Building All-Hazards Capabilities Through Collaboration
This document was prepared through a collaborative effort involving Center staff in Honolulu and Hilo, with the input and participation of our many supportive partners.

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## Contents

1. Contents
2. Summary
4. Introduction
6. A Focus on Natural Hazards
8. Core Values and Principles
10. Vision and Mission
11. Goals • Objectives • Outcomes
12. Goal 1
14. Goal 2
16. Goal 3
18. Goal 4
20. Plans for the Future
22. Performance Measures for Goal 1
24. Performance Measures for Goal 2
27. Performance Measures for Goal 3
28. Performance Measures for Goal 4
30. References
summary
This strategic framework outlines a pathway for building a dynamic and innovative organization that strengthens the Federal Emergency Management Agency (FEMA) mission “to support our citizens and first responders to ensure that as a Nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.” This document describes strategic goals, objectives, and outcomes, providing a solid framework for enabling the National Disaster Preparedness Training Center (NDPTC) at the University of Hawai‘i to support the broader vision and mission of FEMA and the National Domestic Preparedness Consortium (NDPC).

The NDPTC will contribute significantly to ensuring that the United States is better prepared and more able to respond to and recover from natural disasters by developing and delivering training courses and degree and certificate programs in homeland security, disaster management, and hazard science. The NDPTC will focus on natural hazards, coastal communities, and the special needs and opportunities of islands and territories. It is fully committed to working with partners, stakeholders, and communities so that it remains an engaged, agile, responsive, and trusted resource for the Nation. This framework communicates these expectations internally to NDPTC employees and externally to its partners and stakeholders.
The National Disaster Preparedness Training Center (NDPTC) is authorized to develop and deliver training and educational programs related to homeland security and disaster management. The NDPTC is a member of the National Domestic Preparedness Consortium, established by Congress in 1998 to address the counterterrorism preparedness needs of our Nation’s first responders related to chemical, biological, radiological, and explosive weapons. The Consortium was expanded in 2007 to address all-hazards capabilities by the addition of the University of Hawai‘i, which has been charged to focus on natural hazards, coastal communities, and the special needs and opportunities of islands and territories.

The purpose of this strategic framework is to identify the NDPTC’s overarching goals and objectives through the articulation of a set of core values and principles to guide the development of training and educational activities. Included are vision and mission statements with four broad goals alongside specific objectives and desired outcomes. While this framework is meant to be a “living document,” it represents a set of agreements and commitments for our staff, partners, and others involved with the development and implementation of the NDPTC’s programs and services.

This framework was produced through an extensive collaborative process involving the input, synthesis, analysis, and deliberation by numerous individuals associated with the NDPTC. As part of the startup activities of the NDPTC, a strategic planning retreat was conducted with key stakeholders and participants in the NDPTC. In addition, an extensive needs analysis, structured interviews, and focus groups were conducted with partners to identify training needs and gaps in terms of disaster preparedness, response, and recovery. This needs analysis included a survey instrument sent to approximately 2,500 individuals in the fields of disaster management, emergency management, and homeland security. The findings have been presented and shared with our multi-sector advisory group (the Pacific Risk Management `Ohana); other members of the National Disaster Preparedness Consortium; key leaders and decision-makers within federal, state, and local governments; and researchers, educators, and others involved in
disaster management. In addition, detailed structured interviews were conducted with each staff member as to how best to achieve and measure our goals and objectives. Throughout the process, we have sought and incorporated valuable input regarding how to increase our effectiveness in improving resilience against all-hazards, especially those related to natural disasters.

This document contains a summary of strategic goals, objectives, and outcomes. In addition, it describes the needs and opportunities associated with our focus on natural hazards, coastal communities, and the special needs and opportunities associated with islands and territories. A set of specific core values and principles have been identified to increase our effectiveness as a working team. These values guide us in our interactions with one another and our stakeholders. We strive for professionalism, honesty, integrity, and transparency in all of our relationships, for these values are the foundation for building a resilient, engaged, and successful organization.

