Agency Priority Goal | Action Plan | FY 22 – Q2

Emergency Preparedness

Goal Leaders:

- January Contreras, Assistant Secretary, ACF
- Nikki Bratcher-Bowman, Principal Deputy Assistant Secretary and Chief Operating Officer, ASPR
- Dr. Patrick Breysse, Director, National Center for Environmental Health and Agency for Toxic Substances and Disease Registry, CDC
- Colin McIff, Deputy Director, OGA

Deputy Goal Leaders:

- Natalie Grant, Director Office of Human Services Emergency Preparedness and Response, ACF
- Dr. Dan Dodgen, Senior Advisor for Strategy, Policy, Planning & Requirements, ASPR
- CAPT Renee Funk, Associate Director for Emergency Management, Agency for Toxic Substances and Disease Registry, CDC
- Jose Fernandez, Deputy Director, Pandemics and Emerging Threats, OGA
Goal Overview

Goal statement
- While promoting equitable access, strengthen the systems for domestic and global health, human services, and public health to protect the nation’s well-being before, during, and after disasters and public health emergencies. By September 30, 2023, HHS will complete 4 projects, establish a new ASPR office, and increase by at least 10% key deliverables to increase resources that develop and improve the national capacity of public health, human services, and global health disaster management entities to respond equitably to emerging threats and emergency incidents above FY 2020.

Problem to Be Solved
- The systems for domestic and global health, human services, public health, and health security experience significant challenges in protecting the well-being of the nation and the global community before, during, and after disasters and public health emergencies.

What Success Looks Like
- Improved capability to respond equitably to emerging threats and emergency incidents by domestic public health and human services organizations and global health disaster management entities.
### Tracking the goal

#### Goal target(s)

<table>
<thead>
<tr>
<th>Achievement statement Indicators</th>
<th>Key indicator(s)</th>
<th>Quantify progress</th>
<th>Frequency</th>
</tr>
</thead>
</table>
| **09/30/23**  
will develop a playbook for training and technical assistance to state, tribal, local, and territorial (STLT) human service departments to improve emergency preparedness and response capabilities | Emergency Preparedness STLT Playbook | 1 | 0 | Quarterly |
|                              |                  |                   | 0 (estimated 15% complete) | |
| **09/30/23**  
develop and pilot a new resource toolkit for state, tribal, local, and territorial (STLT) health departments to enhance preparedness for concurrent disasters. | Concurrent Disaster Resources | 1 | 0 | Quarterly |
|                              |                  |                   | 0 (estimated 35% complete) | |
| **09/30/23**  
add website content on chemical emergencies tailored for a public audience, adapted from the Chemical Emergencies for Professionals website, to increase community education on scientific resources for chemical emergencies. | Chemical Emergencies Resources | 1 | 0 | Quarterly |
|                              |                  |                   | 0 (estimated 30% complete) | |
| **09/30/23**  
increase by at least 10% over FY2020 the number of key deliverables resulting from strategic engagements and cross-sectoral collaborations with domestic and international partners to strengthen the global health security architecture, address financing and legal preparedness gaps, and promote equity in emergency preparedness. | Enhanced Global Health Security Collaboration | 72 | 56 | 37 | Quarterly |

1 CDC/ATSDR have developed an internal tracking resource that calculates a percentage completed for each project based on an extended list of milestones and deliverables. Please refer to the data accuracy and reliability slide for more information.

**As of 10/1/2021**
<table>
<thead>
<tr>
<th>By…</th>
<th>We will…</th>
<th>Name of indicator</th>
<th>Target value</th>
<th>Starting value**</th>
<th>Current value</th>
<th>Update cycle</th>
</tr>
</thead>
<tbody>
<tr>
<td>09/30/23</td>
<td>Establish the ASPR Office of Industrial Base Expansion (IBx) as an operational office align the office activities with the National Strategy for a Resilient Public Health Supply Chain.</td>
<td>Office establishment and alignment</td>
<td>1-completed</td>
<td>0-not completed</td>
<td>0 (estimated 90% complete)</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>

