



# Center for Domestic Preparedness

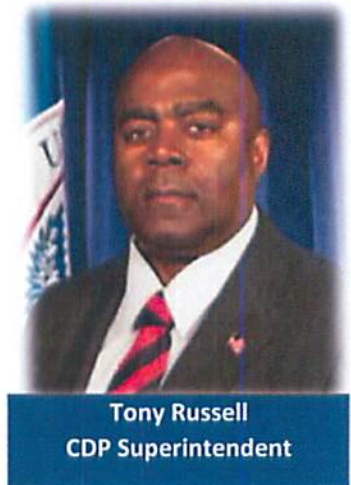
2019–2023 Strategic Plan  
July 1, 2019



**FEMA**

## Foreword

I am delighted to present this Strategic Plan for the Center for Domestic Preparedness (CDP) for calendar years 2019 through 2023. At the CDP we are privileged to provide training, education, and exercise opportunities to thousands of emergency responders and receivers annually who have accepted the challenge of protecting our Homeland. These courageous women and men represent state, local, tribal and territorial governments and in many instances the Federal government, foreign governments, the private sector and various whole community partners. In collaboration with other National Preparedness Directorate (NPD) entities, the National Domestic Preparedness Consortium (NDPC) and many additional stakeholders, the CDP has a critical responsibility to develop, deliver, and administer requirements-based, targeted, and focused Weapons of Mass Destruction (WMD) and all-hazards competency-building learning experiences to ensure responders are equipped and capable of contributing to the national goal of a secure, prepared, and resilient Nation.



**Mission: Training the Best for the Worst**

**Vision: Through our training, education, and exercises increase the Nation's level of preparedness and resilience.**

The CDP's Strategic Plan presents our goals, objectives, and performance measures over the next five years, through which we will drive our mission to provide best practice-based training that addresses the threats, risks, and impacts to Community Lifelines. Our vision is a common thread woven through the goals and objectives that comprise this plan. The CDP is unique in that we are the Nation's only congressionally-chartered institution entrusted and empowered to train civilian first responders and receivers in the detection and identification of toxic chemical agents and attenuated biological materials. Added uniqueness comes from the values and support of the NPD and the entire Federal Emergency Management Agency (FEMA). The CDP's Federal staff embrace our roles as "emergency managers first" and we are proud to support resilience, preparedness, response, recovery, and mitigation efforts. The strategic goals of our five-year plan closely parallel FEMA's Strategic Goals and support the FEMA Mission: "Helping people before, during, and after disasters."

**Strategic Goal 1: Embrace and Increase Innovation**

**Strategic Goal 2: Foster a Dynamic Training and Education Program**

**Strategic Goal 3: Align Our Resources with Strategic Requirements**

Our first goal addresses our resolve to be a center of innovation by nurturing a culture of communication, collaboration, free-thought, and continuous improvement. We will innovate by maximizing the contributions of the entire staff and measuring our success through concrete results that drive our shared strategy. Our second goal involves the development and delivery of a dynamic training and education program that leverages expanded partnerships, all relevant instructional modalities, and routine, meaningful measurements of performance. We will focus on compliance, standards and best practices that ensure the success of responders and receivers on their community's worst day. Our third goal will align our multifaceted resources to our strategic needs and requirements. Aligning our allocated resources and seeking alternative resource

solutions when a business case exists will ensure that we meet our goals as efficiently and effectively as possible. These goals are ambitious, but we are steadfast in our commitment and resolve to their achievement.

We know the CDP has a vital role in the fulfillment of the Agency's overall mission; and our commitment to advancing that mission is unwavering.

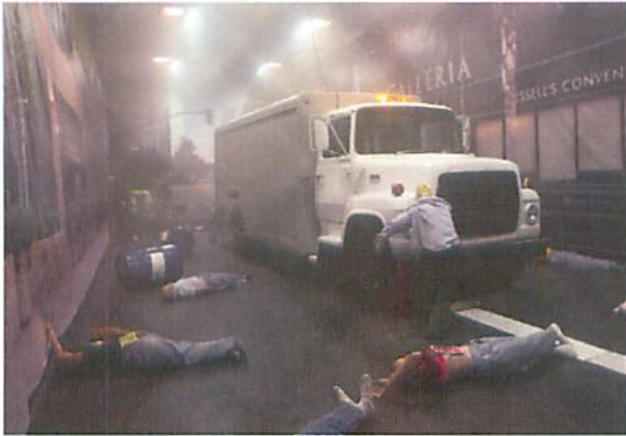
A handwritten signature in blue ink, appearing to read 'Tony Russell', with a stylized, cursive script.

