

MEMORANDUM FOR: All FEMA Employees

FROM: Brock Long, Administrator

SUBJECT: Administrator's Annual Planning Guidance

As we approach the one-year mark of the 2018-2022 Strategic Plan, the work of this Agency has never been more vital to the Nation. The strategic plan continues to be our blueprint for the vision of the Agency. However, other major initiatives have come to the forefront that requires us to recalibrate our priorities. We continue to focus on recovery operations in the Caribbean, which is unlike any disaster we have encountered in FEMA history. The Disaster Recovery Reform Act (DRRA), a landmark law that will transform our approach to emergency management, requires additional resources to create a foundation for the future. The Community Lifelines concept underscores all of the above initiatives as a means to assess stabilization of communities following a disaster - a unity of effort across all phases of emergency management. I know this is a large undertaking for the Agency and that strategic resource decisions must be made.

In this year's Annual Planning Guidance, I outlined the priorities I expect all FEMA Directorates, Regions, and staff to focus on as they make resource and policy decisions. You will note selected objectives of the Strategic Plan have been highlighted as focus areas within the three goals. This was done with the intention to ensure we are able to support staff on all levels and knowing where we want to put the most weight. The work you do every single day matters, and with our collective attention towards these priorities, I know we can make a significant impact. Through the remaining years of this Strategic Plan, we will continue to focus on different elements within the broader emergency management community.

Advancing Community Lifelines through our Strategic Plan

Our Strategic Plan outlines three goals for the emergency management community: (I) Build a Culture of Preparedness, (II) Ready the Nation for Catastrophic Disasters, and (III) Reduce the Complexity of FEMA. The goals and objectives outlined in the Strategic Plan will reduce risk to Community Lifelines before a disaster and support rapid stabilization and restoration during and after a disaster.

A lifeline enables the continuous operation of government functions and critical business and is essential to human health, safety, or economic security. *Figure 1* depicts all seven lifelines.

Figure 1: Community Lifelines<image004.jpg>

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We must focus finite resources on these lifelines. When they are disrupted, impacts to survivors cascade. Solutions require cross-sector coordination to unify the efforts of government, non-governmental organizations, and the private sector. Lifelines provide an integrated framework across our missions. Leaders will communicate to their staff on how their work directly contributes to these critical functions.

The following priorities will provide the greatest impact towards stabilizing critical lifelines. These priorities are elements of broader objectives from our Strategic Plan, and where we will place significant focus:

Goal 1: Build a Culture of Preparedness

- **Pre-Disaster Mitigation** – Focus DRRRA’s new Building Resilient Infrastructure and Communities (BRIC) program and the Nation’s investment in mitigation on protecting, restoring, and reducing risk to lifelines (supporting Objective 1.1)
- **National Flood Insurance Program (NFIP)** – Develop and propose NFIP reforms to expand the number of properties covered by flood insurance and design a sound financial framework (supporting Objective 1.2)
- **Financial Preparedness** – Increase individual and family financial preparedness to build and sustain nationwide resilience (supporting Objective 1.3)

Goal 2: Ready the Nation for Catastrophic Disasters

- **Improve FEMA’s readiness reporting, specifically for catastrophic and concurrent disasters** – Develop comprehensive, Agency-wide readiness tracking and reporting capabilities that measure readiness based on incident-based scenarios and standards. A holistic approach will evaluate and assess the entire Agency’s ability to conduct effective disaster operations. Enhance the capability to support states before, during and after disasters with our FEMA Integration Teams (supporting Objective 2.1)
- **Posture FEMA and the Whole Community to Provide Life-Saving and Life-Sustaining Resources** – Revise the National Response Framework (NRF) to address how we will support the whole community in building capability to provide essential functions across lifelines (supporting Objective 2.3)

Goal 3: Reduce the Complexity of FEMA

- **Outcome Driven Recovery** – Promote effective and timely outcome-driven recovery, with a focus on housing programs and Public Assistance Alternative Procedures (supporting Objective 3.1)
- **Grants Management and Data Analytics** – Ensure the Agency has the necessary infrastructure, capabilities, and resources for effective and timely grants management and data analytics to safeguard the critical success of mission delivery (supporting Objective 3.4)

Implementing the Disaster Recovery Reform Act

We have and will continue to prioritize implementation of DRRRA provisions that drive risk reduction and build capability for communities across the lifelines. This includes the new BRIC program, which will provide a more reliable, risk-based stream of pre-disaster mitigation funding through which communities will be better able to plan and execute mitigation programs to reduce their disaster risk. DRRRA increases state and local capability to manage recovery by increasing the total amount of management costs eligible for reimbursement under Public Assistance and the Hazard Mitigation Grant Programs. DRRRA also allows Stafford Act employees who have served continuously for three years to compete for permanent, full-time employment. This provision will support FEMA in retaining and promoting an experienced and talented workforce in furtherance of our mission.