** As of 10/1/2021
# Goal Team

**ACF**

**Goal Lead:**
- January Contreras, Assistant Secretary, ACF

**Deputy Goal Lead:**
- Natalie Grant, Director of Human Services Emergency Preparedness and Response

**Implementation Team:**
- Mili Patel
- Bridget Miller

**OGA**

**Goal Lead:**
- Colin McIff, Deputy Director

**Deputy Goal Lead:**
- Jose Fernandez, Deputy Director, Pandemics and Emerging Threats

**Implementation Team:**
- Shuen Chai,
- Natalie LaHood
- Abigail Lopez
- Dawn Mapatano

**ASPR**

**Goal Lead:**
- Nikki Bratcher-Bowman, Principal Deputy Assistant Secretary and Chief Operating Officer, ASPR

**Deputy Goal Lead:**
- Dr. Dan Dodgen, ASPR

**Implementation Team:**
- Stu Evenhaugen
- Joe Hamel
- Lynn McQueen
- Darrin Donato
- Johanna Dubay
- Marina Kozak
- Ashley Parker

**CDC/ATSDR**

**Goal Lead:**
- Dr. Patrick Breysse, Director NCEH/ATSDR

**Deputy Goal Lead:**
- CAPT Renee Funk, Associate Director for Emergency Management

**Implementation Team:**
- CDR Jennifer Freed – ATSDR/OEM Senior Emergency Management Program Coordinator
- Mollie Mahany – ATSDR/OEM Natural Hazards Team Lead
- CAPT Fuyuen Yip – NCEH Emergency Management, Radiation, and Chemical Branch Chief
- Alex Poniatowski – ATSDR/OEM Evaluation Fellow
By September 30, 2023, ACF/OHSEPR will have increased technical knowledge of disaster human services and coordinating delivery for equitable disaster response by developing a playbook for training and technical assistance to state, tribal, local, and territorial (STLT) human service departments to improve emergency preparedness and response capabilities. In partnership with ASPE, a disaster human services playbook for federal programs was developed and issued in 2021; the STLT playbook will focus on jurisdictional planning and readiness activities for social and human service providers in managing disaster incidents.
Goal Strategies – CDC/ATSDR

- Develop resources for state, tribal, local and territorial (STLT) jurisdictions to strengthen their environmental health emergency capability for concurrent disaster and chemical emergencies.
Goal Strategies - OGA

- Increase international engagements to build capacity and promote equity of global public health measures in pandemic preparedness and response, including expanding and/or extending GHSA, GHSI and other multilateral global health security initiatives
- Identifying priority gaps and empower partners to engage on closing those gaps
- Driving national priorities through global advocacy, action, and collaboration to mobilize domestic and global resources
Goal Strategies – ASPR IBx

• By September 30, 2023, the ASPR Office of Industrial Base Expansion (IBx) will be re-organized to build a diverse, agile public health supply chain and sustain long-term U.S. manufacturing capability. Strategic positions will be filled to provide technical and programmatic support. This will enable ASPR to respond to surges during public health emergencies. Goals for the IBx office include:
  o Transforming the U.S. Government’s ability to manage the public health supply chain through coordination of stockpiles, visibility, and engagement and ensure fair, equitable, and effective allocation of scarce resources
  o Defining a procurement strategy with enabling authorities in place to assess supplier risk levels and diversify the supplier base to provide strategic sourcing if needed during periods of crisis
  o Investing in innovative technologies that will facilitate U.S. Government’s ability to meet demands for future public health emergencies
Key indicators – OGA

Enhanced Global Health Security Collaboration

*from strategic engagements and cross-sectoral collaborations with domestic and international partners*

<table>
<thead>
<tr>
<th></th>
<th>FY2021 (Starting Value)</th>
<th>Current Value</th>
<th>Target Value</th>
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<tbody>
<tr>
<td>Number of key deliverables</td>
<td>56</td>
<td>17</td>
<td>72</td>
</tr>
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</table>

FY2022 Q1: 20
FY2022 Q2: 20
Key indicators – CDC/ATSDR

Concurrent Disaster Resources

Chemical Emergencies Website

Percentage Completed (CD)

Percentage Completed (CE)
Key milestones – CDC/ATSDR Strategy

- **Strategy**: Develop resources for STLT jurisdictions to strengthen their environmental health emergency capabilities for concurrent disaster and chemical emergencies.
- **Description**: CDC/ATSDR will work with partners and jurisdictions to research, develop, pilot and share resources that will inform STLT public health and environmental health emergency preparedness operations. The resources will be guided by a needs assessment and interagency federal workgroup of emergency management professionals.

