

FEMA Strategic Plan

2014–2018



FEMA

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FOREWORD



I am pleased to share with you the Federal Emergency Management Agency's 2014–2018 Strategic Plan.

The Plan reflects objectives the Agency will accomplish to provide the best possible support to the American people before, during, and after disasters. It sets forth the strategies we will employ to accomplish our objectives and also establishes measurable outcomes for us to achieve. This Strategic Plan was developed through the involvement of hundreds of FEMA employees and many external stakeholders who contributed to generating our objectives, strategies, and outcomes, and who are now working with us to execute this Plan.



FEMA's 2014–2018 priorities are to:

1. Be survivor-centric in mission and program delivery;
2. Become an expeditionary organization;
3. Posture and build capability for catastrophic disasters;
4. Enable disaster risk reduction nationally; and
5. Strengthen FEMA's organizational foundation.

This Strategic Plan is not a check-the-box document that will sit on a shelf. It was developed through the participation of a large group of dedicated people, and the Plan will be executed by the entire Agency working together with external partners. I am committed to basing FEMA's resource decisions going forward on achieving the outcomes we have set forth in this Plan.

FEMA, however, is just one part of the Nation's emergency management team. We will be successful only if we build, sustain, and draw upon the capabilities of the whole community. I look forward to working with partners throughout Federal, state, and local governments; tribal governments; the private sector; faith-based and non-profit communities; and citizens across our country to bring about the outcomes set forth in this Plan. Your support and engagement will ensure our collective success.

W. Craig Fugate
FEMA Administrator

EXECUTIVE SUMMARY



The 2014-2018 FEMA Strategic Plan advances the Agency'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. For 2014 to 2018, FEMA will focus on five strategic priorities, institutionalizing key improvements while building Agency capacity and strengthening national capabilities for disaster preparedness. The five priorities outlined below, along with their associated outcomes, will spur cross-Agency collaboration, guide allocation of resources, and inform how all FEMA employees approach their work. These efforts will further integrate two strategic imperatives into the Agency's programs and operations: a whole community approach to emergency management and a culture that fosters innovation and learning.

5 STRATEGIC **PRIORITIES**

16 KEY **OUTCOMES**


	<p>PRIORITY 1: Be Survivor-Centric in Mission and Program Delivery</p> <ul style="list-style-type: none">• Disaster services are transparent, efficient, and effective in meeting the needs of survivors.• Local leaders and tribal officials are better prepared and positioned for effective recovery and mitigation.• Individuals and communities know the steps to take, have the tools required, and take appropriate actions before, during, and after disasters.
	<p>PRIORITY 2: Become an Expeditionary Organization</p> <ul style="list-style-type: none">• Unified and coordinated Federal response and recovery operations successfully support and complement state, local, tribal, and territorial incident operations.• FEMA's incident workforce is appropriately staffed and managed to rapidly mobilize, efficiently deploy, and effectively engage in multiple sustained operations in the response, recovery, and mitigation mission areas.• Incident operations are efficient, timely, and predictable.
	<p>PRIORITY 3: Posture and Build Capability for Catastrophic Disasters</p> <ul style="list-style-type: none">• Capability gaps are identified and addressed in National Preparedness System planning, training, and exercises.• Partnerships, tools, and resources are in place to support national-scale response and recovery operations for catastrophic disasters.• Survivors, bystanders, and grassroots organizations are better prepared and positioned to take immediate independent response actions in catastrophic events.
	<p>PRIORITY 4: Enable Disaster Risk Reduction Nationally</p> <ul style="list-style-type: none">• The whole community uses the best-available data and analytic tools to make better risk-informed decisions before, during, and after disasters.• Whole community partners make resilient investments in development and rebuilding.• Congressionally mandated reforms are implemented to advance flood insurance affordability, financial stability of the National Flood Insurance Program, and reduction of the risks and consequences of flooding nationwide.
	<p>PRIORITY 5: Strengthen FEMA's Organizational Foundation</p> <ul style="list-style-type: none">• FEMA has a qualified, effective, and engaged workforce recognized for its excellence.• Integrated analytics capabilities support effective and efficient operations and greater consistency and transparency in decision-making.• FEMA's strategy, resources, and performance outcomes align to maximize mission impact.• Business processes are transparent and produce consistent, high-quality results.

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FEMA STRATEGIC PLAN

INTRODUCTION



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.

Ethos

To serve the Nation by helping its people and first responders, especially when they are most in need.

Core Values

Compassion, Fairness, Integrity, Respect

The Joplin "Spirit Tree," one of the many trees in Joplin, Missouri, that was destroyed by a deadly tornado that struck Joplin on May 22, 2011. The tornado killed 161 residents of Joplin, destroyed 25 percent of the town, and generated \$2.2 billion in property damage. This 40-foot tree was painted with vibrant colors inspired by Native American spirit stick art. The "Spirit Tree" is a symbol of the unity and resilience of the residents of Joplin. FEMA supports the recovery efforts of towns and communities like Joplin as they work to recover and rebuild after a disaster. Source: FEMA Photo Library



FEMA canvasses tornado-stricken neighborhoods in Moore, Oklahoma. Source: FEMA Photo Library

I. Foundations for the Strategic Plan

For more than 35 years, FEMA has played a crucial role in leading the Nation to prepare for, protect against, respond to, recover from, and mitigate all hazards. To continue to accomplish its mission in the years to come, FEMA must work collaboratively with stakeholders across the whole community to ensure the United States is better prepared for current and future risks. This Strategic Plan outlines the steps FEMA must take to adapt and strengthen its capabilities for the future environment.

FEMA will continue to embody its ethos in service to the Nation. This ethos encompasses everything the Agency does. It calls for FEMA to integrate its core values—compassion, fairness, integrity, and respect—into the Agency’s day-

to-day operations, employee relations, and in interactions with the public before, during, and after disasters.

The 2011–2014 FEMA Strategic Plan moved the Agency in a new direction. It promoted a whole community inclusive approach to emergency management, acknowledging the important roles played by a wide range of community partners, thereby creating a more flexible and agile FEMA. The 2014–2018 FEMA Strategic Plan builds on the progress made during the past four years, and institutionalizes those efforts in ways that will position FEMA and its partners to improve outcomes for disaster survivors and enhance the Nation’s preparedness for and resilience to future disasters.

II. Strategic Environment

Policy Context

FEMA's Strategic Plan is part of a broader framework to secure the United States and its citizens through coordinated action by the Federal government and its partners. As a component of the Department of Homeland Security (DHS), FEMA is part of a larger preparedness team. Together, the organizations within DHS work toward a common vision—a homeland that is safe, secure, and resilient to all hazards.

The National Security Strategy, the DHS Quadrennial Homeland Security Review (QHSR), and the DHS Strategic Plan provide a foundation for the FEMA Strategic Plan. These documents outline a strategic framework to guide the activities of homeland security partners toward a common end. The 2010 National Security Strategy recognizes that national security draws on the strength and resilience of our citizens, communities, and economy. FEMA and its partners in the emergency management community have a critical role in achieving the objectives laid out in these strategic documents.