**Tony Russell**  
**Superintendent**

## Introduction

As the premier, all-hazards training component of the Department of Homeland Security's Federal Emergency Management Agency's National Preparedness Directorate, the Center for Domestic Preparedness (CDP) develops and delivers training for emergency responders and receivers from state, local, tribal, and territorial governments. Training at our CDP campus is federally funded at no cost to emergency response professionals from 17 disciplines. In addition, responders earn continuing education units upon completing CDP courses. Further, CDP's development of our Integrated Capstone Event (ICE) series offers an exclusive opportunity for responders and receivers to exercise jointly with those from other jurisdictions, departments, and agencies.

At its Chemical, Ordnance, Biological, and Radiological (COBRA) Training Facility, the CDP offers the Nation's only civilian emergency response training and exercises which feature toxic chemical nerve agents, attenuated biological materials, and radiological sources. Advanced hands-on training scenarios and realistic venues enable our students to respond effectively, efficiently, and safely to real-world incidents that may involve chemical, biological, radiological and nuclear



(CBRN) materials. With safety at the forefront, CDP resolved in 2018 to incorporate an extraordinary upgrade to our students' personal protective posture while training at the COBRA Training Facility. In early 2019, the facility began a transition to a chemical-biological protective garment certified to the National Fire Protection Association (NFPA) 1994, *Standard on Protective Ensembles for First Responders to Hazardous Materials Emergencies and CBRN Terrorism*, (2018 Edition), Class 3; a transition that advances the relevance of our training.

*Staging for a mass casualty training exercise in the Chemical, Ordnance, Biological, and Radiological (COBRA) Training Facility.*

The CDP's Noble Training Facility (NTF) is the only fully-scoped hospital facility in the United States dedicated solely to training healthcare, emergency medical services, and public health professionals in emergency and disaster response and management. The unique environment of the NTF allows for the entire hospital to be used as a disaster simulation lab for student learning. The resources, local actors, and simulation expertise available, provide an immersive experience beyond what can be achieved in any other environment. With an emergency department modernized in 2012, alternate surge treatment areas, an intensive care unit, ambulance simulators, and the isolation ward modernized in 2019, students are realistically challenged to work collaboratively. They implement incident management techniques, adapt to a myriad of situations and challenges, and coordinate across the community to assure the optimal health and medical response possible given the resources available.



*A student participating in a practical exercise for the Barrier Precautions and Controls for Highly Infectious Disease Course in the Noble Training Facility Isolation Ward.*

Exercises at the CDP's Advanced Responder Training Complex (ARTC) prepare responders to deal with a wide range of man-made and natural hazards in settings commonplace in communities across the country. The ARTC has been designed with an array of realistic venues, including an industrial park, a mock subway, and a simulated street scene with offices, businesses, and warehouses. The ability of the CDP to provide high-fidelity, practical skills training in uniquely realistic environments sets us apart.



*A team of students in the Advanced Responder Training Complex Street Scene rescuing a patient during a practical exercise for the Emergency Medical Operations for CBRNE Incidents Course.*

In addition to resident training at our campus in Anniston, Alabama, the CDP has long been engaged in active mobile training to provide critical, advanced practical skills training in local jurisdictions across the Nation. The CDP determined in 2018 that we could enhance the flexibility of mobile training to support the emerging and immediate needs of emergency responders and receivers engaged in disaster support operations. The challenge was to adapt the CDP curricula to provide value when and where they are most needed. As a result, we resolved to build an additional capability allowing response in support of traditional FEMA efforts. Referred to as Expeditionary Training, this rapid response training concept supports the FEMA Administrator's initiative of providing Federal, state, local, tribal and territorial responders with expedited training to minimize capability gaps and ready the Nation for catastrophic disasters. Efforts to expand our ability to cost-effectively provide training at the point of greatest need through community-based Expeditionary Training will be a substantive and essential component of our training program going forward.

