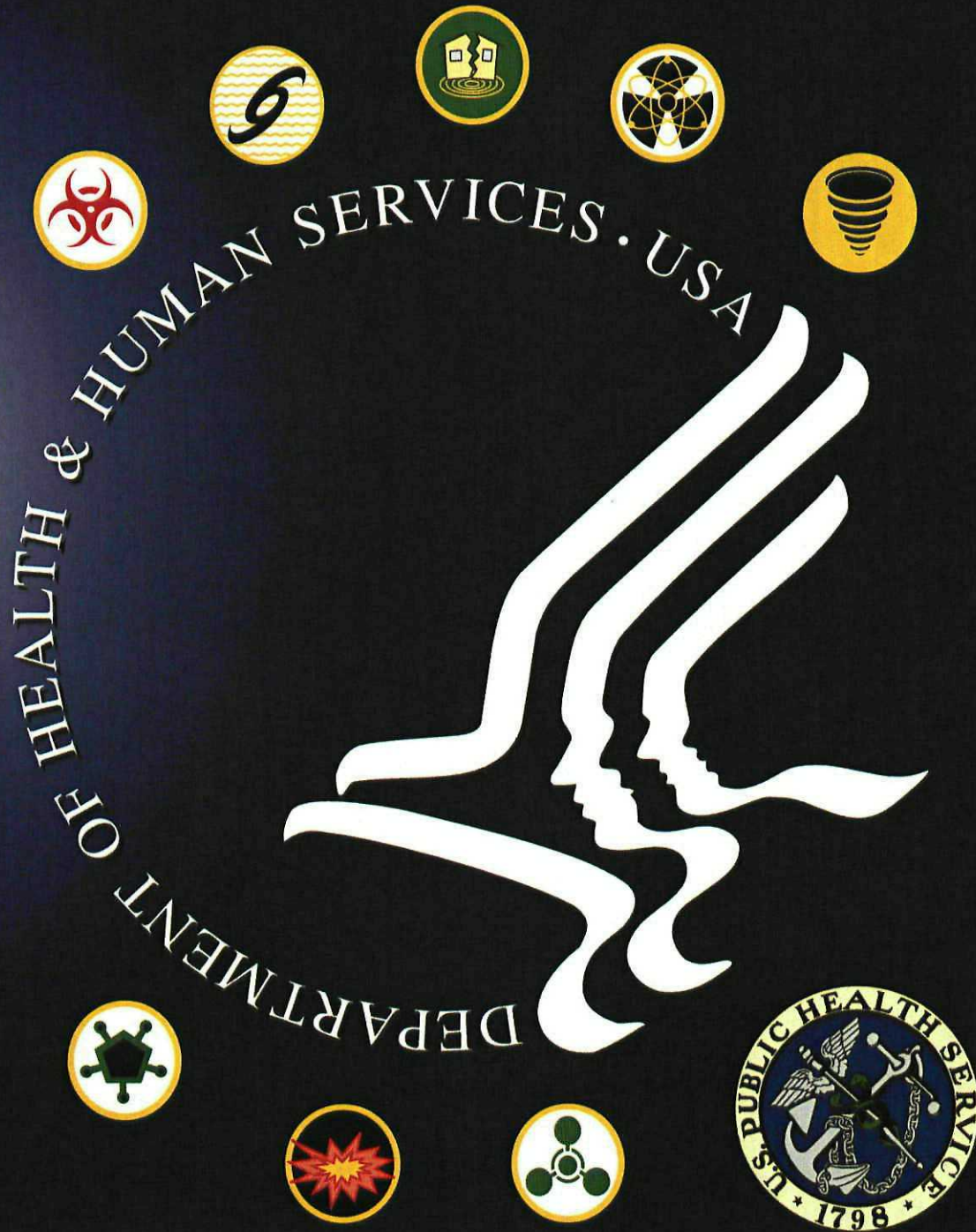


ASSISTANT SECRETARY FOR PREPAREDNESS AND RESPONSE

Strategic Plan

2007-2012





About the Assistant Secretary for Preparedness and Response (ASPR) coin:

Coins are a tradition among service organizations, given to recognize significant contributions to the mission of the organization. This ASPR coin symbolizes our important mission.

- The Hurricane symbol on a field of water represents ASPR's vital role in the national response to hurricanes.
- The Radiation symbol, overlaid by the Nuclear symbol, represents planning and preparedness efforts for radiation and nuclear events.
- The Tornado symbol represents ASPR's role in tornado emergencies throughout the United States.
- The Chemical symbol represents ASPR's efforts regarding chemical incidents.
- The Explosion symbol represents ASPR's role in responding to explosive events.
- The Virus symbol represents ASPR's role in influenza pandemic preparedness, avian influenza preparedness, and other viral outbreaks.
- The Earthquake symbol represents ASPR's role in earthquake emergencies.
- The Biohazard symbol represents ASPR's efforts in planning and preparedness for bioterrorism and emerging infectious diseases.