<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Milestone Due Date</th>
<th>Milestone Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Award cooperative agreement OT18-1802 to National Environmental Health</td>
<td>Q1 FY22</td>
<td>Complete</td>
<td>Funding was successfully awarded and sub-awarded.</td>
</tr>
<tr>
<td>Establish Concurrent Disasters Inter-Agency Work Group</td>
<td>Q1 FY22</td>
<td>Complete</td>
<td>The Inter-Agency Work Group had its third meeting on 4/13/2022</td>
</tr>
<tr>
<td>Complete concurrent disaster needs assessment of STLT jurisdictions</td>
<td>Q3 FY22</td>
<td>Complete</td>
<td>Findings were shared with the Inter-Agency Work Group</td>
</tr>
<tr>
<td>Pilot concurrent disaster exercise planning resources with STLT partners</td>
<td>Q1 FY23</td>
<td>Not Started</td>
<td></td>
</tr>
<tr>
<td>Finalize and share concurrent disaster resources based on piloting and</td>
<td>Q4 FY23</td>
<td>Not Started</td>
<td></td>
</tr>
<tr>
<td>Fiscal Year 2022 (FY22)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finalize chemical emergencies website structure</td>
<td>Q2 FY22</td>
<td>Complete</td>
<td>View the new home page here: Chemical Emergencies (cdc.gov)</td>
</tr>
<tr>
<td>Conduct user testing of chemical emergency website beta version</td>
<td>Q3 FY22</td>
<td>Not Started</td>
<td></td>
</tr>
<tr>
<td>Publish chemical emergencies website with a minimum of 3 chemical agents and</td>
<td>Q4 FY22</td>
<td>In Progress</td>
<td>Content currently in clearance to support CDC Ukraine response.</td>
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<tr>
<td>3 industrial chemicals of concern.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Update the chemical emergencies website based on user feedback</td>
<td>Q2 FY23</td>
<td>Not Started</td>
<td></td>
</tr>
<tr>
<td>Finalize a protocol for expanding and maintaining chemical emergencies website</td>
<td>Q4 FY23</td>
<td>Not Started</td>
<td></td>
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## Key milestones – ACF/OHSEPR Strategies

<table>
<thead>
<tr>
<th>Emergency Preparedness STLT Playbook</th>
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<tbody>
<tr>
<td>Key Milestone</td>
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<tr>
<td>---</td>
</tr>
<tr>
<td>Solicit feedback from and analyze recently-issued federal playbook for disaster human services with key emergency partners; draft SOW for contract solicitation</td>
</tr>
<tr>
<td>Proceed with contract solicitation</td>
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<tr>
<td>Issue contract award</td>
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<tr>
<td>Contractor engages human &amp; social service STLT partners, conducts focus groups with national organizations, develops case studies, summarizes content, drafts reviewed and cleared, and playbook published.</td>
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## Key milestones – ASPR Strategies

<table>
<thead>
<tr>
<th>Key Milestone</th>
<th>Milestone Due Date</th>
<th>Milestone Status</th>
<th>Change from last quarter</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishing operational Office of Innovation and Industrial Base Expansion within ASPR</td>
<td>Q3, FY22</td>
<td>On-track</td>
<td></td>
<td>Provide status of hiring and on-boarding of critical leadership and support positions with ASPR IBx to support Domain supervision, program management, and contracting expertise.</td>
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<tr>
<td>Q4, FY22</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Q2, FY23</td>
<td></td>
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<tr>
<td>Q4, FY23</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Establish key leadership positions (Director, Deputy Director, and Chief of Staff) within the Office of Innovation and Industrial Base Expansion within ASPR</td>
<td>Q2 FY22</td>
<td>Complete</td>
<td></td>
<td>The IBX office has hired an Acting Director, Deputy Director, and Chief of Staff to assess program management needs, identify resources to onboard new staff and reassign staff positions.</td>
</tr>
<tr>
<td>Establish key programmatic domains: PPE, Testing and Diagnostics, Platform Technologies, DPA and Emergency Response Authority</td>
<td>Q2 FY22</td>
<td>On-track</td>
<td></td>
<td>The four programmatic areas have been identified and lead positions are completing onboarding.</td>
</tr>
</tbody>
</table>
Summary of progress

Narrative – FY 22 Q2

**CDC/ATSDR**

**Concurrent Disasters:** CDC/ATSDR Office of Emergency Management (OEM) continued working with the National Environmental Health Association (NEHA) and the Council for State and Territorial Epidemiologists (CSTE) toward the goal of developing and piloting concurrent disasters resources for state, tribal, local and territorial jurisdictions. In Q2 of FY22, funded partners completed a concurrent disasters needs assessment and an environmental scan of existing literature and resources. Partners also identified and funded six state and county health authorities to participate in the exercises: Michigan DHHS, Tennessee DOH, South Carolina DHEC, Williamson County (TX), Cape Girardeau County (MO) and Johnson County (KS). CDC/ATSDR along with partners and funded jurisdictions are scheduled to begin the tabletop exercise pilots in Q3 FY22.

