



# Development of the 2014-2018 FEMA Strategic Plan Webinar

OPPA – December 19, 2013



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# Introduction

- FEMA is once again developing an agency strategic plan and your input is needed!
- This plan will set the Agency's direction ahead for the years 2014 through 2018.
- This strategic plan is not meant to start from scratch, instead it will:
  - Acknowledge and institutionalize the improvements made in recent years.
  - Set Agency-wide direction and challenge FEMA to achieve that



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# Overview

- FEMA is in the process of developing an agency strategic plan and your input is needed!
- The plan is designed to serve as a roadmap for the Agency and a useful tool to address long-term challenges.
- The plan aims to:
  - Identify linkages and construct the middle ground between broad, long-term inspirational ideas, and practical/tactical everyday execution; and
  - Provide a forum to discuss major, crosscutting issues throughout the Agency and the whole community.



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# Key Players in the Strategic Plan Process

The FEMA Administrator identified eight Priority Champions who will oversee development of the strategic content and guide its implementation.

- The Priority Champions are assigned to specific strategic priorities within the plan and have assembled teams combining all program areas.
- Representatives across all five priorities are here today to hear your perspective on the development of the areas of focus under their respective strategic priorities.



# The Five Priorities and the Assigned Champions

1. Be survivor-centric in mission and program delivery
  - Deb Ingram (Recovery)
2. Become an expeditionary organization
  - Mary Ann Tierney (Region 3) and Jeff Dorko (Office of Federal Disaster Coordination)
3. Posture and build capacity for catastrophic disasters
  - Corey Gruber (National Preparedness) and Bob Fenton (Response)
4. Enable disaster risk reduction nationally
  - Roy Wright (Mitigation)
5. Achieve business and management excellence
  - Sandy Geiselman (Mission Support) and Tom Lowry (Office of the Chief Financial Officer)



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# The Two Strategic Imperatives

In addition to the five strategic priorities, the themes and intent of two Strategic Imperatives must flow throughout the strategic plan:

- “A Whole Community Approach to Emergency Management” and
- “Foster Innovation and Learning.”



# Participation in Planning FEMA's Future

Next, you will hear from representatives from the five priority areas and learn more about their efforts and how you can help.

- FEMA is providing several opportunities for our partners and the public to participate through:
  - Webinar Discussions
  - Online Collaboration at [fema.ideascale.com](http://fema.ideascale.com)
- Additional opportunities will be provided for engagement throughout the planning process.
- Thank you for participating in this webinar and in the strategic planning process ahead!





# STRATEGIC PRIORITY 5: Achieve Business and Management Excellence

2014-2018 FEMA STRATEGIC PLAN



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# 2018 Outcome

## P5: Business and Management Excellence

End State:

- FEMA will be recognized throughout government as an organization prepared to respond successfully to any crisis as a result of:
  - Its commitment to organizational excellence by a team of motivated and engaged employees;
  - A foundation of predictable, repeatable, and transparent business practices that are completely integrated across the enterprise;
  - Well understood decision models for resource allocation and program decisions;
  - Creating customer-centric business practices to drive desired outcomes.
- Technology and governance will be enablers to success in all we do.



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# Strategic Objectives

## P5: Business And Management Excellence

### 1. People

Build and sustain a qualified and motivated workforce, committed to excellence.

### 2. Quality

Create predictable, repeatable, and transparent internal business practices that are completely integrated across the enterprise.

### 3. Resources

Establish decision models used across the enterprise for resource allocation and program decisions based on strategic imperatives.

### 4. Service

Ensure all externally facing business practices are customer centric and drive desired outcomes.



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# STRATEGIC PRIORITY 4: Enable Disaster Risk Reduction Nationally

## 2014-2018 FEMA STRATEGIC PLAN



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# 2018 Outcome

## P4: Risk Reduction

### End State:

- *All FEMA components –including Preparedness, Response, Recovery and Mitigation –are actively working with the whole community to achieve the management and reduction of current and future risk from all hazards and threats, including climate change. FEMA will provide national-level leadership to support open, shared hazard data, analysis and tools to get knowledge into the hands of those who need it, when they need it; a cultural shift toward hazard risk reduction; an environment that fosters and rewards know-how in risk management; and harnessing and leveraging available resources from across the Federal government to reduce the nation’s current and future exposure to risk.*



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# Strategic Objectives

## P4: Reduce Risk

### 1. Provide Credible, Accessible and Actionable Risk Data

Coordinate the collection, analysis and dissemination of credible, accessible, scalable and actionable threat and hazard identification and risk assessment data to inform decision-makers across the whole community on how their actions reduce or increase that risk.

### 2. Advance Risk Management Capability across the Whole Community

Facilitate the management of the risk environment across the whole community (risk management know-how), creating national and local managers and leaders in risk reduction across the nation.