In 2011, President Obama signed Presidential Policy Directive 8: National Preparedness (PPD-8), describing the Nation's approach to preparing for threats and hazards that pose the greatest risk to national security. DHS and FEMA coordinate the All-of-Nation effort to improve preparedness for and resilience to all hazards. The directive calls for a whole community approach to preparedness that includes all levels of government, the private and nonprofit sectors, civic and faith-based organizations, communities, and individuals. PPD-8 is organized around the following elements that are referenced throughout this Strategic Plan:

- The *National Preparedness Goal* states the outcome to be achieved: a secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from threats and hazards.
- The *National Preparedness System* describes the means to achieve the National Preparedness Goal, using an integrated set of guidance, programs, and processes.

Department of Homeland Security Quadrennial Homeland Security Review

DHS Vision Statement

“A homeland that is safe, secure, and resilient against terrorism and other hazards, where American interests, aspirations, and way of life can thrive.”

DHS Missions





A statue dedicated to the firefighters who lost their lives in New York City on September 11, 2001, located at the National Emergency Training Center in Emmitsburg, Maryland. Source: FEMA Photo Library

- *National Planning Frameworks and Federal Interagency Operational Plans* describe the coordinating structures for delivering capabilities for particular threats and incidents.
- An annual *National Preparedness Report* evaluates and documents the progress made toward achieving the National Preparedness Goal.

DHS and FEMA collaborate with executive departments and agencies; state, local, tribal, and territorial governments; the private and nonprofit sectors; and the public on the implementation of the National Preparedness System.

Strategic Foresight

Understanding the future operating environment of emergency management is critical to effective strategic planning by FEMA and its partners. FEMA launched the Strategic

Foresight Initiative as a resource for the whole community, identifying key factors driving change in the world and exploring how those changes are likely to impact the emergency management field over the next 20 years. Presented in the report “Crisis Response and Disaster Resilience 2030: Forging Strategic Action in an Age of Uncertainty,” these change drivers and associated strategic needs were developed by analyzing major sociological, technical, environmental, economic, and political trends and by engaging emergency management stakeholders to project their impacts. As emerging issues, these long-range planning considerations are factored into the development and execution of FEMA’s Strategic Plan. Notable changes affecting the future emergency management landscape include:

- *Changing demographics.* Significant demographic changes are expected in the United States over the next 15-20 years. The population is expected to grow, increase in average age, and become more physically, economically, culturally, and ethnically diverse. Emergency managers must be prepared to effectively address the needs of this increasingly diverse population.
- *Shifting populations.* On average, Americans continue to move closer to large metropolitan areas and the Nation’s coastlines. These increasing population densities, especially when combined with increasing vulnerabilities, will continue to have significant implications for emergency management services and infrastructure.
- *Evolving role of the public in emergency management.* Individuals, families, community and faith-based organizations, and the private sector will continue to play an increasingly active role in meeting emergency management needs. As access to information and technology evolve, the public’s willingness and ability to self-organize will grow.

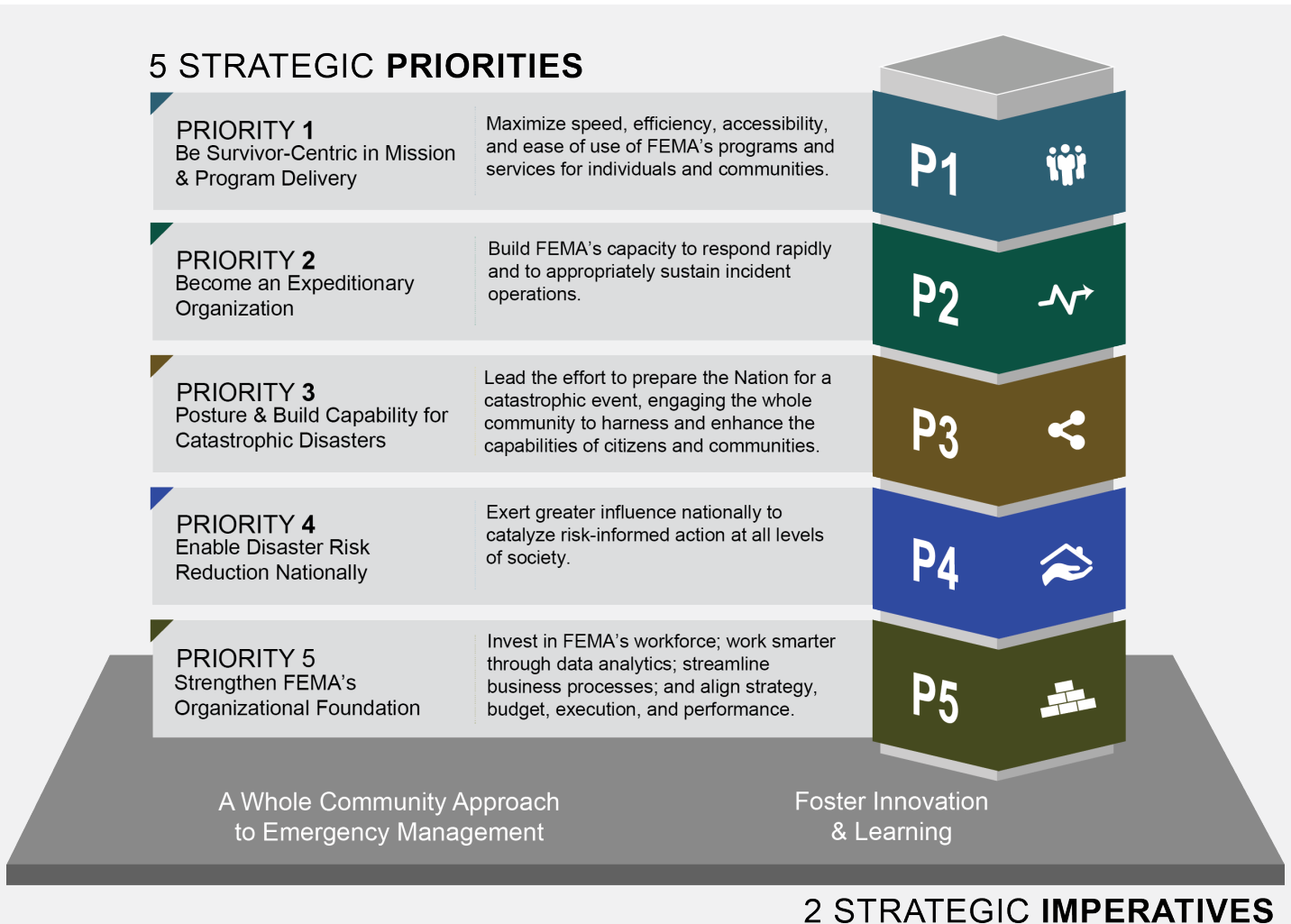
- *Increasing complexity of emergency management.* Complexity will increase as a result of new and more frequent threats, additional information to process (often with less time to analyze it), new players and participants, sophisticated technologies, and ever-increasing public expectations. This combination will create a vastly different landscape for risk assessment and operational planning in the future.

III. Strategic Priorities and Imperatives

With the National Preparedness Goal serving as a vision for the future, FEMA has identified five strategic priorities and two strategic imperatives that will frame the Agency’s approach to mission execution and program implementation.

These priorities and imperatives reflect FEMA’s consistent focus on building unity of effort among the entire emergency management team to meet the needs of disaster survivors and address our most significant risks, including potential catastrophic disasters. This emphasis on survivors and preparing for unprecedented events has reinforced the importance of FEMA’s Agency-wide expeditionary posture, risk-reduction efforts, workforce, and business operations in accomplishing the emergency management mission.