# Strategic Plan

**CDP Mission:** Training the Best for the Worst

**CDP Vision:** Through our training, education, and exercises increase the Nation's level of preparedness and resilience



I.

Embrace and Increase Innovation

- 1.1 Enhance opportunities and mechanisms for staff and faculty collaboration, idea sharing, and innovation
- 1.2 Create a culture of continuous improvement and high performance
- 1.3 Enhance evidenced-based impacts of innovation and program delivery



II.

Foster a Dynamic Training and Education Program

- 2.1 Expand professional partnerships to advance a standards and best practice-based training and education program
- 2.2 Expand non-traditional training and education, and share knowledge to increase our service to the responder community
- 2.3 Enhance program evaluation capabilities to fully determine needs, requirements, relevance, and objective achievement



III.

Align Our Resources with Strategic Requirements

- 3.1 Expand our ability to measure organizational effectiveness
- 3.2 Institutionalize program management processes for strategic campus resource planning
- 3.3 Leverage the National Preparedness Directorate (NPD), agency capabilities, and other national instruments of program delivery



**FEMA**

## Our Mission

### *Training the Best for the Worst*

The CDP provides advanced, all-hazards training to approximately 50,000 emergency responders and receivers annually from state, local, tribal, and territorial governments, as well as the Federal government, foreign governments, private entities, and other whole community partners and stakeholders, as appropriate. The scope of training includes resilience, preparedness, protection, mitigation, response, and recovery competencies. Training of state, local, tribal, and territorial responders is fully funded by the Department of Homeland Security. Training of Federal, foreign, and private sector and other whole community responders is on a fee-for-service basis. Since opening in 1998, the CDP has trained more than one million of our Nation's best emergency responders and receivers to respond on their community's worst day. Honoring the brave men and women who serve our communities by furthering this mission through innovation, training and education program advancement, and strategic resource alignment is our highest privilege.

## Our Vision

**Through our training, education, and exercises increase the Nation's level of preparedness and resilience.**

The CDP team has an extraordinary capability and capacity to continuously improve the preparedness of our Nation. The path to achieving this improvement and our overall vision is encompassed in the goals and objectives of this strategy. Through innovation, concrete measurement of success, expanding partnerships, evolving our training and education program to cost effectively reach more responders and receivers, and in the alignment of our resources to these and other focus efforts, we endeavor to become the prototype for other training and education programs in the Agency and Department.

## Overview of Strategic Plan

The CDP's 2019-2023 Strategic Plan focuses our collective efforts in support of the broader FEMA Strategic Plan by improving our capability to "Train the Best for the Worst". Our strategic plan includes direct alignment with each of the three FEMA strategic goals through increased collaboration with stakeholders and experts to improve responder and disaster workforce training, ensuring our resources are effectively and efficiently allocated to improve and enable our mission and vision achievement, increase our utilization of data and metrics to better measure organizational and program performance, enhance leveraging of technology to achieve efficiency and expand access to CDP programs and services, and further evolving our organizational culture by empowering continuous improvement and encouraging innovation at all levels to include vertically and horizontally and in collaboration with both internal and external stakeholders.



*The three FEMA Strategic Goals.*

Additionally, we will look to improve and expand our programs in direct support of the Community Lifelines. Lifelines are the essential services within a community required to alleviate immediate threats to life and property. The lifelines of focus for the CDP will be Safety and Security; Food, Water, and Shelter; Health and Medical; and Hazardous Materials. We have begun and will continue to expand stakeholder and expert partnerships in these key areas to enable us to anticipate need and to act responsively and proactively to fill learning and job performance gaps.

***Our Strategic Plan has three goals*** which provide a framework for CDP's approach to supporting FEMA's Strategic Plan while meeting our mission and vision.

**Goal I. Embrace and Increase Innovation** by nurturing a culture of communication, collaboration, and data-centric decision-making. We will innovate by maximizing the contributions of the entire staff and measuring our success through concrete results to continuously improve and drive our shared strategy.

**Goal II. Develop and Sustain a Dynamic Training and Education Program** that leverages expanded professional partnerships, includes all applicable instructional modalities to expand cost efficient and effective training and education, and enhances routine measurement of performance to ensure training and education needs are relevant and achieved. We will focus on standards and best practices that ensure the success of responders and receivers on their community's worst day.

