration Center to manage and maintain the National Incident Management System and National Response Framework and required the creation of the National Preparedness System. PKEMRA also created the National Advisory Council and Regional Advisory Councils to provide FEMA leadership advice on all aspects of emergency management. The bill focused on strengthening the quality of FEMA’s workforce through development of a strategic human capital plan and authorization of recruitment and retention bonuses.
Intelligence Reform and Terrorism Prevention Act (IRTPA)	Contains sections relating to the enhancement of public safety interoperable communications, authorization of National Capitol Region mutual aid, and implementation of an incident command system.
Implementing the Recommendations of the 9/11 Commission Act	Contains sections relating to the authorization and administration of the Homeland Security Grant Program, Emergency Management Performance Grant Program, Interoperable Emergency Communications Grant Program, strengthened use of the incident command system, design of the National Exercise Program, and development of credentialing standards for first responders and critical infrastructure workers.



Appendix

NATIONAL STRATEGIES	
National Security Strategy	Explains how the Federal government is working to protect U.S. citizens, advance American interests, enhance global security, and expand global liberty and prosperity.
National Strategy for Homeland Security	Guides, organizes, and unifies the Nation's homeland security efforts. The strategy provides a common framework by which the Nation should focus its efforts on the following four goals: Prevent and disrupt terrorist attacks; Protect the American people, critical infrastructure, and key resources; Respond to and recover from incidents that do occur; and Continue to strengthen the foundation to ensure long-term success.
National Disaster Recovery Strategy (draft)	PKEMRA mandates this strategy must outline the most efficient and cost-effective Federal programs that will meet the recovery needs of States, local and tribal governments, and individuals and households affected by a major disaster; clearly define the role, programs, authorities, and responsibilities of each Federal agency that may provide assistance in the recovery from a major disaster; and promote the use of the most appropriate and cost-effective building materials in any area affected by a major disaster to encourage the construction of disaster-resistant buildings.
National Disaster Housing Strategy (draft)	PKEMRA mandates this strategy must, amongst other provisions, outline the most efficient and cost effective Federal programs that will best meet the short-term and long-term housing needs of individuals and households affected by a major disaster and clearly define the role, programs, authorities, and responsibilities of each entity in providing housing assistance in the event of a major disaster.
National Strategy for Combating Terrorism	Lays out short term and long term strategies for the U.S. to win the War on Terror. Over the short term, the U.S. will work to: Prevent attacks by terrorist networks, Deny WMD to rogue states and others who seek to use them, Deny terrorists the support and sanctuary of rogue states, and Deny terrorists control of areas they would use as a base and launching pad for terror. In the long-term, the U.S. government will fight terrorism through the promotion of democracy.
National Intelligence Strategy	Puts forth a fifteen-point national intelligence strategy that addresses security objectives laid out in the National Security Strategy. It recognizes the need for better unification of the intelligence community, emphasizing a strategy of integration, through intelligence policy, doctrine, and technology, of different enterprises in the Intelligence Community.
National Strategy for Maritime Security	Articulates a strategy designed to achieve three complementary principles: preservation of freedom of the seas, facilitation of maritime commerce and protection against ocean-related terrorist, hostile, criminal, and dangerous acts. The Strategy has 8 supporting plans which are listed below in the description of HSPD 13.
National Strategy for Aviation Security	Aligns Federal government aviation security programs and initiatives into a comprehensive and cohesive national effort involving appropriate Federal, State, local, and Tribal governments and the private sector to provide active layered aviation security for, and support defense in-depth of, the U.S. The Strategy has 7 supporting plans which are detailed below in the description of HSPD 16.