The strategic priorities listed below are FEMA’s top-level goals. These goals provide guidance for strategic efforts at all levels of the organization and serve as a framework for this Strategic Plan.



- **Strategic Priority 1—Be Survivor-Centric in Mission and Program Delivery.** Maximize speed, efficiency, accessibility, and ease of use of FEMA's programs and services for individuals and communities.
- **Strategic Priority 2—Become an Expeditionary Organization.** Build FEMA's capacity to respond rapidly and to appropriately sustain incident operations.
- **Strategic Priority 3—Posture and Build Capability for Catastrophic Disasters.** Lead the effort to prepare the Nation for a catastrophic event, engaging the whole community to harness and enhance the capabilities of citizens and communities.
- **Strategic Priority 4—Enable Disaster Risk Reduction Nationally.** Exert greater influence nationally to catalyze risk-informed action at all levels of society.
- **Strategic Priority 5—Strengthen FEMA's Organizational Foundation.** Invest in FEMA's workforce; work smarter through data analytics; streamline business processes; and align strategy, budget, execution, and performance.

FEMA's two strategic imperatives shape and influence the approach the Agency takes in carrying out its mission and achieving its strategic objectives.

- **Strategic Imperative 1—A Whole Community Approach to Emergency Management.** During the past five years, FEMA has succeeded in framing disaster resilience as a whole community responsibility, requiring all aspects of a community—not just the government—to effectively prepare for, respond to, recover from, and mitigate disasters. The following principles frame this mindset:

- Plan *with* rather than *for* communities.
- Engage and empower all parts of the community.
- Better understand and help meet the needs of the community.
- Strengthen what works well in communities on a daily basis.

Over the next few years, FEMA will continue to strengthen the whole community approach, further integrating it into Agency programs through execution of this Strategic Plan and by strengthening partnerships with stakeholders (volunteer, faith-based and community-based organizations, the private sector, and the public, including survivors themselves) in order to lead the Nation's emergency management community.

- **Strategic Imperative 2—Foster Innovation and Learning.** The Agency will continue to advance a culture that fosters innovation and learning, both within FEMA and across the broader emergency management community, placing a premium on developing and improving organizational capacity. FEMA will encourage new ideas, learn from past experience, and quickly adapt to changing conditions.

The following chapters provide details for each of the strategic priorities, beginning with identifying the outcomes to be achieved, and then describing the objectives and strategies that will be pursued in support of those outcomes. Each objective also includes an associated Performance Goal—a measurable target for the Strategic Plan period (2014 to 2018) that represents meaningful progress toward achieving the outcome.



STRATEGIC PRIORITY 1

BE SURVIVOR-CENTRIC IN MISSION AND PROGRAM DELIVERY



Key Outcomes

- Disaster services are transparent, efficient, and effective in meeting the needs of survivors.
- Local leaders and tribal officials are better prepared and positioned for effective recovery and mitigation.
- Individuals and communities know the steps to take, have the tools required, and take appropriate actions before, during, and after disasters.

The whole community approach to emergency management calls for those who manage disasters to understand and recognize both the needs and the capabilities of affected survivors. Strategic Priority 1 promotes this approach, focusing on supporting and empowering disaster survivors—including individuals, households, organizations, and communities.

Living through a disaster can be a traumatic, life-altering experience. Survivors then face additional challenges as they navigate the systems designed to help them begin the process of rebuilding their lives. Survivor-centric programs prioritize ease of access to services, continuously incorporating survivor feedback and shaping processes to fit the needs of those affected. FEMA will work with the whole community to ensure equal access to disaster services and to meet the functional needs of all individuals without discrimination.

Through the following objectives, FEMA will continue to work to ease the impact of disasters on survivors and increase their capacity to take effective and practical steps to help themselves, their families, and their communities.

Objective 1.1: Streamline and simplify disaster services for individuals and communities

FEMA plays a critical role in helping survivors recover from federally declared disasters. Complex and disconnected processes for accessing disaster assistance and critical services can add to the burden faced by survivors, impeding their ability to successfully recover from a disaster in a timely manner. FEMA will focus on improving the clarity of and access to actionable information, streamlining and simplifying processes and

policies, and ensuring that survivors receive disaster assistance quickly and conveniently. Emphasis will be placed on improving services for individuals during initial contact, whether it involves individual registration assistance, referral resources, or reporting critical unmet needs. FEMA will also focus on improving and streamlining community recovery services, including grant processing and related interactions.

In addition to the assistance provided through a wide range of FEMA programs, many survivor services are also provided by other organizations including public-, private-, and nonprofit-sector programs. FEMA plays an important role in working with whole community partners to help ensure that survivors can access applicable services as efficiently and effectively as possible.



FEMA employees register survivors for disaster assistance in Moore, Oklahoma. Source: FEMA Photo Library



State and local officials attend a meeting in Kearny, New Jersey, to discuss FEMA's Public Assistance Program in the wake of Hurricane Sandy. Source: FEMA Photo Library

FEMA will pursue the following strategies to streamline and simplify disaster services for individuals and communities:

- **Strategy 1.1.1:** Continuously improve survivor services by making FEMA's disaster assistance processes more simple, clear, and accessible.
- **Strategy 1.1.2:** Engage with whole community partners to optimize existing local resources and reduce administrative impacts on survivors.

Objective 1.1 Performance Goal

Increase individual survivors' and communities' satisfaction with the efficiency, simplicity, and accessibility of disaster services by 3 percentage points each year (beginning in 2016 after establishing 2015 baseline).

Objective 1.2: Provide support to local leaders and tribal officials to strengthen recovery and mitigation core capabilities

Supporting the needs and capabilities of local community leaders is also integral to being survivor-centric. Local leaders include government officials at the community and tribal levels, as well as representatives of local organizations, such as nonprofit and faith-based organizations, and private-sector employers. In partnership with state and tribal governments, FEMA will strengthen coordination with local community leaders, pursuing proactive approaches to sharing the information and support they need for managing disasters.

Every community's disaster experience is unique, requiring solutions that are designed for a specific set of circumstances. In support of state and tribal partners, FEMA will pursue a proactive approach in building stakeholder relationships

with local leaders to help them better identify and address their disaster recovery challenges. The Agency will help local leaders understand the potential benefits, downsides, and challenges of using different programs and resources to meet their community's recovery goals. Working alongside state and tribal partners, FEMA will also help increase the capabilities of local leaders by providing tools and resources they can use before, during, and after disaster events. FEMA will proactively support local leaders through post-disaster processes, providing recommendations that are tailored to each disaster's local context.

FEMA will pursue the following strategies to provide resources for local leaders to strengthen community resilience and recovery capabilities:

- **Strategy 1.2.1:** Promote a proactive approach toward working with local leaders—one that

helps local leaders and decision-makers efficiently and effectively utilize programs to best meet local needs.

- **Strategy 1.2.2:** Provide local leaders with tools and resources for planning, organizing, and sharing accountability for successful disaster management.
- **Strategy 1.2.3:** Engage tribal officials on requirements to request and manage Stafford Act declarations (pursuant to recent legislation authorizing tribal governments to apply directly for Federal disaster assistance)

Objective 1.2 Performance Goal

Increase the National Preparedness Report score for recovery and mitigation core capabilities by 3 to 5 percentage points each year.