**Goal III. Align Our Resources with Strategic Requirements** by improving our ability to use metrics to measure success and matching our funded and unfunded requirements to strategic imperatives. We will accomplish this by assessing requirements and emphasizing a strategic resource allocation campus plan, staffing plan and overarching funding strategy which enables the CDP to enhance our mission and realize our vision.



*A student extrication team defeating a protestor device during a practical exercise for the Field Force Extrication Tactics Course.*



## Strategic Goal 1: Embrace and Increase Innovation - Aligns with FEMA Goal 3, Objective 3.3

The staff of the CDP are a diverse, professional, and experienced team that has achieved tremendous accomplishments during the history of the organization. Further optimizing the future contributions of this exceptional team must be a critical priority of our strategic plan. Through elimination of any identified or perceived barriers and the creation of new and improved mechanisms to enhance the levels of communication, collaboration, trust, idea sharing, problem-solving, and innovation, we can undoubtedly achieve any task and realize a vision beyond our current imaginations.



*Students triaging mass casualty incident patients during an Integrated Capstone Event.*

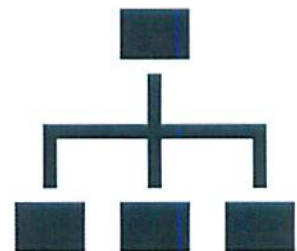
### Strategic Objective 1.1. Enhance opportunities and mechanisms for staff to collaborate, share ideas, and be innovative.

It is healthy to periodically assess organizational climate and culture and make changes that optimize our contributions to success. Over time, needed changes to organizational policies, acceptance of less than effective internal relationships among teams and departments, inadequacies in established communication mechanisms, and overall perception of inclusion in decision-making regarding one's work can be overlooked and hinder our collective ability to achieve the highest possible performance. Identifying and eliminating barriers to collaborate, share ideas, and be innovative are paramount if we are to achieve our demanding mission and vision.

#### Objective 1.1 Performance Measures

Establish a multi-functional team to evaluate organizational structure, policies, and communication mechanisms and implement strategies that reduce barriers to innovation and mission- and vision-focused improvements.

Conduct an assessment of staff and faculty satisfaction (Federal and contract staff) and connection to the organization to determine areas for improving communication, collaboration, idea sharing, performance, and innovation.



### Strategic Objective 1.2. Create a culture of continuous improvement and high performance.

A continuous improvement strategy combines focused leadership with the use of data analytics and broad organizational collaboration to innovate and to enhance organizational performance. It provides the staff and faculty with relevant, structured opportunities to solve complex problems and directly contribute to measurable performance improvement across the spectrum of CDP operations. Adopting a preferred model and establishing an enduring program will enable us to continually advance our mission while expanding organizational engagement, trust, and idea sharing.

### Objective 1.2 Performance Measure

Implement a continuous improvement process to monitor organizational effectiveness metrics and manage continuous improvement teams working to enhance organizational performance.

### Strategic Objective 1.3. Enhance evidenced-based impacts of innovation and program delivery.

As the CDP continues to lead the way in focused, specific responder and receiver training, it is important to be nimble and adjust to the realities of emerging threats, risk, and technologies. The CDP will be on the cutting edge of innovation based on evidence of successful applications of trained competencies and in how we expand our reach to, and positively contribute to the readiness and resilience posture of responders, receivers, communities and jurisdictions.

### Objective 1.3 Performance Measures

Develop a results-driven, systematic analysis of training effectiveness based on evidentiary data feedback, and research.

Conduct a comprehensive review of training modalities to determine resource allocations to increase reach and effectiveness.

### Strategic Goal 2: Foster a Dynamic Training and Education Program – Aligns with FEMA Goal 1 Objective 1.3 and 1.4, Goal 2 Objective 2.1, and Goal 3 Objective 3.3

Our charge is to prepare the right responders to perform essential functions and tasks to nationally recognized consensus standards, competencies, and best practices so they may operate safely and provide for the well-being and security of our Nation, tribal nations, territories, and communities. This is measured through the success of men and women who serve our Nation and communities every day in response to complex incidents and emergencies. This places on us a responsibility that requires periodic evaluation and continuous improvement of our training and education capabilities. In so doing, we will maximize our contributions to National security, Community Lifeline resilience, and advance the agency's strategic priorities.