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National Border Patrol Strategy	Seeks operational control of the US’s borders with Mexico and Canada by means of personnel, technology, increased checkpoints, enforcement, intelligence, and changes in command structure.
National Strategy to Combat Terrorist Travel	Aims to enhance U.S. and foreign partner capabilities to constrain terrorist mobility overseas and deny terrorists the ability to enter, exit, and travel in the U.S.
National Capital Region Homeland Security Strategic Plan	Lays out a Region-wide strategy, including four goals and twelve objectives, for strengthening prevention, protection, response, and recovery capabilities to manage homeland security risks in D.C., Maryland, and Virginia.
National Defense Strategy of the United States of America	Identifies as its top priority the dissuasion, deterrence, and defeat of direct threats to the United States. The Strategy’s implementation hinges on an active, layered defense that is designed to defeat the most dangerous challenges early and at a safe distance, before they are allowed to mature.
Strategy for Homeland Defense and Civil Support	Integrates the objectives and guidance expressed in the National Security Strategy, the National Strategy for Homeland Security, and the National Defense Strategy to guide Department of Defense operations in protecting the US homeland.
National Strategy for Pandemic Influenza and Implementation Plan	<p>Outlines the coordinated Federal government effort to prepare for pandemic influenza. The Strategy also underscores the critical roles that State, local, and Tribal authorities, the private sector, and communities must play to address the threat of a pandemic, and concrete steps that individuals can and should take to protect themselves and their families. The Strategy contains three pillars: preparedness and communication; surveillance and detection; and response and containment</p> <p>The Implementation Plan further clarifies the roles and responsibilities of governmental and non-governmental entities, including Federal, State, local, and Tribal authorities and regional, national, and international stakeholders, and provides preparedness guidance for all segments of society.</p>
EXECUTIVE ORDERS (EO)	
EO 13407 Public Alert and Warning System	Establishes as policy of the U.S. an effective, reliable, integrated, flexible, and comprehensive system to alert and warn the American people in all-hazards to public safety and well-being and to ensure that under all conditions the President can communicate with the American people.
EO 13434	Establishes as policy of the U.S. the promotion of education and training of current and future professionals in national security positions in executive departments and agencies and mandates the creation of a National Strategy for the Development of Security Professionals.
HOMELAND SECURITY PRESIDENTIAL DIRECTIVES (HSPD)	
HSPD 1 Organization and Operation of the Homeland Security Council	Established the Homeland Security Council, Homeland Security Council Principles Committee, Homeland Security Council Deputies Committee, and eleven Homeland Security Council Policy Coordination Committees.



Appendix

<p>HSPD 3 Homeland Security Advisory System</p>	<p>Established the Homeland Security Advisory System (HSAS) as “a means to disseminate information regarding the risk of terrorist acts to Federal, State, and local authorities and to the American people,” and further directs that “at each Threat Condition, Federal departments and agencies (will) implement a corresponding set of "Protective Measures" to further reduce vulnerability or increase response capability during a period of heightened alert.”</p> <p>HSAS provides warnings through a set of graduated "Threat Conditions" that increase as the risk of the threat increases.</p>
<p>HSPD 4 National Strategy to Combat Weapons of Mass Destruction</p>	<p>This National Strategy is comprised of three parts: counter proliferation to combat WMD use, strengthened nonproliferation to combat WMD proliferation, and consequence management to respond to WMD use.</p>
<p>HSPD 5 Management of Domestic Incidents</p>	<p>Directed DHS to develop and administer the National Incident Management System (NIMS) and the National Response Plan (now the National Response Framework (NRF)). The NIMS provides a consistent nationwide approach for Federal, State, territorial, Tribal, and local governments to work effectively and efficiently together to prepare, prevent, respond, and recover from domestic incidents, regardless of cause, size, or complexity. The NRF is a guide to how the nation conducts all-hazards response.</p>
<p>HSPD 7 Critical Infrastructure Identification, Prioritization, and Protection</p>	<p>Established a national policy for Federal departments and agencies to identify and prioritize by risk United States critical infrastructure and key resources and to protect them from terrorist attacks. HSPD 7 spurred the creation of the National Infrastructure Protection Plan (NIPP) and the National Critical Infrastructure Protection Research and Development Plan (NCIP R&D).</p>
<p>HSPD 8 National Preparedness and Annex I National Planning</p>	<p>Directed DHS to develop a national domestic all-hazards preparedness goal. Publication of the National Preparedness Guidelines (Guidelines) in September 2007 finalized development of the national goal and its related preparedness tools. The Guidelines define what it means for the Nation to be prepared for all hazards. There are four critical elements of the Guidelines: National Preparedness Vision (core preparedness goal for the country), National Planning Scenarios, Universal Task List, and Target Capabilities List.</p> <p>Annex I formally establishes a standard and comprehensive approach to national planning. Annex I calls for the development of the Integrated Planning System (IPS).</p>
<p>HSPD 9 Defense of United States Agriculture and Food</p>	<p>Establishes policies to protect the agriculture and food system from all-hazards through: identifying and prioritizing sector-critical infrastructure and key resources for establishing protection requirements; developing awareness and early warning capabilities to recognize threats; mitigating vulnerabilities at critical production and processing nodes; enhancing screening procedures for domestic and imported products; and enhancing response and recovery procedures.</p>
<p>HSPD 10 Biodefense for the 21st Century</p>	<p>Provides a blueprint for our biodefense program, Biodefense for the 21st Century, which contains four pillars: Threat Awareness, Prevention and Protection, Surveillance and Detection, and Response and Recovery.</p>