While specific operational plans and programs are being developed in addition to these longer-term directions, it is essential that our framework encompasses both the larger picture as well as more programmatic, detailed, and supporting actions.

We welcome input, suggestions, discussion, and further deliberation of both our overarching goals and objectives as well as the specific means for achieving them.

Photo courtesy of National Oceanic and Atmospheric Administration
Although the threats of terrorism and weapons of mass destruction remain very real, the United States must also be prepared for the harmful consequences of catastrophic natural events. These include fast onset hazards such as earthquakes, hurricanes, and tsunamis, as well as more gradual onset hazards such as climate change, drought, and sea level rise. The threat of economic and social disruption has been magnified by increased urbanization in coastal and hazard-prone areas. Presently more than 50 percent of the U.S. population lives within 50 miles of a coastline. A disproportionately large share of our Nation’s assets and resources are located in areas exposed to multiple natural hazards. Hawai‘i and the Pacific region’s risks to geologic, climatic, and environmental hazards are exacerbated by their geographic isolation and limited access to transportation alternatives for evacuation response, relief, and recovery after catastrophic events.

The NDPTC is focused on building community resilience, defining it as “the capacity to absorb shock, to recover quickly, and to learn from catastrophic events so that our communities are better prepared and strengthened against damage from future events.” A key component of the NDPTC involves learning across all sectors in the community, from the “boots on the ground” capabilities of first responders to the working, applied scientific research of disaster management scholars. This learning will be conducted in both in-service, functional training venues, as well as by those pursuing formal academic credentials in disaster management.

Our asset-based approach recognizes that Hawai‘i and the University of Hawai‘i have key physical, intellectual, and cultural resources for disaster management training and education. Active volcanoes; fault lines; areas subject to drought, wildfire, and coastal inundation; tsunamis; hurricanes; and floods have done much damage in the state. Examining the response and recovery from these catastrophic events as well as the various tools and
methods for risk modeling, geospatial analysis, damage assessment, and disaster communications for specific types of hazards and environments will enable us to increase our own resilience while developing training and educational programs to be shared with other communities throughout the Nation.

With a focus on “communities of practice” across the different sectors of law enforcement, fire, emergency medical services (EMS), public works, urban planning, and other related fields, the NDPTC addresses not just workforce and continuing education needs, but also strives to embed training resources within formal academic programs, thereby enhancing career and educational opportunities for those working in homeland security and emergency management. This approach builds on key educational assets in Hawai’i, which include a unified system of public higher education that includes associate’s, bachelor’s, master’s, professional and doctoral degrees, certificates, and a statewide system of public primary and secondary education. Finally, our assets-based approach also recognizes that Hawai’i has a rich Pacific cultural heritage which includes valuable lessons for resilience, adaptation, and sustainability amidst social, economic, and political transformation.

By understanding our existing assets and crucial needs we developed our core values and principles.
The NDPTC’s core values and operating principles are guiding forces in the organization, both as a philosophy and as a business practice. They not only guide the actions of our staff but also our relationships with contractors, partners, participants, and stakeholders.

**Respect**

We embrace the uniqueness of every human being. We treat our staff, partners, and stakeholders with mutual respect and understanding, recognizing the importance of diversity and drawing on the different cultures, experiences, and ideas of those we work with.

**Excellence**

We are committed to consistently high-quality products, and procedures which ensure quality control and professionalism in the development and delivery of training, educational materials, and coursework.

**Service**

We recognize that educational and training activities are first and foremost service activities, and so we also respect the needs and goals of our learners.

**Integrity**

We strive to do what is legal, and fair, and right for our staff, partners, stakeholders, and the communities we serve. Ethics, fairness, honesty, and integrity are the cornerstones of our organization.

**Learning**

We create a learning atmosphere for our staff, partners, students, participants, stakeholders, and communities through the transmission of knowledge, methods, and values, and are committed to continually assessing the effectiveness of our endeavors.
Integration

A key operating principle of the NDPTC is to integrate diverse knowledge and practices across academic disciplines involved in homeland security, emergency management and disaster management; across phases of the disaster cycle (preparedness, response, recovery, mitigation, adaptation, etc.); and across geographic, cultural, and temporal boundaries. We serve governmental, private sector, non-profit, and other organizations involved in building resilience against natural hazards.

