



# Shaping FEMA

## Overview of the 2014-2018 Strategic Plan



**FEMA**

March 19, 2014

Office of Policy and Program Analysis

# Shaping FEMA: Principles for the 2014 – 2018 Strategic Plan development

The 2011-2014 FEMA Strategic Plan was about charting a new course for the Agency. The 2014-2018 FEMA Strategic Plan is about:

1. Acknowledging and institutionalizing the changes we've already effected
2. Setting agency-wide direction & challenging the agency to achieve

The approach to developing the 2014-2018 Strategic Plan was designed to:

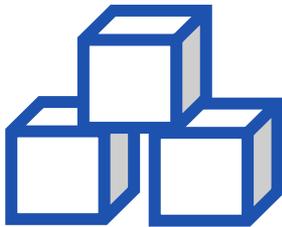
1. Identify **linkages** and construct the **middle ground** between broad, long-term, inspirational **ideas**, and practical/tactical, everyday **execution**.
2. Foster individual ownership, as well as **collaboration** and cross-pollination.
3. Provide a **forum** to discuss major, **crosscutting issues** (cultural, situational, political, economic) throughout the Agency and the Whole Community – and to **engage** the entire Agency (from leadership to practitioners) in addressing these issues.

*This is about how we are aggressively driving our agenda forward;  
It is not a wholesale departure from what we've been doing*

# Plan development incorporated two complementary efforts: Strategic Plan Priority Teams and Clean Slate Challenge Teams

## Strategic Plan Priority Teams

- Aligned around FEMA's strategic imperatives and priorities
- Promoted collaboration and cross-pollination
- Tasked with defining success for our priorities and determining initiatives for future investment based on current operating constraints



## Clean Slate Challenge Teams

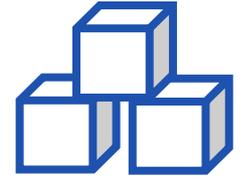
- Explored alternative operating models
- Examined the impact of external trends
- Tasked with generating diverse & creative ideas



## Mechanisms for staying coordinated

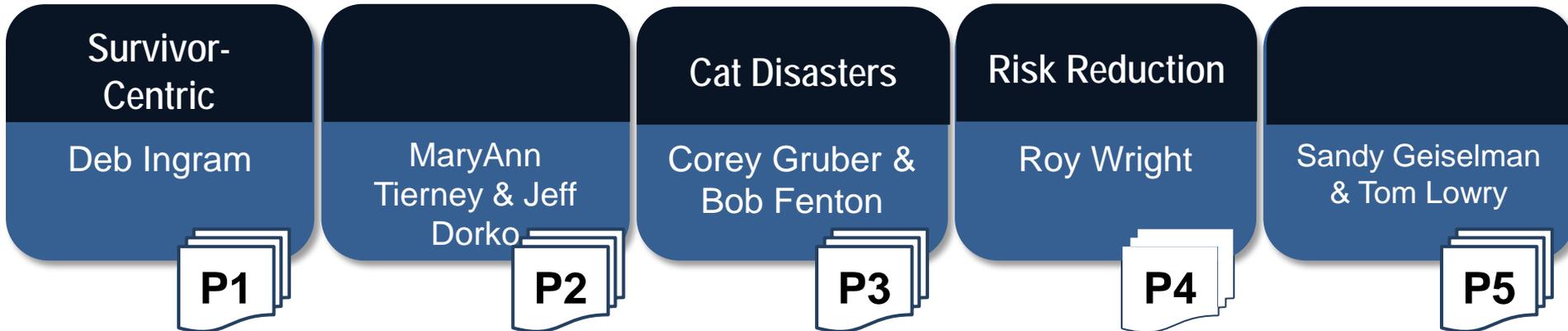
- Regular leadership briefings
- Joint communications
- Joint working sessions
- Shared fact base

# Strategic Plan Priority Team Content Development



The body of the Strategic Plan (SP) is structured around the 2 imperatives and 5 priorities set forward in the Administrator's Intent

FEMA career senior leaders were named "Priority Champions" for each of the Administrator's Priorities:



Champions were responsible for generating Plan content based on OMB A-11 guidelines:

## Elements:

- Desired Outcomes
- Integrated Strategic Objectives
- Strategies (for implementing objectives)
- Performance Goals/Milestones

## Implications:

- Programming
- Budget
- Policy
- Statutory

# Clean Slate Challenge Team Content Development

Three Challenge Teams drawn from across the Agency used a common fact base to understand and rethink FEMA's operating context and current performance

For 5 weeks in early 2014, FEMA reimagined itself – answering the question:  
*are we who we want to be?*

**What if we threw out assumptions and re-imagined FEMA?**

Given what we know about the future, and given our legal obligations - it's time to challenge our own assumptions and rethink FEMA (our role and our organization)

**Could we come up with entirely new ways to operate?**

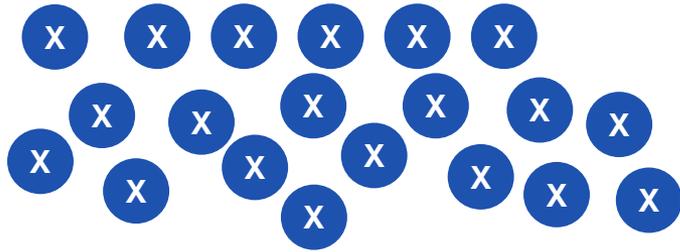
Each team received world-class training to create new operating models and identify barriers to overcome in future-state paradigm

**Could we turn those ideas into action, and create a roadmap to reshape FEMA?**

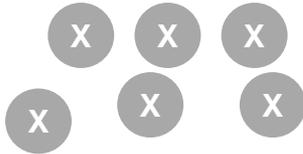
Team outputs included big ideas used to validate, challenge, and improve FEMA's strategic thinking.

# Senior Leaders were presented with insights from both development efforts, and asked to define strategic direction

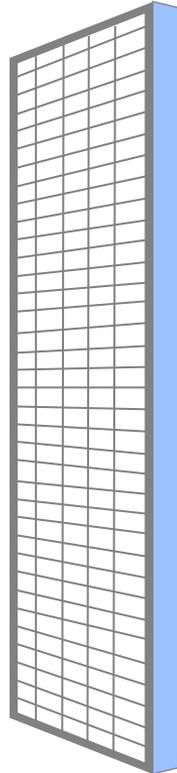
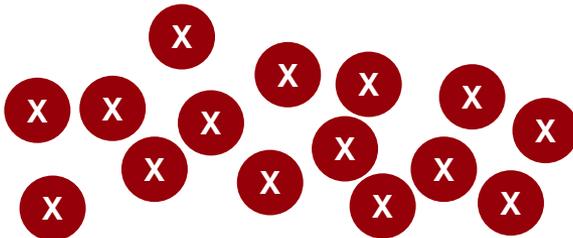
## Strategic Plan content



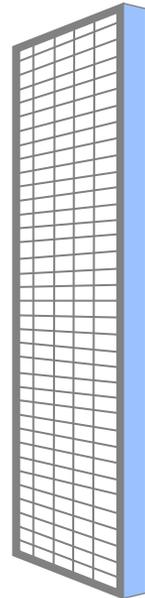
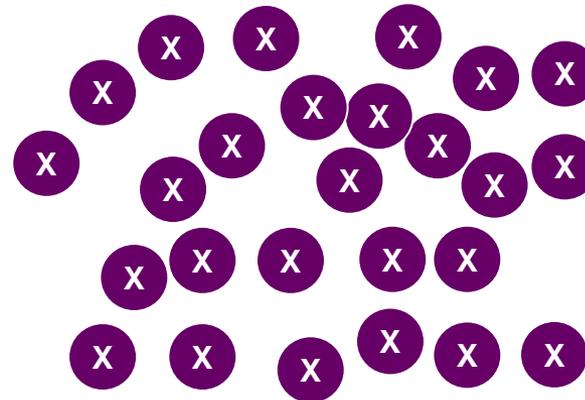
## On-going and required activities