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<p>HSPD 12 Policy for a Common Identification Standard for Federal Employees and Contractors</p>	<p>Requires a Federal standard for secure and reliable forms of identification. Qualifying identification must be: Issued based on sound criteria for verifying an individual's identify; Strongly resistant to identity fraud, tampering, counterfeiting, and terrorist exploitation; Able to rapidly authenticate electronically; and Issued only by providers whose reliability has been established by an official accreditation process.</p>
<p>HSPD 13 Maritime Security Policy and 8 Supporting Plans</p>	<p>Established an interagency Maritime Security Policy Coordinating Committee to serve as the primary forum for coordinating U.S. government maritime security policies and directed the Committee to oversee the development of a National Strategy for Maritime Security and eight supporting implementation plans. The 8 supporting plans address the following areas: maritime domain awareness, maritime transportation system security, maritime commerce security, maritime infrastructure recovery, international outreach and coordination, maritime intelligence integration, maritime operational threat response, and domestic outreach.</p>
<p>HSPD 16 Aviation Strategy and 7 Supporting Plans</p>	<p>Details a strategic vision for aviation security and directs the production of a National Strategy for Aviation Security and supporting plans. The 6 supporting plans address the following areas: aviation transportation system security; aviation operational threat response; aviation transportation system recovery; air domain surveillance and intelligence integration; international aviation threat reduction plan; domestic outreach; and international outreach.</p>
<p>HSPD 18 Medical Countermeasures against Weapons of Mass Destruction</p>	<p>Builds upon the vision and objectives articulated in the National Strategy to Combat Weapons of Mass Destruction and HSPD 10 to ensure that the Nation's medical countermeasure research, development, and acquisition efforts: target potentially catastrophic threats to public health and are subject to medical mitigation; yield rapidly deployable and flexible capability to address both existing and evolving threats; are part of an integrated WMD consequence management approach; and include the development of concepts of operation for response and recovery.</p>
<p>HSPD 19 Combating Terrorist Use of Explosives in the United States</p>	<p>Establishes a national policy, and calls for the development of a national strategy and implementation plan, on the prevention and detection of, protection against, and response to terrorist use of explosives in the United States</p>
<p>HSPD 20 National Continuity Policy</p>	<p>Establishes a comprehensive national policy on the continuity of Federal government structures and operations and a single National Continuity Coordinator (Assistant to the President for Homeland Security and Counterterrorism) responsible for coordinating the development and implementation of Federal continuity policies. HSPD 20 establishes "National Essential Functions," prescribes continuity requirements for all executive departments and agencies, and provides guidance for all levels of government and private sector organizations to ensure a comprehensive and integrated national continuity program. It also required the creation of the National Continuity Implementation Plan, which, amongst other provisions, includes prioritized goals, objectives, and performance metrics to measure continuity readiness and procedures for continuity and incident management activities.</p>



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<p>HSPD 21 National Strategy for Public Health and Medical Preparedness</p>	<p>Establishes a National Strategy for Public Health and Medical Preparedness which builds upon principles set forth in HSPD 10 and is focused on the four most critical components of public health and medical preparedness: biosurveillance, countermeasure distribution, mass casualty care, and community resilience.</p>
<p>NATIONAL-LEVEL PLANS/Frameworks</p>	
<p>National Response Framework (NRF)</p>	<p>Guides how the nation conducts all-hazards response. More detail on the NRF is provided in Tab 1, Section 1.</p>
<p>National Infrastructure Protection Plan (NIPP) and Supporting Sector-Specific Plans (SSPs)</p>	<p>Provides a coordinated approach to critical infrastructure and key resources (CI/KR) protection roles and responsibilities for Federal, State, local, tribal, and private sector security partners. The NIPP sets national priorities, goals, and requirements for effective distribution of funding and resources which will help ensure that the government, economy, and public services continue in the event of a terrorist attack or other disaster.</p>
<p>Information Sharing Environment (ISE) and Implementation Plan</p>	<p>Trusted partnership between all levels of government, the private sector, and foreign partners, to detect, prevent, disrupt, preempt, and mitigate the effects of terrorism against the U.S. by effective and efficient sharing of terrorism information.</p> <p>The Implementation Plan responded to eleven IRTPA section 1016(e) requirements for ISE metrics and roles and responsibilities and represents a comprehensive plan for improving the ISE from November 2006 – November 2009.</p>
<p>The Federal Response to Hurricane Katrina: Lessons Learned</p>	<p>Report produced by the Homeland Security Council which reviewed the Federal response to Hurricane Katrina and detailed events leading up to the hurricane, examined lessons learned, steps necessary to transform national preparedness, and 17 sets of recommendations to improve all-hazards preparedness and response.</p>