**Chemical Emergencies:** The Chemical Emergencies Website project has been accelerated by CDC’s response to the complex emergency in Ukraine. A new landing page has been published and the team has planned several phased improvements. Updated facts sheets for 7 chemical agents (ammonia, sarin, sulfur mustard, tabun, phosgene, soman and lewisite) were developed for CDC’s Ukraine Regional Response; these products are currently in clearance and will be posted promptly at Chemical Emergencies (cdc.gov).

**ASPR**

**Establishment of the ASPR Office of Industrial Base Expansion (IBx):** ASPR continued to work to establish IBx as an operational office at ASPR. As of Q1 and early Q2, the work that will be led and coordinated by ASPR IBx office has been initiated, utilizing both annual and supplemental appropriations.

**ACF**

ACF continues to work on the deliverables identified in the APG in executing the project plans from initiation to execution and through to closure. Subject to engagement timelines or administrative processes (e.g., PRA, contracting deadlines) leadership direction or emergency incident response operations, project activities, timelines, and/or milestones may shift in Q3 and Q4.
OGA

Summary: Progress achieved during Q2 included key deliverable around the Global Health Security Agenda (GHSA), ACT-Accelerator, sustainable preparedness financing, and bilateral and multilateral global health security (GHS) efforts. There were 17 relevant deliverables identified in Q2 of FY 2022, and we are projected to achieve or exceed the annual target value.

Highlights:

- Finalized financing framework for the ACT-A. The framework was publicly launched and key fundraising opportunities have been laid out for financing ACT-A.
- Co-lead with Indonesia the newly launched Tracking and Accelerating Progress Working Group of the ACT-A
- Advanced USG position in the GHSA Steering Group covering issues on the future of GHSA 2024 and accelerating progress towards the Target
- Held a public launch event for the new GHSA Legal Preparedness Action Package to promote legal preparedness as a critical capacity for global health security in collaboration with Argentina and the Georgetown Law’s O’Neill Institute for National and Global Health Law.
- Collaborated with the National Academies of Sciences, CDC, and the World Bank on a first meeting of experts to explore current evidence-based approaches and needed methods for assessing and prioritizing capabilities for preventing, detecting, and responding to infectious disease events.
Data accuracy & reliability

**ASPR**
Data for establishment of the ASPR Office of Industrial Base Expansion (IBx) will be based on milestones such as submitting and receiving approval for office goals, work plans, staffing plans, and budgets, along with strategic positions being filled to support proposed activities.

**OGA**
“Key deliverables” data include discrete policy decisions, political commitments, technical products, tools, and resources explicitly focused on strengthening the global health security architecture, addressing financing and legal preparedness gaps, and/or promoting equity in emergency preparedness, as tracked by the OGA Office of Pandemics and Emerging Threats. Note that process deliverables, such as the number of meetings held, are not captured in data collection.

**ACF**
The data included are represented as an estimated “percentage completed” of the known, associated project activities and key milestones outlined in the work breakdown structure.
CDC/ATSDR Strategy:
Both the Chemical Emergencies Website and Concurrent Disasters Resource Hub are measured by qualitative (0 to 1) indicators that are reported quarterly as a percentage of completion. The completion percentages are estimated by tracking internal activities and accomplishments that support the key milestones. Major accomplishments will be tracked by using the strategy milestones. To offset any limitations of internal tracking, CDC/ATSDR looks forward to complementing performance indicators with narratives of the work completed by both teams in each quarter, as well as the opportunity to present deliverables at the end of FY23.
Contributing Programs

Organizations:

- National Environmental Health Association (NEHA): will conduct needs assessment and develop draft resources for exercise planning for concurrent disasters.
- Council for State and Territorial Epidemiologists (CSTE): will recruit STLT jurisdiction for piloting concurrent disaster exercise planning resources.
- Administration for Community Living (ACL): program and subject matter expertise in providing resources and direct services for older adults and persons with disabilities through various programs after emergencies or disaster.
- Substance Abuse and Mental Health Services Administration (SAMHSA): program and subject matter expertise in providing immediate behavioral health and socio-emotional supports through various programs after emergencies or disaster.
- Office of the Assistant Secretary for Health (OASH): program and subject matter expertise in providing personnel resources and services in linking the continuum of care for disaster survivors.
- Health Resources and Services Administration (HRSA): program and subject matter expertise in coordinating and providing direct resources and services for minority and underserved communities through various programs after emergencies or disaster.
- Centers for Medicare and Medicaid Services (CMS): program and subject matter expertise in direct services to individuals and households in a steady-state and emergency environment.