Engagement

We strive to be an engaged organization. We build and maintain significant relationships with communities of practice and with our partners, stakeholders, and communities we serve. We focus on critical, timely, and relevant problems. We work to build lasting relationships with our partners in the NDPC, as well as with federal, state, local, tribal, and other organizations.

Nurturing

The NDPTC strives for a nurturing, environment to ensure that support each other and our broader constituencies in achieving personal and organizational successes.

Cultural Competence

We are dedicated to integrating and transforming diverse cultural knowledge about individuals, families, neighborhoods, villages, and communities regardless of race, ethnicity, religion, or other affiliations into specific standards, and practices, that which will improve the resilience of vulnerable at-risk populations.

Entrepreneurship

We recognize the importance of new product and service development, that will extend our reach across the state, region, and nation. We support risk-taking, experimentation, and positive change for improvement in the management, operations, and delivery of our products and services.
The NDPTC is a functionally integrated, national network of disaster risk management assets – its people and programs – and is a global resource for educational products and training. It offers FEMA-certified courses at the awareness, performance, and management levels, and formal degrees and certificates in homeland security, disaster management, and hazard science at the University of Hawai`i and its partner institutions.

Uniquely positioned geographically and culturally, the NDPTC works collaboratively to develop and deliver training and education in the areas of disaster preparedness, response, and recovery to governmental, private, tribal, and non-profit entities, and under-represented/under-served communities. It incorporates urban planning and environmental management, emphasizing community preparedness and addressing the needs of vulnerable at-risk populations.
“We estimate that a dollar spent on preparedness is worth about fifteen dollars in terms of the future damage it mitigates.”

Andrew Healy,
Citizen Competence and Government Accountability: Voter Responses to Natural Disaster Relief and Preparedness Spending, 2009

These goals represent the NDPTC’s broadest statement of intent, while the objectives are more specific actions linked to the realization of the goals. Outcomes provide benchmarks for both the larger goals and the more specific objectives. This framework provides longer-term (3-5 years) direction as well as starting points for more immediate operational planning activities.

The following goals support FEMA’s mission and complement the all-hazards capabilities of the NDPC with a specific focus on natural hazards. They are rooted in our mission and vision statements, and guided by stakeholder input and internal and external assessments.

1. Develop a collaborative approach to training that supports the Nation’s need to prepare for, protect against, respond to, and recover from the impacts of natural disasters;
2. Develop and deliver easily accessible and coordinated natural hazards preparedness training and education that strengthen our national capabilities;
3. Ensure organizational alignment within and support of the collective frameworks of DHS/FEMA, the NDPC, and the NDPTC;
4. Incorporate cultural competence as an underlying principle in the development of products and services to meet the needs of the individual and the communities.

Each goal is a key component of the NDPTC’s operational structure in support of our vision and mission to increase disaster preparedness capabilities throughout the Nation.
This goal represents the NDPTC’s commitment to a collaborative approach that will strengthen its programs and improve the Nation’s preparedness to respond to and recover from natural disasters. FEMA has given high priority to working closely with other federal agencies, states, territories, tribal nations, local governments, first responders, voluntary organizations, business, industry, and individuals to leverage national capabilities. To accomplish this, partners need to collaborate to work through and develop agreed-upon principles for product and service development and delivery and expected outcomes. The success of these partnerships depend on coordination at multiple levels to provide the necessary guidance, coordination and cooperation on specific trainings as well as other products and services. Collaboration will require the NDPTC’s partners and stakeholders to focus on both the successful implementation of individual program elements and their integration in to the context of a shared vision.