Tribal leaders from Nebraska, Kansas, Iowa, and Missouri meet in Kansas City to help better prepare for potential disasters in the future. Source: FEMA Photo Library

Objective 1.3: Increase disaster awareness and action by improving communication

Clear and effective communication before, during, and after disasters is essential for empowering individuals, households, organizations, and communities to take actions that minimize disaster effects. Individuals require actionable information before a disaster strikes to help them prepare and protect themselves, their families, and their communities. Survivors require clear factual information following a disaster to help them access resources for their immediate needs and overall recovery.

During and after disasters, survivors (including businesses and community leaders) can use social media and other emerging technologies to share information about where resources

can be obtained locally. To support these efforts, FEMA will develop guidance and share best practices that encourage the use of communications and technology platforms to empower local action.

Pre-disaster preparedness communication aims to make the public aware of potential hazard risks and the steps they should take to stay safe when a disaster strikes. Working with whole community partners, FEMA will develop resources to enable, support, and further motivate individuals to take action. In addition, FEMA will increase the emphasis on engagement of individuals and households through their existing community networks (e.g., workplaces, schools, houses of worship, virtual networks) as a critical component of building community preparedness and resilience.



FEMA Region VI employees receive training at the Texas National Processing Service Center so they can process disaster assistance registrations from Hurricane Sandy survivors. Source: FEMA Photo Library

Survivor-Centric Communication Capabilities for the Future

As the U.S. population changes, increases in average age, becomes more culturally and linguistically diverse, and migrates to increasingly dense urban areas, key emergency management capabilities must be strengthened to effectively support survivor recovery. Some examples include improving multilingual proficiencies and strengthening FEMA's ability to engage and address access and functional needs throughout emergency planning and service delivery.

To improve communication strategies geared toward increasing action in the event of a disaster, FEMA will pursue the following:

- **Strategy 1.3.1:** Encourage constructive use of communications mechanisms and messaging (e.g., social media) in the immediate aftermath of disasters.
- **Strategy 1.3.2:** Work with whole community partners (including survivors) and communications experts to develop, refine, and disseminate accessible and actionable messages directed toward survivors before, during, and after disasters.

- **Strategy 1.3.3:** Increase the emphasis on engagement of individuals and households through their existing connections with the larger community (e.g., workplace, schools, houses of worship, virtual networks).

Objective 1.3 Performance Goal

Increase households that participated in a preparedness exercise or drill at their workplace, school, home, or other community location in the past year by 8 percentage points by the end of 2018.



STRATEGIC PRIORITY 2

BECOME AN EXPEDITIONARY ORGANIZATION



Key Outcomes

- Unified and coordinated Federal response and recovery operations successfully support and complement state, local, tribal, and territorial incident operations.
- FEMA's incident workforce is appropriately staffed and managed to rapidly mobilize, efficiently deploy, and effectively engage in multiple sustained operations in the response, recovery, and mitigation mission areas.
- Incident operations are efficient, timely, and predictable.



FEMA works with local officials to provide assistance to residents affected by flooding in Colorado. Source: FEMA Photo Library

To meet the needs of disaster-affected communities, FEMA must be an expeditionary organization with the right people and resources in the right places at the right times. This expeditionary role requires FEMA's incident workforce to be appropriately sized, trained, and organized to conduct effective and efficient operations, even under the most austere conditions. FEMA must be flexible and able to rapidly adapt to any disaster context.

Agency doctrine, business processes, and management practices must support an expeditionary orientation across the entire organization. Whether it is providing direct support to incident operations or maintaining important ongoing business functions, every FEMA employee is an emergency manager contributing to this aspect of the mission.

Objective 2.1: Improve alignment of FEMA incident operations with the needs of state, local, tribal, and territorial partners

FEMA must further align Federal disaster response and recovery operations with those of state, local, tribal, and territorial partners.

In support of this objective, FEMA regional offices and programs will continue building and maintaining relationships with these partners to better understand their incident management processes and to improve the effectiveness of the supporting Federal operations. To address challenges and obstacles in joint operations, FEMA will apply lessons learned to implement continuous and systematic process improvements.

FEMA will develop, improve, and administer processes for engaging appropriate state, tribal, and local stakeholders in after-action assessments and ensure processes are in place for incorporating solutions into Agency doctrine, policies, and procedures.

FEMA will pursue the following strategies to improve alignment of incident operations with the needs of state, local, tribal, and territorial partners:

- **Strategy 2.1.1:** Facilitate effective, integrated incident operations that align and synchronize key systems and processes with those of Federal partners and affected state, local, and tribal governments.

- **Strategy 2.1.2:** Develop a systematic approach for identifying, prioritizing, and executing operational improvements for critical (and commonly shared) issues.

Objective 2.1 Performance Goal

Increase state assessment rating of FEMA's ability to integrate and coordinate partners' disaster relief activities by 2 percentage points each year (beginning in 2016 after establishing 2015 baseline).

Objective 2.2: Improve the individual and collective readiness and capabilities of FEMA's workforce

When disasters strike, FEMA must be poised with a scalable and flexible force that is able to quickly orient and adapt to the location, scope, and context of each event. The workforce must be appropriately sized, organized, and equipped to rapidly deploy and effectively conduct disaster operations. FEMA will improve incident workforce organization and management systems and structures to better meet these needs. To ensure all necessary functions can be filled during disasters, the Agency will continue to improve the system for managing the availability of qualified personnel for disaster deployment. FEMA will also increase workforce readiness by improving the processes for procurement, maintenance, and replacement of mission equipment.

To ensure personnel are appropriately and adequately qualified and trained to perform their assigned functions, the Agency will place greater emphasis on professional development of the incident workforce through improved education, training, and qualification programs. In support of this objective, FEMA

will also establish systematic training and education protocols to ensure that workforce competencies are sustained, aligned, and focused on mission outcomes.

FEMA will pursue the following strategies to improve the individual and collective readiness and capabilities of the workforce:

- **Strategy 2.2.1:** Develop and implement an effective cadre management system that improves governance, coordination structures, and guidance for managing, developing, and measuring the performance of the incident workforce.
- **Strategy 2.2.2:** Develop and continually improve a standardized education and training system for the workforce that complements FEMA's qualification system and facilitates professional growth and development.

Objective 2.2 Performance Goal

Increase the operational readiness and deployability rating of FEMA's workforce to 80 percent or greater by the end of 2018.



An Urban Search and Rescue team near Boulder, Colorado. Source: FEMA Photo Library

Objective 2.3: Optimize the assignment of assets in support of incident operations

While FEMA's disaster operations directly support the needs of affected states, tribal governments, and communities, there are commonalities across operations that enable FEMA to better predict, plan, and manage incident support resources. FEMA will ensure that personnel and equipment resources are allocated effectively across the Agency and are capable of being rapidly delivered in support of incident operations. FEMA will build and implement improved analytical tools to assess disaster resource requirements quickly and ensure that assets are strategically positioned. These tools will help determine the optimal sizing, timing, and location for asset deployment during different types of disasters, improving FEMA's ability to plan and manage resources.

FEMA will systematically collect and analyze operational data to drive improvements in the Agency's readiness, effectiveness, and efficiency. Using this data, FEMA will improve standard operating procedures for incident operations. These procedures will support the rapid mobilization and deployment of the workforce, facilitate the immediate utilization of that force, and enable better management of operational costs. FEMA will also develop

and publish doctrine, operational policies, and best practices to guide effective and efficient scalable incident operations.