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
ASSISTANT SECRETARY FOR PREPAREDNESS AND RESPONSE

Strategic Plan 2007 - 2012

"A Nation Prepared"



Assistant Secretary's Message

Rear Admiral W. Craig Vanderwagen, M.D.
Assistant Secretary for Preparedness and Response

Disaster preparedness and response is a responsibility we all share—as individuals, as family members, and as citizens of our communities, States, Nation and Tribes.

Over the last few years, organizations across the Department of Health and Human Services (HHS) have worked tirelessly to prepare the Nation for emerging public health and medical emergencies, regardless of their cause. Starting with the events of September 11, 2001, and intensifying during several events that followed — from the anthrax incidents that same year, to the outbreak of Severe Acute Respiratory Syndrome, to “white powder” threats, to more recent events such as Hurricanes Katrina and Rita and the potential for a pandemic influenza — the Department, and indeed the country, has become acutely aware of the range of public health threats that can strike at any time, in any location.

The Office of the Assistant Secretary for Preparedness and Response (ASPR) was established on December 19, 2006, when President Bush signed the Pandemic and All-Hazards Preparedness Act into law. Prior to this legislation, preparedness and response for medical disasters and public health emergencies at HHS was vested with an organization established just four years earlier, the Office of Public Health Emergency Preparedness.

Though our organization is young, our mission is far-reaching and critically important to our Nation's security: ***Lead the Nation in preventing, preparing for, and responding to the adverse health effects of public health emergencies and disasters.*** To meet this charge, I am proud to issue the Office's first Strategic Plan.

This ASPR Strategic Plan represents the culmination of a six-month strategic planning process. Our goal is to provide direction for the entire ASPR Office over the next five years. This is a dynamic document, but it is built on a lasting foundation: our mission, vision, and core values. Our strategy map and portfolio of strategic measures and initiatives are evolving to meet the needs of a public health emergency and medical response environment that continues to change.

Our path forward will be guided by this strategy, but our success will be driven by the people who make up the ASPR organization. I would like to thank ASPR's team of exceptional professionals for their commitment and hard work to date in meeting ASPR's mission, and for the leadership and vision they contributed to this Plan. It is these individuals, working with our partners and colleagues in public health emergency preparedness and response, who will determine the Plan's success.

Though the challenges we face in planning, preventing, and responding to public health emergencies are considerable, through commitment and effective collaboration, together we can achieve our vision of “***A Nation Prepared.***”

RADM W. Craig Vanderwagen, M.D.

About ASPR

ASPR serves as the Secretary's principal advisor on matters related to bioterrorism and other public health emergencies. To accomplish its mission, ASPR collaborates with its stakeholders, including other HHS programs; other Federal agencies; State, local, Tribal, and international officials; and the private healthcare sector. ASPR is headed by the Assistant Secretary for Preparedness and Response, who reports directly to the Secretary. Within HHS, ASPR is responsible for ensuring a unified, integrated approach in preparing for and responding to the public health and medical effects of natural and man-made disasters. ASPR has five offices: Office of Resource Planning and Evaluation (RPE); Office of Policy, Strategic Planning and Communications (OPSP); Office of Medicine Science, and Public Health (OMSPH); Biomedical Advanced Research Development Authority (BARDA); and Office of Preparedness and Emergency Operations (OPEO).

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1. Introduction

1.1 ASPR Mission

Lead the Nation in preventing, preparing for, and responding to the adverse health effects of public health emergencies and disasters.

1.2 ASPR Vision

A Nation prepared to prevent, respond to, and reduce the adverse health effects of public health emergencies and disasters.

1.3 ASPR Core Values

To achieve ASPR's vision, it is important that all ASPR staff share the following values. These values are the basis of an enduring corporate culture, one that inspires trust and confidence in the organization and sets the standard for conduct across ASPR.

Service to the Nation

Our first responsibility is to serve the Nation; we are compassionate, selfless, and respectful of the needs of those we serve.

Teamwork

We act with a collective spirit and common commitment to collaboration that transcends individual concerns in order to achieve "A Nation Prepared."

Leadership

We lead by example and inspire others to action as we work together to serve the Nation; we drive innovation, provide direction, and coordinate delivery of a seamlessly integrated breadth of products and services; we are committed to individual and organizational excellence.