Ongoing Disaster Recovery and Mitigation in the Caribbean

The recovery operations and mitigation investments we support in Puerto Rico and the U.S. Virgin Islands are of a scope and scale that far exceed our past 38 years of disaster recovery efforts. FEMA has provided billions of dollars in aid with more to follow and, in the Commonwealth of Puerto Rico, we have hired more than 1,500 residents to help sustain their communities' recovery efforts. To support these communities in building resilience to future disasters, we must ensure that our efforts are focused on outcomes across the Community Lifelines. I have directed the Office of Response and Recovery (ORR) to ensure our recovery operations are synchronized and well-coordinated across the Agency. We will continue to support our FEMA leaders and staff in the field who are working closely with the territories to ensure such unprecedented disaster assistance enables long-term risk reduction and preparation for future disasters that we can all be proud of.

Building and Sustaining Excellence in Mission Support

We cannot drive risk reduction across the Nation, or effectively support stabilization and restoration following disasters without a strong backbone for business. FEMA needs to commit to achieving excellence in information technology, administrative services and real property, procurement, human capital, and security. These functions are not ancillary, they are foundational and strengthen our business. We must include Mission Support functions into both operational and strategic planning efforts, continuously improve our business processes and tools, and find efficiencies that allow us to close critical gaps in these functions. Accordingly, I have directed Mission Support to focus its efforts on enabling our priorities and remedying gaps.

Achieving Strategic Alignment – Discovering Efficiencies to Achieve Our Goals

All of the strategic priorities discussed above come at a cost; they require time and money to achieve. Specifically, adding them to our existing responsibilities requires about \$300 million dollars a year in excess of our current resources. Therefore, while we pursue these strategic priorities we must also carefully examine, maximize, and align the full range of capabilities and resources of our Agency.

Deputy Administrator Gaynor will lead this Strategic Alignment effort through the Agency's governance bodies along five lines of ~~effort~~:

- **Doctrine and Policy** – Refreshing FEMA Publication 1 as the standard reference to define our Core Values, Guiding Principles and core functions. Resilience, ORR, and Mission Support will also develop and issue policies to implement operating concepts that focus on strengthening, stabilizing, and restoring impacted critical community lifelines.
- **Organizational Effectiveness** – Ensuring our organization and resources are aligned to support our Strategic Plan.
- **Enterprise Leadership** – Empowering senior leaders to be the authoritative voice for their responsibilities and use that voice to ensure alignment.
- **Internal and External Communications** – Simplifying how we communicate to FEMA employees, survivors and external partners.
- **Recruiting, Training and Professional Development** – Supporting mission accomplishment and creating achievable career paths in a respectful work environment which is free from harassment.

This Annual Planning Guidance provides my intent for you and our Agency. I am counting on everyone to know and to use it to drive strategic, policy, planning, and resource decisions. Specifically, I expect:

Executives, Managers and Supervisors, in collaboration with employees, set measurable performance goals; measure progress towards those goals on a quarterly basis; and reward or hold employees accountable based on performance results consistent with this guidance. Ask yourself, “What can we stop doing? What can we modify or change to become more efficient? How can we remove unnecessary duplication? How does what I am working on support the success of the Strategic Plan?” Look for efficiencies so that your team will have the capacity to devote their attention to what truly “moves the needle” on our priorities. Make the tough decisions regarding resourcing and level of effort to ensure we are focused on what is most important. Engage and empower your employees.

- **All members of the FEMA team**, you are the most important drivers of our mission. Continue speaking up when you see opportunities for innovation and change that reduce the complexity of our programs. Do you see a process that can be improved, modified, or eliminated to increase our efficiency? If so, please share it with Deputy Administrator Gaynor and his Strategic Alignment team. Challenge yourself and your colleagues to consider how our work fosters our focus on lifelines and moves us forward in our

Strategic Plan—because it does. Know where you fit in! If you do not understand your role or how your role moves us forward, ask your supervisor for clarity. Directly or indirectly, you help survivors and their communities every day.

Above all else, FEMA can only succeed in helping others if we take care of our people. Every workplace within this Agency, whether at Headquarters, the Regions, or in the field must be a safe and respectful environment. As the Office of Professional Responsibility continues to build out its team and infrastructure, I charge each and every one of you with upholding FEMA's Core Values of Compassion, Fairness, Integrity, and Respect when dealing with your colleagues and the survivors we help every day. Thank you for what you do to help people before, during and after disasters.