FEMA will pursue the following strategies to optimize the assignment of assets in support of incident operations:

- **Strategy 2.3.1:** Use data-driven decision-making to inform right-sizing of disaster staffing and operations, assess disaster resource needs to assign the right assets for the right amount of time, and ensure that FEMA resources are located strategically to ensure rapid delivery to supported communities.
- **Strategy 2.3.2:** Improve Agency-wide standard operating procedures for incident operations to better support the rapid mobilization and deployment of the workforce and enable the immediate employment of that force.

Objective 2.3 Performance Goal

By the end of 2018, deliver 95 percent of orders for required life-sustaining commodities (e.g., meals, water, tarps, plastic sheeting, cots, blankets, and generators) and key initial response resources by the targeted date.



FEMA mobile emergency operations vehicle loading onto a C-17 cargo aircraft for mobilization to Alaska during a Capstone Exercise. Source: FEMA Photo Library

Surge Capabilities for the Future

As demands on emergency management continue to grow in frequency and complexity, improved approaches for marshaling and transporting required disaster resources are needed. To prepare for future challenges, surge staffing models that include greater volunteer, private sector, non-governmental organization, and interagency support need to be explored. Regional and sub-regional sharing of assets, infrastructure, and logistics capabilities should also be considered in building surge capacity.



STRATEGIC PRIORITY 3

POSTURE AND BUILD CAPABILITY FOR CATASTROPHIC DISASTERS



Key Outcomes

- Capability gaps are identified and addressed in National Preparedness System planning, training, and exercises.
- Partnerships, tools, and resources are in place to support national-scale response and recovery operations for catastrophic disasters.
- Survivors, bystanders, and grassroots organizations are better prepared and positioned to take immediate independent response actions in catastrophic events.



FEMA Urban Search and Rescue team members search house to house for survivors in a tornado-devastated neighborhood in Moore, Oklahoma. Source: FEMA Photo Library

The greatest challenge in emergency management lies in preparing for a *catastrophic* disaster—an event with impacts so severe that existing emergency plans, coordination structures, and communications are insufficient and governmental capacity at all levels is quickly depleted. In its worst form, a disaster like this would be unprecedented in scale and complexity, and offer no advance notice of its arrival. For planning purposes, it is useful to focus on events that could exceed our current capabilities, because creative efforts to address worst-case scenarios can also help build the Nation’s resilience to disasters of all types.

Objective 3.1: Strengthen capabilities with the greatest potential to change outcomes on the ground in catastrophic disasters

FEMA will build on its work with the National Preparedness System (NPS) by tapping into the expertise and resources of a wide range of partners across the whole community to jointly achieve the National Preparedness Goal of a secure and resilient Nation. As the Executive Agent for the NPS, FEMA will continue working across all mission areas to develop, implement,

and maintain doctrine and guidance for the NPS and lead an interdisciplinary, integrated approach to national preparedness. FEMA will work to strengthen core capabilities by integrating existing training and education programs into a national system to prioritize the development and delivery of courses and to meet identified needs. FEMA will continue to support effective and efficient investment of preparedness grants to help build and sustain core capabilities.

FEMA will also identify and address critical gaps in core capabilities for response and recovery by continuing to build catastrophic disaster scenarios and incorporating them into planning and exercises. To test and validate plans and capabilities, FEMA will implement an ambitious exercise schedule with whole community partners including members of the international community. Using the core capabilities as a lens to analyze and report on the Nation’s preparedness, FEMA will highlight national trends and areas for improvement. Engagement with international partners will also identify lessons learned with potential applications to the United States.

Furthermore, FEMA will continue to lead government continuity planning, guidance,

and operations for the Federal Executive Branch in response to the full range of possible emergencies, striving to minimize the disruption of essential operations in order to guarantee an enduring government under the U.S. Constitution.

FEMA will pursue the following strategies to strengthen capabilities with the greatest potential to change outcomes on the ground in catastrophic disasters:

- **Strategy 3.1.1:** Continue to build and sustain the National Preparedness System.
- **Strategy 3.1.2:** Identify and address critical response and recovery capability gaps associated with catastrophic disaster scenarios.
- **Strategy 3.1.3:** Support efforts that ensure continuity of Federal government operations during a wide range of emergencies.

will develop additional partnerships with public and private-sector entities to improve information sharing, expand mutual aid opportunities, meet accessibility imperatives, and establish common professional standards (i.e., certifications and qualifications).

To facilitate rapid restoration of critical services after a catastrophic disaster, FEMA will also build and maintain an inventory of partner-capabilities and authorities. Recognizing that foreign governments would likely offer help after such an event, FEMA and interagency partners are also updating the standard operating procedures for requesting assistance and for reviewing and managing assistance offers from foreign countries.

FEMA will also lead the development and implementation of a national qualification

Objective 3.1 Performance Goal

Increase the planning elements of core capabilities rated as proficient by states and territories by 6 percentage points by the end of 2018.

Objective 3.2: Operationalize resource-sharing opportunities for catastrophic disasters

A catastrophic disaster will require FEMA to facilitate the rapid expansion of response and recovery capabilities in new ways. To better prepare for such an event, FEMA will strengthen resource sharing with key partners who have the ability to contribute to catastrophic disaster response efforts. FEMA



This state wildland fire-fighting apparatus is staged to be used to fight wildland fires in Southern California. Source: FEMA Photo Library

system for disaster professionals. This system will facilitate the deployment of a trained, credentialed, and qualified workforce in response to all-hazard incidents. To begin to develop this system, the Agency will align and use lessons learned from the current FEMA Qualification System (FQS), as well as similar qualifications systems currently in place in several state and Federal agencies. The effort will include an inventory of the knowledge, skills, and abilities required for each position necessary to staff a disaster response effort. FEMA will standardize certifications, qualifications, and credentials for those positions across the emergency management workforce and validate these descriptions with the emergency management community and subject matter experts using focus groups and other outreach methods. The national qualification system will not replace what state, tribal, and local governments already have in place but instead serve to unify existing efforts.

FEMA will pursue the following strategies to operationalize resource-sharing opportunities for catastrophic disasters:

- **Strategy 3.2.1:** Formalize relationships and commitments with key partners who have the ability to contribute to catastrophic disaster response and recovery efforts.
- **Strategy 3.2.2:** Implement a national qualification system to facilitate deployment of a trained, credentialed, and qualified workforce in response to all-hazard incidents.

Objective 3.2 Performance Goal

By the end of 2018, increase jurisdictions reported by states to have typed and inventoried their response and recovery resources and assets consistent with the National Incident Management System by 16 percentage points.



Thousands of residents work tirelessly sandbagging along the Souris River in Minot, North Dakota. Source: FEMA Photo Library

Objective 3.3: Lead the emergency management community in recognizing and supporting the immediate, independent actions of survivors, bystanders, and grassroots organizations in catastrophic events

In the aftermath of every disaster, especially large-scale disasters, members of the general public often take initiative and perform a host of actions, such as search and rescue, first aid, firefighting, traffic control, reunification, radio communications, transport of the injured, and recovery of remains. Disaster survivors and bystanders are usually the first ones to act in an emergency. They can be action-oriented problem-solvers. In fact, they save more lives, perform more rescues, and transport more injured than professional first responders. In addition, “digital humanitarians” mobilize via the Internet, social media, and other platforms to collect, analyze, and distribute information in support of incident response and recovery. The capacity of survivors and members of the public to act autonomously is a critical factor that is

not adequately reflected in current disaster planning efforts. To address this gap, FEMA will lead efforts to identify and encourage the immediate, independent mass-response actions of survivors and others—both as individuals and as members of grassroots groups—including faith-based and community organizations, as well as groups that form organically in the aftermath of a disaster.