Integrity

We adhere to the highest professional and ethical standards, focusing on the best interests of those we serve.

1.4 How ASPR Will Use the Strategic Plan

To accomplish our mission and achieve our vision requires a strategic process that will allow us to meet today's issues and tomorrow's challenges.

Principles of Execution

The ASPR Strategic Plan was developed based on principles of execution, accountability, and regular reporting of progress and results. ASPR's senior leadership will employ these principles through the following:

- **Performance improvement and evolution** – Senior leadership will conduct periodic reviews of ASPR performance against strategic targets. We will adjust activities, processes, and resources to improve performance, and to achieve a culture of continuous improvement. These reviews will monitor successful completion of strategic initiatives. The ASPR Performance Scorecard will be the chief method for communicating progress and results.
- **Creation of synergy across the Office** – We will assess the activities of the five ASPR Offices for alignment with the Strategic Plan. We will identify opportunities to improve program effectiveness, interoperability, and integration.
- **Developing human capital** – This Strategic Plan will provide focus for recruitment, training and retention of our workforce to meet evolving requirements.
- **Enhancing interoperability and information sharing** – We will use this Strategic Plan to guide the efforts we support to improve response interoperability and to enhance ASPR solution investment portfolios, including Information Management and Information Technology, and Knowledge Management.
- **Coordinating planning and budgeting** – We will compare actual versus desired performance on the ASPR Performance Scorecard, and use this information to make short- and long-term budget adjustments.
- **Strategic Communications** – We will use this Strategic Plan to guide the development and delivery of efficient and effective stakeholder communications. This includes the Office of the Secretary, HHS leadership, the Homeland Security Council, the Office of Management and Budget, the Congress, and most importantly, those we serve.

ASPR Performance Scorecard

The ASPR Performance Scorecard will be the Office's primary tool for reporting our progress on measures, targets, and initiatives associated with each of our 22 strategic objectives.

2. Delivering Value to Those We Serve

ASPR's strategic direction is established through the Office's mission, vision, and goals. Our activities and decisions are informed by a commitment and a belief: delivering value to those we serve. This commitment provides ASPR with its operational theme, not only for our day-to-day activities, but as we execute the elements of this Strategic Plan.

2.1 ASPR Goals

Over the next five years, ASPR leadership will concentrate resources and management efforts on achieving the following three goals:

Goal 1

Promote preparedness to prevent and address the public health, medical, and human services effects of disasters on individuals, families, and communities.

Goal 2

Enable public and private sector partners to prevent and address the effects of disasters on the healthcare and public health systems.

Goal 3

Lead HHS's emergency preparedness and response capability to prevent and address the public health, medical, and human services effects of disasters, both natural and manmade.

2.2 Focus and Intent of ASPR Goals

Goal 1. Community Preparedness and Prevention

ASPR's strategy for community preparedness and prevention involves anticipating needs at the community level. It also involves having the ability to respond rapidly with innovative solutions. We will demonstrate this through the following:

- We will ensure at every level—Tribal, local, State, regional, national, and international — that communities are capable of responding to all public health hazards.
- We will identify new opportunities to strengthen preparedness and prevention at the community level. This will include providing products and services that improve integration and response capabilities.
- We will focus and coordinate our research and development of medical countermeasures to rapidly design, develop, and deploy solutions to those we serve.

Goal 2. Public Health Partnership

Interdependence, as opposed to independence, characterizes the effective preparedness and response mission. Providing rapid and effective response requires successful partnerships at the Federal level and at every other level of government. These partnerships must also extend to non-governmental organizations, to industry and commercial entities, and to academia. This will be demonstrated through the following:

- We will design new processes based on interoperability.
- We will employ strategic partnerships with the Departments of Homeland Security, Veterans Affairs, Defense, State, and other Federal Departments and Agencies, academic institutions, and private sector partners.
- We will create mission-focused public health and medical emergency solutions and extend them to new relationships.
- We will foster a culture of innovation that rewards creativity.

Goal 3. Federal Response Capability

ASPR is the single office responsible for coordinating the overall preparedness and response activities of the Department. As the principal advisor to the Secretary on all matters related to public health and medical emergency preparedness and response, ASPR leads and promotes a collaborative approach with many partners. This will be demonstrated through the following:

- We will lead the HHS preparedness and response enterprise, developing effective relationships, systems, and resources that combine the best capabilities of the Department's Operating and Staff Divisions, and the U.S. Public Health Service.
- We will coordinate public health and medical preparedness and response capabilities and responsibilities across the Federal Government.
- We will build the Biomedical Advanced Research Development Authority (BARDA), and fulfill HHS's responsibilities under Homeland Security Presidential Directives, the National Response Plan (NRP), and related policies and statutes. This includes leading and coordinating among the Departments of Homeland Security, Veterans Affairs, Defense, other Federal Departments and Agencies, academic institutions, and private sector partners in the effective development and deployment of medical countermeasures against chemical, biological, nuclear, and radiological threats.