OBJECTIVES

Successful implementation of a collaborative approach will require adherence to principles that will support a multi-agency and multinational endeavors. While all partners will participate in the development of these principles, the NDPTC will:

- Partner with the Pacific Risk Management `Ohana (PRiMO), which serves as the advisory board to the NDPTC, in sharing resources, including technical assistance, peer review, development of products and services, and capacity related to natural hazards, coastal communities, and the special needs and opportunities of islands and territories;

- Capitalize on the unique capabilities, special expertise, and individual responsibilities of partners in government, NGOs, academia, and the private sector;
Ensure sustained dialogue between partners to understand capabilities and identify all-hazards-related risks that are of most urgent concern to decision-makers and the public;

Establish clear lines of responsibility regarding administration, programs, and activities;

Continuously infuse scientific and technological advances to ensure the development of services based on the most advanced science available;

Quantify and understand the current and planned activities of other organizations that are focused on disaster response and preparedness and the knowledge systems that support them;

Engage end users (e.g. first responders, resource managers, decision makers, scientists, business leaders, educators) of natural disaster-related information and services by assessing their specific needs.

OUTCOMES

- A single programmatic framework that effectively integrates the work of the NDPTC and its partners within a set of shared goals and objectives;
- A schedule of co-hosted training workshops, conferences, and meetings with key partners such as PRiMO and other state, local, and territorial training partners;
- A list of criteria for success that clearly defines the roles and expectations of partners and expected outcomes;
- A clear understanding of the disaster preparedness needs of partners and stakeholders, academia and the private sector;
- A collaborative approach among partners, stakeholders and entities, federal and otherwise, that will need to work together.
In order to plan effectively for and respond to disasters, communities nationwide must support a talented, diverse, and professional workforce that has the expertise needed to achieve FEMA’s mission “to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.”

Accomplishing FEMA’s mission in an equitable fashion can be challenging. For example, the Pacific is home to some of the most isolated populated landmasses in the world. The State of Hawai‘i, the world’s most isolated population center, is 2,390 miles from California; 3,850 miles from Japan; 4,900 miles from China; and 5,280 miles from the Philippines. Geography, societal, economic, and cultural differences also can limit access to disaster preparedness education and training in this region. However, island communities also have much in common with our nation’s other rural, remote, and isolated communities. These areas face many challenges, including lower capacity and resources. Historically they have had limited infrastructure, small numbers of health providers and volunteer emergency medical systems, and limited access to natural hazards preparedness training and education. As a result they are considered to be among the communities that are most vulnerable and least able to respond to disasters when compared to their urban counterparts.

Critical to meeting the needs of these isolated and rural communities is the development of training venues that:

✓ Understand the community contexts and are geographically accessible;
✓ Possess unique environmental assets that can serve as hands-on learning opportunities;
✓ Have access to communities with experience in preparing for, responding to, and recovering from natural disasters;
✓ Offer a local critical mass of risk management providers, e.g., emergency management services - including police and fire, civil defense or emergency management professionals, federal programs – NOAA weather, ocean, research, and fisheries services; United States Geological Service, colleges and universities, etc..

A prime example of an area that meets these criteria is the town of Hilo, Hawai‘i. With its combination of historical natural disasters, its continual exposure to natural disasters, and well-documented planning, response, mitigation and recovery strategies, Hilo presents an ideal location to develop and execute objectives that will enable the NDPTC to meet this goal. Consequently, taking into account all of these factors, formal and informal education and training in academic settings as well as in locales that address local first responder needs is vital to building a culture of preparedness, professionalized emergency management training, and strengthening our National capabilities to prepare for and respond to natural disasters.
OBJECTIVES

- Capitalize on the assets of the University of Hawai‘i, particularly its unified system of higher education and network of public primary, secondary, and postsecondary education partnerships;
- Develop relationships with community colleges throughout Hawai‘i and the U.S., with the initial focus on the Pacific islands;
- Actively engage with communities and their leaders, first responders, and institutions of higher education in the U.S. and the Pacific region to ensure that future workforce education and hazards preparedness needs are met;
- Capitalize on the NDPTC’s relationship with the NDPC and its member institutions;
- Establish a training center in Hilo, Hawai‘i to assist the NDPTC with identifying the training and education needs of communities and first responders, and to specifically focus on developing and delivering trainings for rural disaster preparedness, response and recovery;
- Develop and implement strategies (with an initial focus on Pacific Island communities) that employ appropriate delivery formats for instructor- training, mobile training, and technology-based distance learning courses for disaster preparedness and response, particularly at the Hilo training center once it becomes operational;
- Develop a cadre of FEMA-certified instructors from the regions in which training is being delivered, using the Hilo training center, once established, as a venue to meet this objective.