Appendix

CALENDAR OF EVENTS

DATE	EVENT
November 2008	
11/4/2008	Election Day
11/5/2008	Weekly Operating Components Meeting (Wednesdays 10:30 am - 12:00 pm)
11/15/2008	International Association of Emergency Managers (IAEM) Annual Conference. & Expo.
11/30/2008	Hurricane Season Ends
	The National League of Cities (NLC) Congress of Cities
	Budget Cycle: OMB Budget Pass back Received
	NATO Senior Civil Engineering Planning Committee Meeting
	FEMA Senior Leadership Meeting
December 2008	
12/15/2008	Electoral College Vote
	Quarterly All-Hands Meetings
January 2009	
1/20/2009	Presidential Inauguration
	FEMA Transition Seminar
	Budget Cycle: Preparation of Congressional Budget Justification
	DHS Issues Final Integrated Planning Guidance (IPG) and Recourse Allocation Plan (RAP) Guidance for the Budget Formulation Phase
	Principal Level Exercise 1-09, IED (Dec '08-Jan '09)
	US Conference of Mayors (USCM) Winter Meeting
	FL Emergency Prep Conference



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CALENDAR OF EVENTS

February 2009	
	FEMA Transition Seminar
	Budget Cycle: President Transmits Budget to Congress
	Senior Leadership Conference
	FEMA Updates Fiscal Year Homeland Security Program (FYHSP) System for the Budget Formulation Phase
	National Governor's Association (NGA) Winter Meeting
	National Emergency Managers Association (NEMA)/ National Association for County and City Health Officials (NACCHO) Summit
	National Advisory Council Meeting
March 2009	
	FEMA Transition Seminar
	Department of Homeland Security's Anniversary
	FEMA Submits within Guidance RAP Submission to DHS/FEMA Briefs DHS PA&E & Budget Directors/ and DHS Delivers FYSP to Congress for the Budget Formulation Phase
	National Association of Counties (NACo) Legislative Conference
	National Congress of American Indians (NCAI) Executive Winter Session
	Hospital Emergency Preparedness Conference
	The National League of Cities (NLC) Congressional City Meeting
	National Emergency Managers Association (NEMA) Mid-Year Meeting
	VA Emergency Management Conference
	Association for State and Territorial Health Officials (ASTHO) Hill Day
	International City/County Management Association (IAFC) Meeting
	International City/County Management Association (ICMA) Southeast Regional Summit and Midwest Regional Summit
	FEMA Submits Over Guidance RAP Submissions to DHS for the Budget Formulation Phase
	Partners in Emergency Preparedness
	International City/County Management Association (ICMA) Northeast Regional Summit
	International Association of Emergency Managers (IAEM) Quarterly Meeting



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CALENDAR OF EVENTS

April 2009	
4/10/2009	Principal Level Exercise 2-09, Major Hurricane
	FEMA Senior Leadership Meeting
	American Public Works Association (APWA) North American Snow Conference
	International City/County Management Association (ICMA) West Coast Regional Summit,
	National Conference of State Legislatures (NCSL) Spring Forum
	OMB Issues Spring Planning Guidance/ DHS Starts to Prepare OMB Exhibit 300's for the Budget Formulation Phase
	FL Governor's Hurricane Conference
	National Hurricane Conference
May 2009	
5/1/2009	Wildfire Season Officially Begins
5/15/2009	Pacific Hurricane Season Officially Begins
	American Public Works Association (APWA) National Public Works Week
	National Association of Counties (NACO) Western Interstate Region



Appendix

CALENDAR OF EVENTS

June 2009	
6/1/2009	Atlantic Hurricane Season Officially Begins
6/17/2009	Level Exercise 3-09, Prep for NLE 09
6/17/2009	Empire 09 Fed. Rad. Mon. & Assessment Cntr RII
6/17/2009	Principal Level Exercise 3-09, Prep for NLE 09
	DHS Issues Draft Resource Allocation Decisions (RAD)/ FEMA RAD Appeal Due to DHS/Initial FEMA OMB 300's Due to DHS for the Budget Formulation Phase
	National Congress of American Indians (NCAI) Mid-Year Conference
	FEMA Annual Emergency Management Higher Ed. Conference
	National Fire Protection Association (NFPA) World Safety Conference & Expo
	NARC Annual Conference
	US Conference of Mayors (USCM) Annual Meeting
	National Association of Counties (NACo) Annual Conference
	National Governor's Association (NGA) Annual Meeting
	National Conference of State Legislatures (NCSL) Annual Conference