2.3 The Way Forward: The ASPR Strategy Map

The ASPR Strategy Map captures the organization's mission, vision, goals, strategic objectives, and values. ASPR's 22 strategic objectives, which are described in Section 3, have been organized and grouped based on ASPR's four perspectives:

- Those We Serve and Stakeholders
- Internal Process
- Learning and Growth
- Resources

The ASPR Strategy Map was developed through extensive involvement from all five offices within ASPR. The Strategic Plan and Strategy Map reflect the careful review of key legislation, regulatory policies, directives, related strategies, authorities, and plans.

Supporting objectives, initiatives, and tasks do not appear on the Strategy Map or in this Strategic Plan, but will be reported through the ASPR Performance Scorecard.

Assistant Secretary for Preparedness and Response ASPR

Our Mission	Lead the Nation in preventing, preparing for, and responding to the adverse health effects of public health emergencies and disasters.			
Our Vision	A Nation prepared to prevent, respond to, and reduce the adverse health effects of public health emergencies and disasters.			
Our Goals	<i>Community Preparedness and Prevention</i>	<i>Public Health Partnerships</i>	<i>Federal Response Capability</i>	
Stakeholders & Those We Serve: To achieve our Vision and Mission, how must we satisfy our Stakeholders and Those We Serve?	Lead and Promote Strategic Partnerships	Educate Public Health and Healthcare Professionals and Scientists	Empower the Public	Enhance the Preparedness and Response Infrastructure
Internal: To satisfy our Stakeholders and Those We Serve, in which internal processes must we excel?	Improve the Coordination, Development, and Implementation of Policy	Improve Coordination, Timeliness, and Effectiveness of Preparedness Planning and Response Operations	Lead the Public Health Emergency Medical Countermeasures Enterprise	Coordinate and Facilitate Development of International Preparedness and Response Capabilities
	Provide Medical, Scientific, and Public Health Subject Matter Expertise and Leadership	Enhance Strategic Communications	Improve the Coordination, Development, and Implementation of Strategic Plans and Initiatives	Integrate and Facilitate the Delivery of Human Services
			Attract and Expedite Hiring of Qualified Candidates	Improve Quality Management
Learning & Growth: To achieve our goals and excel in our internal processes, how must we learn and grow together?	Improve Knowledge Management	Focus and Align Training, Education, and Career Development	Recognize Staff Accomplishments	
Resources: To effectively utilize resources, what resource management objectives must we accomplish?	Establish and Optimize Acquisition System	Plan and Allocate Resources Strategically	Improve Financial Performance	Improve and Expand Grants Management Capabilities
				Optimize Information Management

SERVICE TO THE NATION □ TEAMWORK □ LEADERSHIP □ INTEGRITY

3. ASPR Strategic Objectives

This section provides more information about the strategic objectives that will guide our direction and activities over the next five years.

"Those We Serve and Stakeholders" Perspective

The four strategic objectives within this perspective align our interconnected, concurrent efforts toward achieving the outcomes that benefit our stakeholders and those we serve.

TS-01 Lead and Promote Strategic Partnerships

ASPR must operate an effective network of strategic partnerships to succeed in its mission-critical responsibilities. These networks and partnerships operate across multiple jurisdictions, at multiple levels, and across both the public and private sectors. ASPR must be a leader, promoter, collaborator, and participant — sometimes all in the same relationship. Strategic partnerships are vital and necessary to achieve progress and success across these communities and coalitions.

Strategies to achieve this objective include:

- Proactively engaging with Congress, the White House, other Federal Departments and Agencies, and public and private stakeholders.
- Strengthening and deepening ASPR's relationships across HHS.
- Building and leading crosscutting enterprises and programs, such as the Public Health Emergency Medical Countermeasures Enterprise, BARDA, the Hospital Preparedness Program, the National Disaster Medical System, and the Critical Infrastructure Protection Program.
- Strengthening our international partnerships, such as the Security and Prosperity Partnership (SPP) and the Global Health Security Initiative (GHSI).
- Strengthening relationships with senior State government officials, private sector entities, and key professional organizations.

TS-02 Educate Public Health and Healthcare Professionals and Scientists

A Nation Prepared can only be achieved when those in critical preparedness and response roles have the knowledge, skills, and training to perform their roles effectively. Understanding the needs of those who serve in these roles will enable ASPR to provide specific educational programs, products, and services that address the needs of these individuals and groups.