### 3. Lead a National Cultural Shift toward Disaster Risk Reduction

Lead the nation in promoting a cultural shift that embeds risk management, mitigation and climate change adaptation in all planning and development decision-making, both pre- and post-disaster.

### 4. Ensure FEMA Programs are Demonstrably Flexible and Adaptive to Support Leading-Risk Reduction Efforts

Ensure the Agency's insurance, mitigation, preparedness and recovery programs are sufficiently flexible and adaptive to support innovative community-level actions to reduce the nation's current and future exposure to disaster risk, including risks associated with climate change.

### 5. Strengthen Collaboration in Risk Reduction across the Federal Government

Strengthen collaboration across the Federal risk reduction community of practice to promote and environment of teamwork, unity of action and adaptive decision-making to support disaster-resiliency.



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# STRATEGIC PRIORITY 3:

## Posture and Build Capacity for Catastrophic Disasters

### 2014-2018 FEMA STRATEGIC PLAN



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# 2018 Outcome

## P3: Posture and Build Capacity for Catastrophic Disasters

End State:

- FEMA and our partners are working together to posture and build collective capacity to address the significant and complex challenges of catastrophic disasters as a result of:
  - Systematic implementation of the National Preparedness System - that integrates ongoing efforts to be more efficient and effective.
  - Shared planning efforts – by which the whole community thinks through potential crises, determines requirements, maximizes all-hazards capabilities, and addresses the collective risk.
  - Strong partnerships - that engage individuals, families, communities, private and nonprofit sectors, faith-based organizations, and all levels of government.



# Strategic Objectives

## P3: Catastrophic Disasters

### 1. National Preparedness System (NPS)

Leverage the contributions of partners across the whole community to develop the NPS and achieve the National Preparedness Goal.

### 2. Citizens and Survivors

Identify, enable, and support the inherent capabilities and capacity of citizens and survivors.

### 3. Core Capabilities

Utilizing catastrophic planning assumptions under the “Maximum of Maximums” framework, apply whole community approaches build capacity.

### 4. FEMA Readiness

Ensure disaster workforce is trained, equipped, and qualified to provide critical support to survivors during a disaster.



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# STRATEGIC PRIORITY 2: Become an Expeditionary Organization

## 2014-2018 FEMA STRATEGIC PLAN



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# 2018 Outcome

## P2: Expeditionary Organization

### End State:

- FEMA is an agile and adaptable emergency management force in readiness, actively engaged and partnering with the whole community of stakeholders to build national resilience and reduce risks.
- When required, FEMA rapidly deploys properly trained and equipped teams and individuals, supported by the right doctrine, policies and procedures to conduct effective survivor-centric operations.

# Strategic Objectives

## P2: Expeditionary Organization

### 1. People

Establish an enterprise-wide expeditionary culture and increase capacity across FEMA's workforce.

### 2. Process

Build and sustain innovative doctrine, policies and business processes that enable expeditionary service delivery.

### 3. Organization

Ensure FEMA is organized and resourced to maintain its presence and conduct sustained operations in supported communities.

### 4. Relationships

Through forward presence enhance whole community relationships to align and synchronize FEMA operations, integrate partner capabilities and meet stakeholder needs.



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# STRATEGIC PRIORITY 1:

## Be Survivor Centric in Mission and Program Delivery

### 2014-2018 FEMA STRATEGIC PLAN



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# 2018 Outcome

## P1: Survivor Centric

### End State:

- FEMA will reorient its activities and improve its programs to lessen the burden placed on disaster survivors.
- FEMA will work with our partners across the whole community to develop holistic solutions and identify referrals to answer survivor questions quickly.
- FEMA will achieve a timely presence on the ground to support survivors.
- FEMA will develop simplified policies and procedures to assist state, tribal and local officials with their recovery efforts to meet survivor needs.



# Strategic Objectives

## P1: Survivor Centric

### 1. Individuals and Households

Delivering services to disaster survivors faster and more effectively.

### 2. Community Leaders/ Decision Makers

Providing support to community leaders/ decision makers.

### 3. Field Operations

Better preparing FEMA deployed staff to support survivor and community recovery.

### 4. Communications

Improving the way FEMA communicates with disaster survivors and community leaders.



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# How You Can Participate

Additional opportunities will be provided for engagement throughout the planning process.

- FEMA is encouraging partners to join in the public discussion made available through the online collaboration forum at [fema.ideascale.com](http://fema.ideascale.com)
- Details on the strategic priorities and imperatives can be found in [\*The FEMA Administrator's Intent Priorities Fiscal Years \(FY\) 2015-2019\*](#)

Thank you in advance. Your input will help set FEMA's direction in the years ahead.