FEMA will work to recognize and incorporate mass action and improvisational solutions by survivors and members of the general public in Agency doctrine, training, and planning efforts. The Agency will establish mechanisms for collecting post-disaster input and feedback from survivors and bystanders to explore how the emergency management community can best support and empower effective and safe individual action in the future. FEMA will also take actions to make it easier for survivors, bystanders, grassroots organizations, and digital humanitarians to act effectively during a disaster. Through the Ready Campaign, America's *PrepareAthon!*, Community Emergency Response Teams (CERTs), Citizen Corps Councils, and other programs, the Agency will design and deliver accessible information and tools to promote collective action, support emergent leadership, and empower grassroots

problem solving. FEMA will also explore options for real-time monitoring, support, and interaction using web-based tools and networks.

FEMA will pursue the following strategies to lead the emergency management community in recognizing and supporting the immediate, independent actions of survivors, bystanders, and grassroots organizations in catastrophic events:

- **Strategy 3.3.1:** Ensure that emergency management policy, doctrine, and training recognize and promote the role of survivors and bystanders in response to catastrophic disasters.
- **Strategy 3.3.2:** Enable and expand the capacity of survivors, bystanders, and grassroots organizations to act in support of event stabilization.

Objective 3.3 Performance Goal

Increase the number of survivors reporting that they received information, education, or training (from FEMA or another source) that led them to take action in the immediate aftermath of a disaster by 8 percentage points by the end of 2018.



Disaster supplies at the Journey Disaster Relief Center in Norman, Oklahoma. Source: FEMA Photo Library

Catastrophic Disaster Capabilities for the Future

As disaster impacts increase, so too does the need for planning and coordination by local, tribal, state, and national partners across multiple jurisdictions. To respond to the complex and cascading events of the future and improve emergency management capabilities, obstacles to interoperability must be identified and addressed. Legal, policy, and regulatory preparation is essential—flexible frameworks can be used to optimize resource-sharing opportunities across systems such as medical professional licensures, communication and messaging, equipment training, and security standards.

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Construction underway to rebuild a boardwalk destroyed by Hurricane Sandy in Point Pleasant, New Jersey. Source: FEMA Photo Library

STRATEGIC PRIORITY 4

ENABLE DISASTER RISK
REDUCTION NATIONALLY



Key Outcomes

- The whole community uses the best-available data and analytic tools to make better risk-informed decisions before, during, and after disasters.
- Whole community partners make resilient investments in development and rebuilding.
- Congressionally mandated reforms are implemented to advance flood insurance affordability, financial stability of the National Flood Insurance Program, and reduction of the risks and consequences of flooding nationwide.



Flooded homes and closed roads in Bound Brook, New Jersey, after Hurricane Irene. Source: FEMA Photo Library

The Nation faces increasing disaster risk in the near and long term due to multiple interacting factors such as shifting demographics, aging infrastructure, and climate change. One of the most significant contributors to changing risk levels is the increased concentration of populations in and around high-risk areas. Reducing loss of life, injuries, and disaster costs will require concerted, risk-informed action by individuals, businesses, and communities, as well as a range of state, tribal, territorial, and Federal government agencies.

To further enable national disaster risk reduction, FEMA will promote increased risk-informed action at all levels of society. The Agency will continue working with whole community partners to identify and address gaps in risk management understanding and actions across the Nation—targeting both technical and nontechnical audiences and meeting the diverse risk information needs of the public and private sectors (e.g., homeowners, engineers, developers, insurers, urban planners, and emergency managers).

Through the following objectives, FEMA will facilitate greater awareness of risk exposure, promote effective management of risks, and underscore the impact of both action and inaction.

Objective 4.1: Provide credible and actionable data and tools to support risk-informed decision-making

FEMA plays an important role in developing, coordinating, and disseminating quality risk assessment data and tools. In support of this objective, FEMA will continue to maintain and advance the Agency's principal risk-assessment tools and the Nation's flood risk maps. FEMA will modernize these resources by improving their accuracy and making them more accessible and useful to the whole community. FEMA will also ensure that future risks, including those influenced by climate change, are effectively integrated into the Agency's risk assessment resources and processes.

Existing national risk assessment frameworks and resources (e.g., U.S. National Climate

Assessment, DHS Strategic National Risk Assessment, Threat and Hazard Identification and Risk Assessment [THIRA], and all-hazard assessments) provide risk “snapshots” to support goal-setting and risk-based action. However, the Nation needs a baseline risk assessment to assess and track progress in reducing overall risk exposure. By leading the development of a baseline model and performance indicators, FEMA and its partners will enable emergency managers and communities to better quantify risk and measure the impact of risk management strategies.

Because different agencies and organizations are responsible for providing different types of threat and hazard risk information, it can be very challenging to understand, assess, and manage risk from an all-hazard perspective in the effort to rebuild stronger communities. To facilitate improved access to risk assessment data and information, FEMA will lead the development of a distributed, national, all-hazard risk information and collaboration portal. The portal will include shared, multiagency, and multidisciplinary online data sets from FEMA and its many partners.

The Agency will also work to improve risk education nationwide, so more people recognize the value of this information and know how to use the tools and data effectively. This will be accomplished by identifying, expanding, and promoting professional training, technical assistance, and peer-support networks at multiple levels to help community members understand risk concepts and make risk-informed decisions.

FEMA will pursue the following strategies to provide credible, accessible, and actionable data and tools to support risk-informed decision-making:

- **Strategy 4.1.1:** Modernize and promote FEMA’s existing portfolio of risk assessment



Assessing damage from the Waldo Canyon fire in Colorado. Source: FEMA Photo Library

tools including Hazus,* the Nation’s flood maps, and the THIRA process for better integration and understanding across the whole community.

- **Strategy 4.1.2:** Build a baseline risk and threat exposure model with indicators to measure national performance in risk reduction.
- **Strategy 4.1.3:** Lead the development of a distributed, national all-hazard risk information and collaboration portal.
- **Strategy 4.1.4:** Advance risk management capability across the whole community.
- **Strategy 4.1.5:** Promote fire awareness, safety, and risk reduction across the whole community.

Objective 4.1 Performance Goal

Increase community resilience-building actions by 2 percentage points each year (beginning in 2016 after establishing 2015 baseline).

* Hazus is a methodology used by government planners, Geographic Information Systems (GIS) specialists, and emergency managers to estimate physical, economic, and social impacts of disasters.



New framing is in place on a home that is being elevated in Union Beach, New Jersey after having been damaged by Hurricane Sandy. Source: FEMA Photo Library

Objective 4.2: Incentivize and facilitate investments to manage current and future risk

Information and tools are necessary for understanding risk, but for individuals and communities to act, they must have a clear stake in managing their risk. To support this type of proactive risk-based decision-making, FEMA will work through its programs and partners to incentivize investment in resilience across the Nation, encouraging individuals and communities to build for the future. The Agency will also explore ways to improve the policy frameworks, financing structures, and accountability systems that support risk-informed investment.

Although FEMA has a number of pre- and post-disaster programs that support and encourage resilient building practices, the Agency will pursue improvements to increase the effectiveness of these programs in incentivizing risk reduction. For example, FEMA will better

synchronize hazard mitigation opportunities authorized under Sections 404 and 406 of the Stafford Act to increase accessibility and improve the outcomes of these programs.