Strategies to achieve this objective include:

- Offering comprehensive, integrated training options for field staff deployed during an emergency.
- Sharing knowledge and expertise with organizations involved in public health and medical emergency preparedness and response, whether domestic or international, private or public.
- Contributing to the development of educational materials, products, and services that inform professionals and scientists.

TS-03 Empower the Public

A culture of resiliency is built on an acceptance of roles and responsibilities at all levels. ASPR will empower individuals, families, communities, government officials, healthcare professionals, and others in the public and private sectors to prevent and address the public health, medical, and human services effects of disasters.

Strategies to achieve this objective include:

- Developing a sustainable strategic communications capability.
- Providing quality information on public health and medical emergency preparedness and response to stakeholders and those we serve in a timely manner.
- Promoting resiliency in our States and local communities through effective working relationships and by training our regional emergency coordinators and our State, local and Tribal partners.
- Improving ASPR medical countermeasures stakeholder collaboration efforts.

TS-04 Enhance the Preparedness and Response Infrastructure

A functional, well integrated infrastructure is necessary to meet our vision of ***A Nation Prepared***. Effective preparedness and response capabilities require an infrastructure framework that is scalable, agile, adaptable, and built on a foundation of continuous improvement. This foundation is essential to achieving ASPR's growing responsibilities under the NRP, BARDA, and Homeland Security Presidential Directives.

Strategies to achieve this objective include:

- Developing a preparedness and response framework that supports ongoing evaluation of capabilities across the prevention, preparedness, response, and recovery continuum.
- Aligning and integrating HHS capabilities, resources, and assets with those available from other Federal entities.
- Coordinating public health and medical response systems with relevant Federal, State, local, Tribal and international officials.
- Pre-positioning assets and capabilities to support efficient and effective response operations, based on threat scenarios and the most efficient use of personnel.

"Internal Process" Perspective

This perspective captures the core processes in which we must excel to accomplish ASPR's mission. These nine highly interdependent strategic objectives will sharpen our operational focus and mature our processes, creating greater value for our stakeholders and those we serve.

IP-01 Improve the Coordination, Development, and Implementation of Policy

ASPR's responsibilities and activities are driven by a variety of policies, directives, plans, and laws. Many of these policies involve multiple areas of the Federal Government, as well as entities at the State, local, Tribal, and international levels. ASPR's mission can only be achieved through careful coordination and effective negotiation of these policies.

Strategies to achieve this objective will include:

- Implementing a process to identify policy needs and to develop effective policies.
- Coordinating the implementation of legislation (e.g., the Pandemic and All-Hazards Preparedness Act).
- Partnering and collaborating within HHS Operating and Staff divisions, the White House, Homeland Security, National Security Council, and other Federal Departments and Agencies.
- Defining and building strategic policy communications capabilities.

IP-02 Improve Coordination, Timeliness, and Effectiveness of Preparedness Planning and Response Operations

As the HHS lead for response operations, ASPR will continuously strive to respond more effectively, expeditiously, and efficiently. By collaborating with our HHS colleagues and partners in the Federal Government to identify and implement areas of improvement, we will strengthen our situational awareness and response capabilities.

Strategies to achieve this objective include:

- Coordinating and integrating resources, assets and capacity — including personnel, information networks and operational teams — to anticipate and respond to threats and actual events.
- Implementing a system for managing situational awareness and analyzing threats, vulnerabilities, and outcomes.
- Coordinating public health and medical emergency response systems with relevant Federal, State, local, Tribal, and international officials.
- Capturing and disseminating best practices for State and local preparedness.

IP-03 Lead the Public Health Emergency Medical Countermeasures Enterprise

As the lead organization for this effort, ASPR is responsible not only for coordinating across HHS but for bringing together other parts of the Federal Government. This includes the Departments of Defense, State, Homeland Security and Veterans Affairs. ASPR is also responsible for coordinating at the State, local, Tribal and international levels. This means providing leadership in defining and prioritizing requirements for public health medical countermeasures; coordinating research, development, and procurement activities; and setting deployment and use strategies for medical countermeasures held in national stockpiles.

Strategies to achieve this objective include:

- Successfully implementing BARDA.
- Developing an integrated life cycle management approach for medical countermeasures.
- Ensuring quality and availability of medical countermeasures.

IP-04 Coordinate and Facilitate Development of International Preparedness and Response Capabilities

The Federal Government has both an interest and a role in providing technical assistance to other countries in public health emergency preparedness, prevention, and response. This includes developing, reviewing, and testing emergency response plans. It also includes coordinating our national response with entities such as the World Health Organization (WHO) and the Global Health Security Action Group.