OUTCOMES

- The incorporation of hazards science into formal higher education degrees and career tracks;
- A network of access points for formal and informal education for workforce development and community hazard preparedness;
- Increased access to trainings offered by NDPC members;
- A workforce that is literate in hazards science, technology, and the principles and practices of first response;
- Increased awareness of the importance of community preparedness in planning for, responding to, mitigating, and recovering from natural disasters;
- The establishment of Hilo, Hawai‘i as a nationally recognized venue for disaster preparedness and emergency response training;
- A variety of courses and programs, including a sustainable trainer and mentoring program, particularly at the NDPTC Hilo training center once it becomes operational.
Ensure organizational alignment within and support of the collective frameworks of FEMA, the NDPC and NDPTC.

The NDPTC is nested within the frameworks prescribed by FEMA and the NDPC. It is important that the NDPTC’s mission, vision, goals, objectives, and performance measures support the missions of its parent organizations as it addresses the needs of the disaster preparedness community nationwide. In addition, the NDPTC must be properly positioned relative to the missions of its current and future partners. To achieve this, the alignment of staff with the strategic and programmatic directions of the NDPTC is pivotal to its sustainability and growth.

OBJECTIVES

- Ensure the development of clear, consistent policies;
- Develop an operations plan to guide the project planning for and administration of the NDPTC;
- Develop communications strategies to convey information and influence behavioral changes in communities that will lead to active support of NDPTC’s objectives;
- Develop performance measures and metrics that support FEMA’s and the NDPC’s missions;
- Engage staff early and often in the development of policies and plans;
- Ensure NDPTC alignment of plans, policies, and performance measures with the mission, vision, goals, and objectives of FEMA and the NDPTC.
OUTCOMES

- The sustained development and growth of the NDPTC;
- Annual planning cycles, clear annual activities and budget, and benchmarks;
- A living document that addresses the communicator, messaging, communication channels, feedback mechanisms, receiver/audience, and time frame;
- A motivated and engaged staff;
- Quantifiable measurements that reflect the NDPTC’s critical success factors.
Incorporate cultural competence as an underlying principle in the development of our products and services to meet the needs of individuals and communities.

The makeup of the nation’s population is changing as a result of immigration patterns and significant increases among racially, ethnically, culturally, and linguistically diverse populations already residing in the United States. Disaster preparedness organizations and programs, and federal, state, and local governments must be responsive to the disaster preparedness needs of this diverse population. Currently, foreign-born people in the U.S. comprises a larger segment of the population than at any time in the past five decades, and this trend is expected to continue. Especially during times of disaster, the local capacity to respond to diverse minority, non-English speaking, and/or immigrant communities may be limited, resulting in increased vulnerability, tension, miscommunication, and ineffective results.

Disaster managers and first responders are expected to have a thorough understanding of the sociocultural background of individuals, families, neighborhoods, and communities, as well as the professional cultures of the disaster response and recipient agencies and organizations. Culturally competent staff and partners facilitate the development of products and services with a higher likelihood of favorable outcomes, enhance the potential for a more rewarding interpersonal experience, and increase the satisfaction of the individual receiving our services.

OBJECTIVES

- Develop a clear definition of cultural competence;
- Capitalize on the region’s geographic location and cultural diversity in the development of products and services;
- Embed cultural competence in the development of the NDPTC’s trainings and educational programs;
- Work closely with key partners in the region to develop multicultural and multilingual capabilities with regard to training products and services.
OUTCOMES

- Shared understanding of the importance of culture in the development of the NDPTC’s products and services;
- Practical tools and steps to improve staff and partner cultural competence in preparing for and responding to natural disasters;
- Products and services that are culturally appropriate and are used as a model for disaster preparedness education and training development and delivery nationwide.