In collaboration with partners in the private sector—and at Federal, state, tribal, and local levels—FEMA will also support the development and adoption of more rigorous, risk-informed building codes and standards.

FEMA will also explore cost-sharing and deductible programs that provide incentives for states, territories, tribal governments, and localities to proactively invest in risk reduction and management, for instance, by linking disaster assistance to mitigation requirements. To reduce disaster costs and promote future resilience, FEMA will explore several options, including the targeted examination of Federal investments in high-risk areas. Those Federal investments must be made prudently and with attention to the residual effects of development in these areas. The Agency will

also look for new ways to incentivize community investment in pre-disaster mitigation and resilient development.

FEMA will pursue the following strategies to incentivize and facilitate investments to manage current and future risk:

- **Strategy 4.2.1:** Align the 404 and 406 mitigation programs to assist communities in managing current and future risk.
- **Strategy 4.2.2:** Facilitate collaborations to strengthen risk standards, leverage market forces, and guide resilient investments.
- **Strategy 4.2.3:** Reshape funding agreements with states, tribal governments, and localities to expand cost-sharing and deductibles.
- **Strategy 4.2.4:** Establish a framework and incentive structure for increasing the level of private insurance coverage of all insurable property, and establish how best to transfer the risk created by uninsurable properties.

Objective 4.2 Performance Goal

By the end of 2018, increase the FEMA-funded disaster projects that provide mitigation above local, state, and Federal code requirements by 5 percentage points.

Objective 4.3: Enhance the effectiveness, financial stability, and affordability of the National Flood Insurance Program

The National Flood Insurance Program (NFIP) serves as a keystone for national efforts to reduce the loss of life and property from flood disasters. The program is designed to insure against, as well as mitigate, the long-term risks to people and property from the effects of flooding, and to reduce the escalating

cost of flooding to taxpayers. By encouraging and supporting mitigation and floodplain management efforts, the NFIP is estimated to save the Nation \$1.6 billion annually in avoided flood losses. In support of this objective, FEMA will continue to administer the NFIP, setting national policy, enrolling communities, researching floodplain construction practices, and administering the flood hazard mapping and flood insurance elements of the program.

The Biggert-Waters Flood Insurance Reform Act of 2012 (BW-12) and the Homeowner Flood Insurance Affordability Act of 2014 affect all the major components of the NFIP, including

A safe room still stands among tornado debris in Mayflower, Arkansas. Source: FEMA Photo Library





Inspecting the construction of Cold Climate Housing in Galena, Alaska. Source: FEMA Photo Library

flood insurance, flood hazard mapping, grants, and management of floodplains. Many of the changes are designed to strengthen the fiscal soundness of the NFIP by ensuring that flood insurance rates accurately reflect the real risk of flooding. FEMA will continue working with Congress, private insurance companies, and other stakeholders to implement these reforms. In addition to required reforms, the NFIP will continue to identify and embrace policies that

will strengthen its implementation, solvency, affordability, and accessibility.

To improve its solvency, the NFIP will explore ways to develop and implement more accurate methods of calculating risk, and place a greater emphasis on cost-effective mitigation as a way of lowering long-term expenses. While addressing solvency, the NFIP will not lose sight of the affordability challenges some policyholders face. The NFIP will address affordability by providing information and incentives for stakeholders to voluntarily limit their exposure to risk and by creating and implementing a framework, based on the National Academy of Sciences' Affordability Study outlined in BW-12, that addresses unresolved affordability challenges.

To improve how stakeholders interface with NFIP, the program will strengthen its service to policyholders and communities—simplifying access to flood risk and premium information, providing pathways to address escalated issues that ensure fairness, and educating on measures to mitigate evolving flood risks. Part of improving stakeholder interface means creating a more community-oriented NFIP. To that end, the program will seek to create public/private partnerships to encourage a culture of private mitigation and risk-based decision-making. It will promote principles of universal accessibility—supporting resilient investment that is inclusive of the whole community across social class, ethnicity, background, and ability. Finally, with an eye toward re-authorization of the NFIP in 2017, FEMA will explore opportunities to further the implementation of these strategic goals.

FEMA will pursue the following strategies to enhance the effectiveness, financial stability, and affordability of the NFIP:

- **Strategy 4.3.1:** Strengthen implementation by prioritizing NFIP reforms under BW-12, the Homeowner Flood Insurance Affordability Act of 2014, and the Hurricane Sandy Rebuilding Task Force.
- **Strategy 4.3.2:** Improve the solvency of the NFIP by creating a more accurate actuarial standard and by focusing on cost-saving mitigation measures.
- **Strategy 4.3.3:** Address affordability within the NFIP by implementing a framework that reflects the National Academy of Sciences' findings and by providing stakeholders with the tools to minimize their exposure to risk.
- **Strategy 4.3.4:** Improve stakeholder interface with the NFIP by empowering the Flood Insurance Advocate to provide greater access to information on risk, insurance, and mitigation.
- **Strategy 4.3.5:** Prepare for reauthorization of the NFIP by identifying solutions to further the implementation of other strategies in this Plan.

Objective 4.3 Performance Goal

By the end of 2018, increase the overall cost benefit ratio of the National Flood Insurance Program by 5 percentage points.



Hurricane Sandy pounds the Massachusetts coast, cresting over Seaview Avenue in Oak Bluffs. Source: FEMA Photo Library

Risk Management for the Future

Scientific evidence indicates that the climate is changing and significant economic, social, and environmental consequences can be expected as a result. A changing climate is already resulting in quantifiable changes to the risks communities face, showing that future risks are not the same as those faced in the past. State, tribal, territorial, and local demands for climate-enabled risk management information and tools are expected to rise and evolve as the need to adapt to climate change increases. The emergency management community will need to adapt appropriately to these changing risks as they strengthen their risk-management programs.

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STRATEGIC PRIORITY 5

STRENGTHEN FEMA'S ORGANIZATIONAL FOUNDATION



Key Outcomes

- FEMA has a qualified, effective, and engaged workforce recognized for its excellence.
- Integrated analytics capabilities support effective and efficient operations and greater consistency and transparency in decision-making.
- FEMA's strategy, resources, and performance outcomes align to maximize mission impact.
- Business processes are transparent and produce consistent, high-quality results.



FEMA employees and partners from Federal, state, public, and community-based organizations attend a meeting in New York on the inclusion of persons with disabilities and others with access and functional needs. Source: FEMA Photo Library

To effectively fulfill its emergency management mission, FEMA must be flexible and adaptable. Hazards and threats evolve, major events regularly disrupt routine business, and new requirements emerge on an ongoing basis. Recognizing that the foundation of the Agency is its people, FEMA's workforce must be strong and agile. The Agency's business practices must also be dynamic and robust enough to meet continuous challenges. The objectives below will further this goal by strengthening the workforce, investing in data-driven decision-making, streamlining business processes, and better aligning operations with strategic priorities. Achieving excellence in these areas will result in unity of effort across FEMA and will better position the Agency for success across all strategic priorities.

Objective 5.1: Build, manage, and strengthen the FEMA workforce

FEMA operations rely on the efforts of a diverse national workforce spanning many fields, disciplines, and areas of technical expertise. To ensure mission success, FEMA will build, manage, and continue to strengthen this workforce. The Agency will attract the most qualified and driven candidates, place employees in the right positions, and provide them with the skills, resources, and support necessary to excel. FEMA will enhance hiring and workforce management processes to improve their consistency and transparency to users, as well as to attract, retain, and grow a prepared, well-managed, and engaged workforce.