Strategies to achieve this objective include:

- Implementing WHO's International Health Regulations.
- Leading international programs, initiatives, and policies that address public health and medical preparedness and response.
- Deploying medical materiel outside the continental United States.
- Establishing regional cross-border planning and coordination efforts.

IP-05 Provide Medical, Scientific, and Public Health Subject Matter Expertise and Leadership

Working with HHS components and other agencies and offices, ASPR will offer expert knowledge, critical skills, and experience to support the development of key policies and programs. Working with the scientific community, ASPR will provide expert counsel to its domestic and international partners.

Strategies to achieve this objective include:

- Supporting the expansion capacity of the U.S. Public Health Service Commissioned Corps to meet the public health needs of the 21st century.
- Sharing resources and expertise in support of domestic and international initiatives.
- Providing expertise and leadership to U.S. citizens and State, local, Tribal and international officials.

IP-06 Enhance Strategic Communications

ASPR must have frequent and direct lines of communication with the public, its partners, and stakeholders, especially in times of crisis. ASPR will deliver timely communications to those it serves on matters of public health emergency preparedness, prevention, and response.

Strategies to achieve this objective include:

- Establishing a sustainable strategic communications capability that regularly provides information about public health emergency preparedness to our stakeholders and those we serve.
- Delivering critical information quickly during public health emergencies.
- Exercising rapid information sharing and dissemination using the Incident Command System and coordinating with the Secretary's Operations Center to improve information delivery.
- Establishing regular communication vehicles that improve information delivery to ASPR offices and employees.

IP-07 Improve the Coordination, Development, and Implementation of Strategic Plans and Initiatives

ASPR will apply a strategic and coordinated approach for meeting the long-term needs of public health emergency planning and response. This will result in stronger alignment and synchronization of the goals, objectives, strategic initiatives, and implementation plans across ASPR, other HHS Operating and Staff Divisions, other parts of the Federal Government, and partner organizations.

Strategies to achieve this objective include:

- Developing coordinated plans for each of the ASPR subordinate offices.
- Contributing to the development of Departmental strategic plans (e.g., HHS Strategic Plan).
- Developing and/or contributing to the development of national strategic plans (e.g., the National Health Security Strategy).
- Contributing to the development of strategic plans within the public health and medical communities.

IP-08 Integrate and Facilitate the Delivery of Human Services

Emergency Support Function (ESF) 6 prescribes coordinated Federal assistance for mass care, housing, and human services during a national emergency. This means coordinating not only across the Federal Government, but with States, localities, and tribes. HHS is a supporting Department to ESF 6, and within the department the Secretary of HHS has assigned this responsibility to ASPR.

Strategies to achieve this objective include:

- Integrating human service delivery during emergency response and recovery into HHS policies, capabilities, and plans.
- Developing and piloting systems to facilitate access to HHS Federal Human Services Benefits.
- Providing human services and disaster management subject matter expertise and technical assistance.

IP-09 Attract and Expedite Hiring of Qualified Candidates

ASPR needs an experienced, well-trained, professional, and diverse workforce. Specialized expertise in medicine, science, public health, emergency services, policy and strategic planning, and administrative management are necessary to fulfill ASPR's mission.

Strategies to achieve this objective include:

- Improving the quality of the candidate pool and streamlining the hiring process.
- Participating in leadership development programs, such as HHS Emerging Leaders and Presidential Management Fellowships.
- Expanding recruitment efforts at colleges and universities.

IP/LG-01 Improve Quality Management

ASPR will develop and implement a systematic, organization- and stakeholder-wide approach to quality management. This will result in increased attention to quality improvements in ASPR's processes, products, and services.

Strategies to achieve this objective include:

- Developing an organization- and stakeholder-wide quality assurance process.
- Standardizing program management processes and practices.
- Applying best practices and principles to ASPR programs and initiatives.

"Learning and Growth" Perspective

ASPR's success depends on the effective use of our human resources. This perspective identifies specific strategies we will pursue to develop our staff and to use their talents and abilities. This will enhance our mission fulfillment and the long-term vitality of our organization.

LG-01 Improve Knowledge Management

ASPR personnel must share knowledge effectively within the organization and with appropriate stakeholders. ASPR will establish processes and systems to create, capture, and share organizational knowledge.

Strategies to achieve this objective include:

- Implementing a resource library.
- Improving the lessons-learned processes and sharing of results.
- Expanding the use of web-based information sharing.