## Clean Slate Project ideas



## Initiatives for consideration at the Senior Leadership Offsite



FEMA's  
strategic  
direction

The Strategic Plan and Clean Slate Project teams worked together with Priority Champions to identify a set of initiatives that encompass the outputs from both projects

At the Offsite, leaders were asked to define FEMA's strategic direction by prioritizing from a set of initiatives

# Discussions at the offsite were used to refine and better situate the five strategic priorities

## FEMA's Strategic Priorities:

**P1: Be survivor centric in mission and program delivery**

Ensure that FEMA's programs and services maximize speed, efficiency and ease of use for individuals and communities

**P2: Become an expeditionary organization**

Guarantee we have the capacity to rapidly respond and appropriately sustain incident operations

**P3: Posture and build capability for catastrophic disasters**

Lead the effort to prepare the nation for a catastrophic event, engaging the whole community to address capability shortfalls

**P4: Enable disaster risk reduction nationally**

Exert greater influence nationally to catalyze risk-informed action at all levels of society

**P5: Strengthen the organizational foundation**

Invest in our workforce, work smarter through data, streamline business processes, and align strategy, budget, and execution

# At the offsite, leadership chose to focus Agency efforts toward 29 initiatives, situated under each of the five priorities

## P1: Be survivor centric in mission and program delivery

- 1 Streamline and simplify services for individuals and communities to maximize impact for survivors
- 2 Provide information and tools to enhance SLTT leaders' capacity and promote or incentivize actions
- 4 Develop and deliver accessible messages before, during, and after disasters to change behaviors and increase individual and community capacity to take effective action
- 5 Prepare a package of legislative proposals to potentially raise following a major event, including consolidating funding into block grants.

## P2: Become an expeditionary organization

- 6 Improve cadre management to ensure individual and collective readiness and capability of incident workforce
- 8 Develop standard operating procedures and JFO deployment packages to ensure effective and efficient incident operations
- 9 Create a lighter JFO footprint by focusing on using virtual JFOs for lower level disasters and assigning the right assets for the right amount of time
- 27 Integrate incident operations with State, Local, Tribal, and Territorial partners.

## P3: Posture and build capability for catastrophic disasters

- 10 Leverage the inherent capabilities and capacity of citizens and survivors and prepare to enable their action during a catastrophic incident
- 12 Implement an FQS-like National Qualification System with SLTT partners to facilitate management of a catastrophic event by the whole community
- 28 Continue to develop and implement the National Preparedness System.
- 29 Build and sustain core capabilities to achieve the National Preparedness Goal

## P4: Enable disaster risk reduction nationally

- 13 Modernize Hazus and the Nation's flood maps to enable risk-informed decisions
- 14 Lead the development of a distributed, national multi-hazard risk information and collaboration portal
- 15 Build a risk and threat exposure baseline model with indicators to measure national performance in risk reduction
- 16 Achieve functional alignment of the 404 and 406 Mitigation programs to advance management of future risk
- 17 Facilitate collaborations to strengthen risk standards and guide resilient investments
- 19 Reshape funding agreements with SLTTs to incorporate cost sharing and deductibles
- 31 Continue to implement NFIP reforms under Biggert-Waters 2012.
- 18 Increase transparency on all fronts with a transparency website that tracks federal and state funding
- 30 Advance risk management capability across the whole community.

## P5: Strengthen the organizational foundation

- 20 Empower the workforce through defined career paths and tools for career self-management
- 24 Institutionalize a cohesive, agency-wide leadership development program to grow future leaders from within
- 22 Adapt and implement a planning, programming, budget, and execution (PPBE) process at FEMA that links strategy to performance outcomes
- 33 Review IT spending and focus investments on resilience and critical capabilities
- 21 Operate an effective hiring system to prioritize the acquisition of needed talent, decrease time to hire and quickly fill positions
- Integrate knowledge, data, and people to drive evidence-based decision making
- 32 Streamline FEMA's business practices.
- 34 Develop a system for managing grants cradle to grave

# Next Steps

## 1. Transition to execution

- Based on direction from the offsite

## 2. Finalization of the public-facing strategic planning document

- Written by a cross-agency team for release in the 3rd quarter of FY14