Consortium Chair Jim Fernandez congratulates University of Hawai‘i President M.R.C. Greenwood at the NDPTC opening ceremony.
Although the goals and objectives set out in this framework are ambitious and the challenges of establishing a new national center for increasing resilience against natural hazards are daunting, progress can be achieved through effective partnerships, collaboration, and communication between stakeholders, training providers, and the developers of scientific and educational content.

While the National Disaster Preparedness Training Center’s ultimate goals are to help save lives, reduce injuries, minimize loss of property and jobs, and reduce economic disruption, the NDPTC remains broadly committed to the resilience of our Nation, beginning with individuals, families, neighborhoods, and communities. It will take a sustained partnership between academic institutions and other public, private, and non-profit organizations to expand our preparedness, response, and recovery capabilities. Working together as a team, we can build hope for the future.

IMPLEMENTATION

The NDPTC actively engages internally with FEMA and the University of Hawai`i, as well as with external partners across the region to integrate the delivery of its trainings, products, and services. The results of these engagements will guide the NDPTC’s efforts over the next five years.

Many months of working with partners and careful consideration helped the NDPTC’s staff develop the goals, objectives, and strategies that address the challenges described by our partners and stakeholders. The NDPTC, University of Hawai`i, FEMA, PRiMO, our partners and the Nation’s disaster management and response communities will benefit from this blueprint for the future, as this document will be an integral part of the NDPTC’s daily operations and its annual-planning process. Progress made toward meeting the goals of the strategic plan will be reviewed annually, and adjustments made as necessary. The continuing input and level of satisfaction of the disaster/risk management community will help guide this process.
Results matter. To further support the Strategic Framework and to justify its funding, there must be a focus on identifying outcomes and measuring performance. The NDPTC’s ability to analyze and evaluate the results of its plans, programs, and initiatives is key to managing its strategic and long-range organizational goals. As the NDPTC moves forward, the focus will be to implement a system that effectively links planning, budgeting, and performance to measure program success or failure. This will require ongoing monitoring of measures, assessments of the programs, and recalibration of the measures to ensure program effectiveness. The goal is to integrate the budget with organizational metrics that the NDPTC can justify to obtain the resources it needs to fulfill its vision.

The activities and projects of the NDPTC’s annual work plan provide the performance outcomes by which we measure our progress toward our mission goals. These outcomes or metrics are inherently linked to the goals and objectives of the NDPC and FEMA. To that end, the following performance measures were selected to quantify our progress.
Goal 1. Collaborate to develop and deliver training that supports the Nation’s need to prepare for, protect against, respond to, and recover from the impacts of natural disasters.

Partner with the Pacific Risk Management ‘Ohana (PRiMO).

- Become the lead organization for PRiMO’s Training hui
- Number of NDPTC staff who are members on PRiMO’s various huis
- Number of NDPTC trainings reviewed by PRiMO
- Number of PRiMO members who serve as subject matter experts, evaluators and/or trainers
- Number of NDPTC-related trainings, programs and activities represented at the annual PRiMO meeting
- Number of PRiMO-related trainings, workshops, meetings, and symposia NDPTC staff attended or presented at
- Number of PRiMO-related trainings, workshops, meetings, and symposia co-hosted by NDPTC
- Number of PRiMO members trained via NDPTC trainings
- Number and types of trainings requested via PRiMO

Capitalizing on the unique capabilities, special expertise, and individual responsibilities of partners in government, NGOs, academia, and the private sector

- Number of training exercises held or assisted with by partners
- Number of partners involved in trainings and geographic extent of the trainings
- Number of partners engaged as subject matter experts, evaluators and/or trainers
- Number and types of institutions engaged in NDPTC-related trainings, workshops, meetings and symposia
Support the infusion of scientific and technological advances to ensure the development of services based on the most advanced science available