LG-02 Focus and Align Training, Education, and Career Development

Professional development of ASPR personnel is essential for maintaining a committed, competent, and capable staff. ASPR will align its investments in training and education to support its mission and to achieve its vision.

Strategies to achieve this objective include:

- Improving the leadership competencies, capabilities, and capacity within ASPR.
- Implementing talent management and succession planning.
- Implementing a performance management appraisal program and individual development plans for all ASPR staff.

LG-03 Recognize Staff Accomplishments

Fulfilling the preparedness and response mission can involve long hours, exceptional commitment, and personal sacrifice. ASPR's accomplishments are achieved through the efforts, talents, and dedication of individuals and teams. Recognizing these contributions will become an integral part of ASPR's culture.

Strategies to achieve this objective include:

- Appropriately and consistently rewarding performance.
- Streamlining the reward and recognition processes.

LG/RS-01 Optimize Information Management

ASPR will make the best use of its information assets, ensuring that information in its domain is appropriately shared, available, and secure. ASPR will protect its information resources and manage its information investments wisely. It will do this while finding ways to apply these resources efficiently.

Strategies to achieve this objective include:

- Developing and implementing an ASPR-wide integrated information management strategy.
- Improving efficiencies by streamlining existing information systems and technology resources.
- Aligning information management contracts, policies, and resources to mission and business operational requirements.

"Resources" Perspective

To fulfill our mission, ASPR requires a predictable stream of resources. The strategic objectives within this perspective will focus the Office on managing our resources effectively and transparently. Only in this way can we meet the needs of those we serve and our stakeholders.

RS-01 Establish and Optimize Acquisition System

ASPR will manage acquisition expenditures by entering into fair and equitable contracts with suppliers, monitoring the performance of those contracts, and maximizing the value of product in terms of cost, performance, and schedule.

Strategies to achieve this objective include:

- Streamlining and standardizing acquisition management processes and practices to support responsible, consistent, and multi-faceted mission management.
- Promoting research and development of countermeasure products and services.

RS-02 Plan and Allocate Resources Strategically

ASPR will adopt methods and approaches that align resources to ASPR's strategies and priorities.

Strategies to achieve this objective include:

- Developing budgets that support achievement of ASPR's strategic objectives.
- Strengthening the performance validation process to demonstrate return on investments.
- Streamlining the budget execution processes.

RS-03 Improve Financial Performance

ASPR will use generally accepted financial management practices to ensure that funds are used effectively and that desired outcomes are achieved. ASPR will implement stronger management controls and reporting practices and processes, while meeting all requirements and standards for sound financial management and budgeting.

Strategies to achieve this objective include:

- Demonstrating transparency between budget formulation and execution.
- Increasing accountability for transaction management.
- Linking stakeholder use of funds to performance benchmarks.
- Increasing awareness of financial policy and guidance.

RS-04 Improve and Expand Grants Management Capabilities

Programs such as the Hospital Preparedness Program involve the distribution of significant monetary resources. ASPR will be a responsible steward of these resources, ensuring that the grant programs and monies it manages have the necessary controls, processes, and benchmarks in place.

Strategies to achieve this objective include:

- Establishing performance-based objectives and benchmarks for all grants and cooperative agreements.
- Implementing scaleable processes and controls to meet surge requirements.
- Identifying and implementing opportunities to improve transparency, particularly in post-award monitoring.
- Alignment and Linkages

Appendix A. Alignment and Linkages

The ASPR Strategic Plan has been guided by work in many areas of the Federal Government. These include areas within HHS, other Executive-level Departments and Agencies, the White House, and the Legislative branch.

Below is a summary listing of key drivers and guidance that influenced the ASPR Strategic Plan:

Department of Health and Human Services

HHS Strategic Plan 2007-2012 – The HHS Strategic Plan builds on concepts identified in three main areas: Secretary Leavitt's 500-Day Plan; the Secretary's Health Care Priorities; and HHS's 20 Department-wide Objectives. The HHS Strategic Plan expressly outlines preparedness and response strategies. This includes, within the Plan, a 'framework for preparedness.'

HHS Concept of Operations (CONOPS) for Public Health and Medical Emergencies – This CONOPS describes the model that HHS follows for managing Federal public health and medical response operations. It incorporates and complies with policies set forth in Homeland Security Presidential Directive 5, which establishes a single, comprehensive National Incident Management System to *manage domestic incidents, as well as a the NRP. The CONOPS also describes HHS activities as lead for ESF 8 (Public Health and Medical Services).*

Emergency Response and Commissioned Corps Renewal Project – One of Secretary Leavitt's top 10 priorities, this project provides an operational agenda for emergency preparedness and response activities. These activities align to the Secretary's top priorities for emergency preparedness and response. Expansion, training, and readiness requirements of the U.S. Public Health Service Commissioned Corps for meeting public health needs during a medical disaster are all part of this project plan.