The workforce will be provided with opportunities to enhance their performance through assessment tools, experiential and developmental assignments, training and innovative education, and a performance-based culture. FEMA employees will have clearly defined expectations of performance and job competencies, and effective tools to manage their career paths. Toward this end, the Agency will focus on the entire employee lifecycle through enhanced hiring, training, and performance systems that guide staff development and promote excellence.

FEMA will pursue the following strategies to build, manage, and strengthen the workforce:

- **Strategy 5.1.1:** Build the FEMA workforce through planning, transparent processes, and strategic staffing.
- **Strategy 5.1.2:** Manage the workforce through established processes, practices, systems, and performance-based culture.
- **Strategy 5.1.3:** Strengthen employees' skills through competency development, training, and growth opportunities.

Objective 5.1 Performance Goal

By the end of 2018, increase the percentage of FEMA employees on an established performance work plan within 30 days of joining the Agency, starting a new position, or at the beginning of a new performance cycle to 95 percent.

Objective 5.2: Work smarter through data analytics

For FEMA to lead its whole community partners to prepare for, protect against, respond to, recover from, and mitigate all threats and

hazards, the Agency must harness the wealth of technological resources available for data collection, management, and analysis. Better use of information will improve FEMA's ability to forecast resource requirements, plan for contingencies, evaluate performance, and increase the overall effectiveness and efficiency of Agency operations.

FEMA will leverage technology and training to develop a data-savvy and data-enabled workforce using accessible, interconnected, and streamlined processes. The Agency will take cues from the private sector to enhance its technological capabilities, making the collection and sharing of information a seamless and intuitive experience for employees and survivors. Ensuring that decisions made throughout the emergency management



Federal Coordinating Officer Albert Lewis congratulates Nancy Casper and Becky Szymcik after they earned FEMA's Administrator's Innovation Awards. Source: FEMA Photo Library

process are evidence-based will strengthen the Nation's resilience to disasters.

FEMA will pursue the following strategies to work smarter through data analytics:

- **Strategy 5.2.1:** Build a solid foundation for working smarter through analytics by establishing standards, policies, governance structures, tools, training, and an authoritative inventory of data and source systems.
- **Strategy 5.2.2:** Demonstrate the value of data-driven decision-making by applying coordinated analytical pressure to targeted projects with large returns on investment.
- **Strategy 5.2.3:** Connect citizens and employees with the information they need and increase the transparency and accessibility of data.

Objective 5.2 Performance Goal

By the end of 2018, reduce the average annual percentage of administrative costs for field operations, as compared to total program costs, by 5 percentage points.

Objective 5.3: Strengthen the linkages among strategy, budget, execution, and performance through a comprehensive resource management system

To improve Agency-wide decision-making, FEMA will better align processes governing strategy, resources, and results. Through the adoption of a coordinated resource management system, FEMA will continue to build greater rigor into its resource planning,

programming, budgeting, execution, and performance systems to strengthen the connections between strategic priorities and operations. This disciplined resource management approach will be designed and implemented with a focus on using every hour and dollar in the right manner to move the Agency mission forward.

By adopting a predictable, repeatable process and schedule to support strategic resource decisions throughout the annual business cycle, FEMA will ensure that short- and long-term priorities are consistently communicated and represented in Agency planning, execution, and performance evaluation. FEMA will demonstrate progress in executing all aspects of its strategy and will pursue continuous improvement based on input from Agency employees. Finally, FEMA will advance transparency, clearly communicating resource allocation decisions throughout the decision-making cycle.

FEMA will pursue the following strategy to strengthen the linkages among strategy, budget, execution, and performance through a comprehensive resource management system:

- **Strategy 5.3.1:** Modify current Planning, Programming, Budgeting, and Execution (PPBE) process to increase predictability and more directly link strategic direction, resources, and performance outcomes.

Objective 5.3 Performance Goal

Achieve a completion rate of 100 percent across FEMA's Strategic Plan Performance Goals by the end of 2018.

Objective 5.4: Streamline and strengthen FEMA's business processes and systems

Achieving excellence in business and management are key to FEMA's mission success. It is critical that the Agency has practices and systems in place that are useful day-to-day and in times of disaster. To achieve this objective, FEMA will review existing practices and systems to identify areas for improvement and then document and implement improvements. With a focus on Information Technology systems, grants management, and other business processes, FEMA will leverage established best practices to improve performance and enhance the experience of FEMA employees who rely on these systems to accomplish the mission.

FEMA will pursue the following strategies to streamline and strengthen FEMA's business practices and systems:

- **Strategy 5.4.1:** Review existing Information Technology resources and focus on investments that enhance efficiency, accessibility, resilience, and critical capabilities while reducing cost.
- **Strategy 5.4.2:** Improve FEMA's financial and grants management systems, including development of a system for managing all FEMA grants from application through close-out.
- **Strategy 5.4.3:** Institutionalize the pursuit of excellence within the Agency's business processes by implementing an improvement structure with criteria for performance.



A FEMA employee and a disaster survivor utilize an assistive communication device provided for applicants who are deaf or hard of hearing at a Disaster Recovery Center in Illinois. Source: FEMA Photo Library

Objective 5.4 Performance Goal

Increase employee assessment rating for having the tools necessary to do their jobs effectively by 3 percentage points each year (beginning in 2016 after establishing baseline in 2015).

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ACHIEVING RESULTS



Sixth-grade students check for a heartbeat on a live patient simulator at Alabama's Eighth Annual Be Ready Camp. Source: FEMA Photo Library

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Graduates from the 2013 Pacific Executive Leaders Program in Hilo, Hawaii. Source: FEMA Photo Library

To drive action and achieve results, this Strategic Plan must inspire, guide, and cascade to the work efforts and activities at all levels of the Agency. Leadership, program managers, and individual employees need to understand how FEMA's strategic direction informs their work and actively align resources, manage performance, and evaluate outcomes to advance this strategy.

The Government Performance and Results Act (GPRA) Modernization Act of 2010 requires regular review of the performance goals and objectives of each Federal agency as outlined in OMB Circular A-11 Part 6:

- *“At least quarterly, agency leaders should run data-driven performance reviews on their organization’s priorities to drive progress toward achieving their goals.” (270.2)*
- *“Annually, agency leaders should review progress on each of the agency’s strategic objectives established by the agency Strategic Plan...” (270.2)*

To align with these requirements and support accountability, the FEMA Strategic Plan includes

objectives and strategies under each strategic priority, which help clarify connections between strategy and existing efforts in the organization. The FEMA Administrator named executives accountable for each of the Strategic Plan objectives; these executives are working with their colleagues and building teams to advance the objectives and supporting strategies. Outcome statements clarify the desired impact of each objective, and success measures will provide evidence to support evaluation of FEMA's success in achieving its objectives and broader strategic priorities.

The reviews and assessment will bring together available performance data to evaluate progress in achieving strategic and programmatic outcomes and to seek more effective ways to accomplish the Agency mission. They will also consider other challenges, risks, external factors, and other events that may have affected the outcomes. Such evaluation—along with external events, changes in legislation, or other budgetary factors—will guide periodic refinement of FEMA's strategic direction over the coming years.



FEMA