- Number and types of courses including scientific and technological advances
- Number of courses updated with the latest scientific and technological advances incorporated
- Percentage of trainings, products and services with references to recent scientific and/or technological advances
- Number of recognized scientific/technological experts involved in development and execution of trainings, products and services

Quantify and understand current and planned activities of other organizations

- Number and types of assessments developed
- Number and types of assessments executed
- Number and types of organizations assessed
- Number and types of assessment reports
- Percent of information incorporated into NDPTC’s project planning

Engage end-users by assessing their specific needs

- Number and type of end-users engaged
- Number and types of engagement activities
- Number and type of end-user needs assessments developed
- Number and type of end-user needs assessments executed
- Number and type of end-user needs assessment reports
- Number and types of end-user feedback incorporated into NDPTC’s project planning
Goal 2. Develop and deliver easily accessible and coordinated natural hazards preparedness training and education that strengthen our National capabilities.

Capitalize on the assets of the University of Hawai‘i.

- Number of UH campuses, departments, and/or programs involved in NDPTC trainings
- Number of NDPTC courses incorporated into UH courses and programs
- Number and type of courses articulated across the UH system
- Number of UH faculty/staff participating in curriculum development
- Number of faculty, serving as subject matter experts and/or instructors
- Number of academic course components that have been developed into FEMA certified courses

Develop and capitalize on relationships with community colleges Nationwide, with initial focus on the Pacific islands.

- Number of new relationships developed
- Number of presentations, workshops, and meetings attended, held, or presented at community college campuses (by community college campus and location)
- Number of community campuses involved with NDPTC trainings (by community college campus and location)
- Number and types of courses incorporated into community college curricula
- Number of requests and responses for training (by type, community college campus, and location)
- Percentage of courses incorporated into community college curricula (by community college campus and location)
Capitalize on the NDPTC’s relationship with the NDPC and the member institutions it represents.

- Number and type of NDPC courses brokered in the islands and other regions (by type and NDPC member institution)
- Percentage increase in NDPC offerings brokered by NDPTC
- Number of presentations, workshops, and meetings attended, held, or presented on NDPC offerings (by location)
- Number of requests and responses for NDPC training assistance (by type and location)
- Number of requests for NDPTC course offerings made via NDPC member institutions (by type, location and NDPC member institution)
- Number of presentations, workshops, and meetings attended/held by NDPC members that include information about NDPTC and its course offerings

Actively engage with the communities and their leaders, first responders, and institutions of higher education to meet future workforce education and hazards preparedness needs.

- Number of workshops and meetings where NDPTC has made presentations
- Number of attendees, organizations, and sectors represented at meetings attended by NDPTC
- Number and types of collaborative efforts, including information on projects, partners, etc. (e.g., communities and their leaders, first response organizations, institutions of higher education, NGOs, state agencies, community groups)
- Number of people exposed to NDPTC information and programs (by community type and location)
- Number of courses that include input community representatives, first responders and/or higher education institutions (by type, organization and location)
- Number of training exercises held or assisted with the NDPTC and number of people, organizations, and geographic extent trained
- Number and types of community-based natural hazard coordinating bodies or partnerships that NDPTC staff led or participated in
- Number of community-based trainings held or assisted with the NDPTC and number of people, organizations, and geographic extent
- Number of requests and responses to requests for training by type, organization, and geography
Establish and operate a training center in Hilo, Hawai‘i and develop its administrative structure and operational plan.

- Number of steering committee members (by type, organization and location)
- Number of trainings identified by the steering committee (by sector, organization and location)
- Number of locations offering formal and informal workforce development and community hazard preparedness trainings (by sector, organization and location)
- Number of community organizations, first responders and higher education institutions, that incorporate hazards science, technology, and the principles and practice of first response into their decision making
- Number of community organizations that incorporate pre-disaster planning, disaster response, mitigation, and recovery into their local plans

Develop and implement strategies (with an initial focus on Pacific Island communities) that employ appropriate delivery formats for instructor-training, mobile training and technology-based distance learning courses, particularly at the Hilo training center.