The President's Management Agenda Scorecard

The President's Management Agenda provides the guiding framework for HHS department-wide management practices. HHS currently reports on nine specific initiatives, five government-wide initiatives and four initiatives specific to the agency. Each of these initiatives has been deemed a critical area for improved management practices and increased program effectiveness.

Homeland Security Presidential Directives

As statements of Presidential administration policy, the Homeland Security Presidential Directives are key building blocks in the development of plans and programs for ASPR and other governmental agencies. ASPR plays a significant or leading role in several of these directives.

National Incident Management System and the National Response Plan

Homeland Security Presidential Directive 5 directed the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). NIMS provides a consistent nationwide template, enabling all government, private sector, and non-governmental organizations to work together during domestic incidents.

The NRP provides the structure and mechanisms for the coordination of Federal support to State, local, and Tribal incident managers and for exercising direct Federal authorities and responsibilities. The NRP is the core operational plan for domestic incident management and offers guidance in the areas of prevention, preparedness, response, and recovery.

Emergency Support Functions (ESF)

Identified through the NRP, the ESFs represent a Federal framework to organize government and specific private sector capabilities to provide the support, resources, program implementation, and services in response to domestic incidents. The ESFs serve as the primary operational-level mechanism to provide Federal assistance to State, local, and Tribal governments or to Federal departments and agencies conducting missions.

HHS is the primary agency for ESF 8, which provides assistance to State, local, and Tribal governments in identifying and meeting the public health and medical needs in core functional areas. These include assessment of public health and medical needs (including behavioral health); public health surveillance; medical care personnel; fatality management; and medical equipment and supplies to supplement State and local resources in the event of a major disaster.

To meet its ESF 8 responsibilities, HHS developed the Public Health and Medical Support Annex. This document provides standard operating procedures for the activation and operation of ESF 8 (Public Health and Medical Services). The Annex incorporates and complies with policies set forth in the NRP.

The Pandemic and All-Hazards Preparedness Act of 2006

The Pandemic and All-Hazards Preparedness Act of 2006 identifies the Secretary of HHS as the lead Federal official responsible for public health and medical response to public health emergencies and incidents covered by the NRP. The Act created the Senate-confirmed position of Assistant Secretary for Preparedness and Response, established BARDA, and identified ASPR as the single office responsible for coordinating preparedness within HHS.

Project BioShield Act of 2004

The Project BioShield Act of 2004 gives the HHS Secretary the authority to conduct and support research and development for countermeasures—to include drugs, biological products, and devices—against chemical, biological, radiological, and nuclear threats identified as material by the Department of Homeland Security. The Act provides authorities for expedited procurement, streamlined personnel appointments, expedited peer review, biomedical countermeasures procurement, and smallpox vaccine development for the Strategic National Stockpile.

National Strategy for Pandemic Influenza

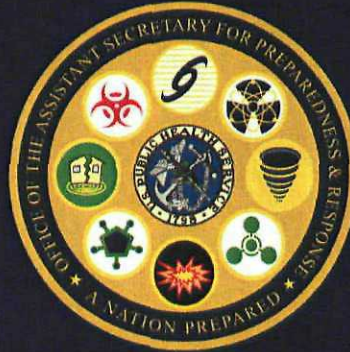
The National Strategy for Pandemic Influenza provides guidance on Federal Government efforts to prepare for and contain pandemic influenza. ASPR uses the Strategy and Implementation Plan as a guide to ensure that Federal, State, local, and Tribal officials understand their responsibilities and are adequately prepared.

International Health Regulations

The International Health Regulations govern the roles of the World Health Organization (WHO) and its member countries in identifying, responding to, and sharing information about public health emergencies of international concern. The WHO publishes these regulations as a means of sharing epidemiological information and knowledge to help prevent the inter-boundary spread of infectious diseases. ASPR, in coordination with the Office of Global Health Affairs, is responsible for implementing these regulations.

Acronyms

ASPR	Assistant Secretary for Preparedness and Response
BARDA	Biomedical Advanced Research and Development Authority
CONOPS	Concept of Operations
ESF	Emergency Support Function
HHS	Department of Health and Human Services
NIMS	National Incident Management System
NRP	National Response Plan
WHO	World Health Organization



U.S. Department of Health and Human Services
Office of the Assistant Secretary for Preparedness & Response
200 Independence Avenue, SW
Washington, D.C. 20201