### Strategic Objective 2.1 Expand professional partnerships to advance standards and best practice-based training and education programs.

The CDP serves a broad, diverse, and ever-evolving community. Professional partnerships across the community are essential to enhancing our ability to deliver high-fidelity standards- and best practice-based training and education that dynamically adjust to the needs of responders and receivers. Establishing and expanding upon enduring relationships with other departments and agencies, professional organizations and associations, academia, and those who have best practice experience through response to and management of real-world incidents is critical to cementing our relevance and enduring success. Regularly, leveraging these partnerships in program planning and development ensures that we build relevance into our training and education programs from the outset.

### Objective 2.1 Performance Measures

Conduct a comprehensive analysis of existing training programs and partnerships to ensure alignment with the strategic vision, mission, and goals, and the needs of responders and receivers.

Actively expand relevant partnerships with other departments and agencies, professional organizations and associations, academia, and those with best practice experience to leverage their capabilities and expertise.

Establish a CDP advisory process to include topic-specific steering committees to assist in the planning and development of dynamic standards- and best practice-based training.

### Strategic Objective 2.2 Expand non-traditional training and education, and share knowledge to increase our service to the responder community.

Accounting for the needs of our responders, CDP has resolved to conduct a comprehensive analysis of learning needs, training demand, equipment and venue requirements, and training modalities to develop and implement a comprehensive training strategy. We can significantly enhance our training and education through expanding our distance-learning capability and increasing our adoption of knowledge management principles to support responder job performance. With the varied learning technologies available today, we know there are multiple delivery options for every learner, every audience and in any environment. To this end, CDP will assess customer capabilities and the suitability of achieving learning through additional delivery modalities such as virtual classrooms, webinars, communities of practice, electronic performance support, web-based training, blended learning, hybrid-deliveries and community exercises.



*A distance learning student taking the web-based Hazardous Materials Awareness Course.*

### Objective 2.2 Performance Measures

Conduct a comprehensive analysis of customer learning needs, training demand, equipment and venue requirements, and training modalities to develop and implement a comprehensive training strategy that leverages non-traditional training and education modalities and knowledge management principles.

Implement applicable distance learning capabilities and transition existing or create new modality-relevant content to expand service delivery and cost efficiency.

Expand the application of knowledge management principles to provide cost-efficient and expedient job performance support to the responder community.

**Strategic Objective 2.3 Enhance program evaluation capabilities to fully determine needs, relevance, and objective achievement.**

We will continue to take the necessary steps to monitor and evaluate the impact of our training and initiate adjustments as needed. Solid program evaluation is essential if we are to ensure the viability and relevance of each training and education program. As we improve our ability to collect and leverage data in near real time, we better enable ourselves to build a credible case for new programs and improvements in the relevance and responsiveness of existing programs. These enhancements will also include establishment of a continuous trends and needs analysis capability that further ensures the adaptive nature of our entire training and education program.

Objective 2.3 Performance Measures
Integrate data analytics tools with the Learning Management System (LMS).
Fully integrate data analytics into critical decision-making (course scheduling, improvement of training delivery, curriculum management, etc.).
Incorporate data analytics into the validation of Congressional appropriations input to achieve targeted CDP capability growth in areas with valid response community need.
Establish a capability to perform trends and needs analyses to optimize our training and education program consistent with the needs and requirements of the responder community.

**Strategic Goal 3: Align Our Resources with Strategic Requirements – Aligns with FEMA Goal 1 Objective 1.4 and Goal 3 Objective 3.3**

As CDP’s mission advances to meet the needs of the responder community, we must strengthen, or in some cases restructure, the processes that empower our national training effort. We will need to review our business processes and look ahead to ensuring continuity of processes through leveraging best practices of high performing, comparable organizations. To better forecast challenges and meet operational requirements, we will determine how best to implement data analytics into operations throughout CDP. Finally, we will optimally align our allocated resources and develop strategies to fulfill unmet needs to achieve our goals.