- Number and type of delivery modalities developed
- Number and type of delivery modalities implemented
- Number of courses delivered by type of delivery modality (instructor-led, via distance learning, mobile training)
- Number of instructor training courses developed (by type and modality)
- Number of instructors trained
- Number of students trained
- Number of student contact hours (by type and location)
- Number of delivery modalities used by course
- Number of instructors that become FEMA-certified (by topical area and location)
Goal 3. Ensure organizational alignment within and in support of the collective frameworks of FEMA, the NDPC, and NDPTC.

Develop clear, consistent policies.
- Percentage of staff involved in NDPTC policy development
- Percent of staff providing input into NDPTC policies
- Percent of NDPTC policies that are consistent with appropriate University of Hawai‘i, NDPC, and FEMA policies
- Number of partner contributions to NDPTC policy development
- Number and type of staff feedback on NDPTC policies
- Percent of staff with performance plans
- Number of meetings with staff regarding individual performance plans

Develop operations plan
- Number and type of internal planning meetings
- Date of operations plan implementation
- Percent of budget dedicated to projects (versus fixed costs)
- Percent of performance plans tied to operations plan

Develop performance measures and metrics that support FEMA’s and the NDPC’s missions.
- Percent of NDPTC performance measures that support the FEMA and NDPC missions
- Percentage of NDPTC plans and policies that support the FEMA and NDPC missions
- Number of FEMA and NDPC representatives involved in the review of NDPTC plans, policies, and performance measures
- Percent of FEMA and NDPC representative reviewers that concur with NDPTC’s plans, policies, and performance measures
Goal 4. Incorporate cultural competence as an underlying principles in the development of our products, services and communication

Develop a clear definition of cultural competence.
- Number of cultural practitioners consulted in the development of a definition of cultural competence (by location)
- Percent of consulted cultural practitioners that concur with the definition
- Number of FEMA and NDPC representatives consulted in development of the definition
- Percentage of FEMA and NDPTC representatives that concur with the definition

Capitalize on the geographic location and cultural diversity represented by the region in the development of products and services.
- Number of regional representatives engaged in the development of culturally competent products and services (by type and location)
- Number and type of regional meetings, symposia, and workshops held
- Number of regional representatives participating in the planning for course development, meetings, symposia and workshops
Embed cultural competence in the development of the NDPTC’s trainings and educational programs.

- Number of course listings and trainings that incorporate cultural competence
- Number of courses and trainings incorporating cultural competence articulated into formal education
- Percent of courses incorporating cultural competence
- Number of people exposed to cultural knowledge through trainings and courses
- Number of student contact hours containing cultural competence trainings
- Number and types of outreach events involving NDPTC staff and regional representatives
- Number and listing of publications (electronic and print) on the incorporation of cultural competence into formal and informal training and education programs

Work closely with key partners in the region to develop multicultural and multilingual capabilities with regard to training products and services.

- Number of courses and/or trainings translated into non-English languages
- Number of translations available (by training/course, language)
- Number of regional partners engaged in multilingual translations
- Number of regional partners advising NDPTC on multicultural issues
- Percent of course offerings and trainings with multilingual options
- Number of requests for translation of courses and trainings into other languages
National Response Framework (NRF)
Dated January 2008

Quadrennial Homeland Security Review Report
February 2010

http://ndptc.hawaii.edu/sites/default/files/NDPTC-NA-WEB-B.pdf


http://ndptc.hawaii.edu/ : National Disaster Preparedness Training Center Website

http://collaborate.csc.noaa.gov/PRiMO : Pacific Risk Management `Ohana

http://www.csc.noaa.gov/psc/ : National Oceanic and Atmospheric Administration, Pacific Services Center


http://www.pdc.org/iweb/pdchome.html : Pacific Disaster Center

http://ioc3.unesco.org/itic/ : International Tsunami Information Centre

http://nctr.pmel.noaa.gov/ : Pacific Marine Environmental Laboratory (PMEL), NOAA Center for Tsunami Research
WE WISH TO THANK OUR MANY PARTNERS