*CDP Auditorium prepared to receive a new group of Surge Capacity Force volunteers during the personnel mobilization for the 2017 hurricane season.*

### Strategic Objective 3.1. Expand our ability to measure organizational effectiveness.

For nearly two decades, the CDP has collected data. Data related to training demand, course fill rates, student demographics, training program evaluation and countless other data points is obtainable across various platforms and with varying degrees of transparency and effectiveness. For this data to be impactful and inform decision-making, a system to identify, organize, analyze, quantify and intelligently share it is required.

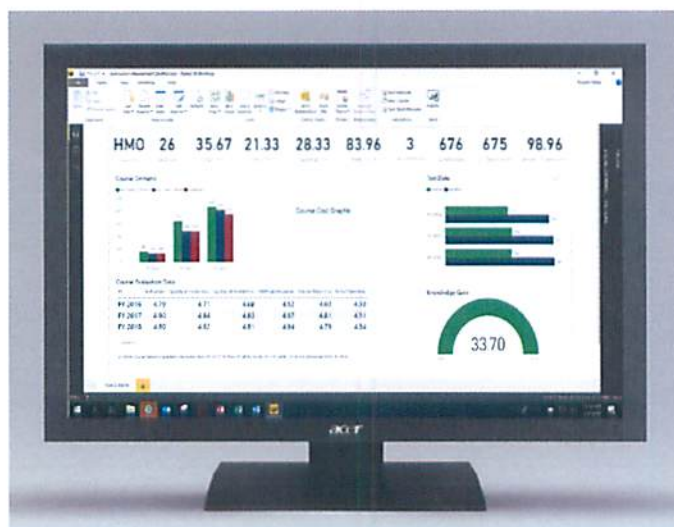
#### Objective 3.1 Performance Measures

Determine critical organizational effectiveness and program metrics.

Establish baselines for critical organizational effectiveness and program metrics to enable data-centric continuous improvement.

Establish a CDP metrics portal that provides data for decision support and continuous improvement.

Establish a configurable dashboard to monitor operational metrics. Sample metrics may include learning quality, learning relevance with responder needs, customer experience, safety, cost effectiveness, and other variables.



*A prototype Power BI dashboard depicting program performance indicators for the Hazardous Materials Operations Course.*

### Strategic Objective 3.2. Institutionalize program management processes for strategic campus resource planning.

The dispersed nature of the CDP campus and the logistic challenges this creates along with the addition of the FEMA Incident Workforce Academy (FIWA) and other partners into what was previously a CDP only footprint makes the need for a forward-looking strategic campus plan apparent. The plan will also better enable us to provide long-range planning and cost projection data for the recently established FEMA Facilities Master Plan, so that we can enhance the ability of the agency to directly support the allocation of funding for all current and emerging facilities and infrastructure needs.

### Objective 3.2 Performance Measures

Utilize a standardized process to receive, vet, track, and resource requests from current and future campus residential partners and stakeholders.

Engage with the Office of Chief Administrative Officer (OCAO) and other relevant entities to plan and implement facilities sustainment and expansion requirements to accomplish our priorities.

Develop scalable and focus personnel staffing and fiscal requirements plans to ensure human talent and budgeting resources are postured and positioned to meet expanding demands.

### **Strategic Objective 3.3. Leverage the National Preparedness Directorate (NPD) and agency capabilities, and other national instruments of program delivery.**

Capitalizing on the availability of expert organizations and entities is critical to being a central partner in providing training across the vast emergency management, homeland security, emergency response, and community lifeline support connective enterprise. By being active in leveraging the existing products and services currently available throughout the system of systems, the CDP will be even more effective in meeting the demands and requirements of the myriad of responders and receivers who attend training opportunities.

### Objective 3.3 Performance Measures

Develop and optimize regular communications protocols with other FEMA entities and provide regular feedback on effectiveness and efficiencies achieved.

Conduct consistent and outreach to applicable partners and stakeholders and provide demonstrative increase of effectiveness and impact.

### **Conclusion**

The threats to our Homeland continue to evolve every day. As such, the instruments of national preparedness and resilience must be aggressively proactive and remain forever vigilant. At the CDP we embrace our role in being a major contributor to ensuring the readiness posture of responders and receivers in all jurisdictions. We will meet any challenge head-on, and we will deliver for those we serve. That is our solemn commitment to the Nation.