



Region III Strategic Plan

Fiscal Years 2008 – 2013



FEMA

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Message from the Senior Management Team

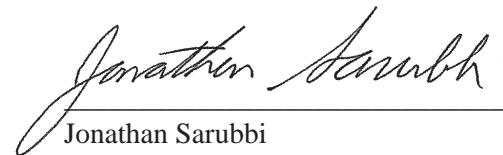
Our region encompasses Delaware, the District of Columbia, Maryland, Pennsylvania, Virginia and West Virginia. We are a region that has diverse terrain from eastern coastal shores to the Appalachian Mountains, facing a variety of potential natural disasters from hurricanes to snow and ice storms, with flooding being the most frequent natural hazard. The Region also has several major urban areas, including the National Capitol Region, which must deal with the possibility of man-made threats, including international terrorist attacks.

FEMA Region III has the mission to work with our state and local partners to be prepared for all-hazards, and together provide assistance in response, recovery, and mitigation to disaster victims. We must continue to build and nurture our relationships with our state counterparts, and develop new relationships with voluntary organizations and private entities. In doing so, we will improve our region's capabilities and attain our mission to reduce the loss of life and property.

This Strategic Plan guides our planning efforts to meet the challenges that face the region during the next five years.

Region III's Strategic Plan is aligned with the Agency's Strategic Plan, and we are committed to FEMA's Core Competencies. Our Strategic Plan and our core competencies will help us to define our annual Regional Priorities, and develop our Annual Business Plan. These plans will help us track how well we are doing, and document our success.

The most important element to attaining our strategic goals is FEMA Region III employees. They are extremely dedicated, motivated, and very professional. We will continue to invest in our employees to maintain their skills, knowledge, and motivation, give them the tools and equipment to do their jobs. We will also work to attract, hire, and develop the future Region III workforce. In turn we hope that they will continue to contribute to the Region III's success in attaining our Strategic goals.




Jonathan Sarubbi
Regional Administrator



Michael Smith
Division Director, Disaster Operations



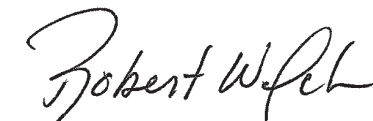
Patricia Arcuri
Deputy Regional Administrator



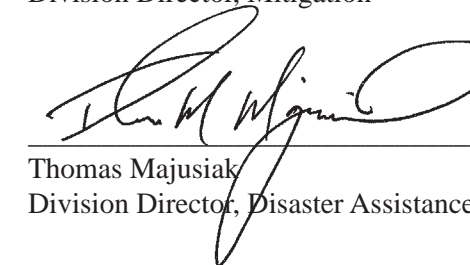
Patrick Twiss,
Division Director, National Preparedness



Eugene Gruber
Division Director, Mitigation



Robert Welch
Division Director, Management



Thomas Majusiak
Division Director, Disaster Assistance

Region III Vision

Create an environment that fosters quality and drives operational excellence in everything we do.

Region III Mission

Reduce the loss of life and property; and support the development of a Regional, all-hazards, comprehensive risk-based emergency management system of preparedness, protection, response, recovery, and mitigation through close working relationships with current and new stakeholders: including, but not limited to, Federal agencies, States, localities, business and industry, and volunteer organizations.

Introduction to Region III Strategic Plan

The Region III Strategic Plan builds on our vision and mission statement to provide the Region with a clear and well-defined path for the next five years. By adopting the agency's goals, tailoring agency objectives to provide regional perspective, and selecting and modifying agency strategies, and adding Region III specific strategies allows us to focus Regional efforts in moving FEMA toward realizing its vision of becoming the nation's preeminent emergency management and preparedness agency. By tailoring the FEMA Strategic plan the Region III Strategic Plan aligns with the Agency's Vision and Mission. Listed are Region III's Strategic goals, as with the agency's goals, are no longer focused on individual programs. These strategic goals are broader and require the Regions divisions to work together to achieve results. These goals are held together by FEMA's overarching themes, and highlight what Region III and the agency values, how we will operate, and how Region III will treat each other, our customers, and our partners.

Strategic Plan Goals

1. Lead an integrated approach that strengthens the Nation's ability to address disasters, emergencies, and terrorist events
2. Deliver easily accessible and coordinated assistance for all programs
3. Provide reliable information at the right time for all users
4. FEMA invests in people and people invest in FEMA to ensure mission success
5. Build public trust and confidence through performance and stewardship

Overarching Themes

- 1. Clear and well communicated doctrine**
Region III's actions will be guided by clear doctrine that is communicated to internal and external partners and stakeholders on a regular basis to ensure a common direction in implementing FEMA programs and policies and consistent adherence with applicable laws and regulations.
- 2. Customer-focused, field-based, and results-oriented mission delivery**
Region III will deliver its programs in a manner that is focused on the customer, communicating with federal agencies, and state and local governments in coordinating the Agency's programs and ensuring mission success based on measured results, while at the same time minimizing opportunities for waste, fraud, and abuse.
- 3. Compassionate program and service delivery to all populations**
Region III will provide compassionate and timely disaster assistance to hasten the recovery of individuals and communities, including a reinvigorated focus on addressing the needs of special segments of the population that are more vulnerable to the impacts of disaster, such as the elderly, persons with disabilities, children, and separated families.

4. Strong leadership, teamwork, and accountability at all levels

Region III will be valued across all organizations –federal agencies, state and local governments – as an engaged, agile, responsive team player and trusted partner, demonstrating strong leadership, management, and accountability for all actions. Leadership is the catalyst for improving FEMA and Region III performance, and building trust and confidence among internal and external stakeholders. Region III leadership will reflect a wide range of experience and perspectives essential to fulfilling our mission and building core competencies.

5. Professional workforce of motivated employees who are empowered and equipped to act

Region III must support, sustain, and empower a talented, diverse, and professional workforce that has the skills and competencies needed to achieve our mission. FEMA and Region III will institutionalize improved workforce planning to ensure that the workforce is shaped to strike the right balance of permanent, reservist, and temporary personnel. The Region will supply the information, support, and resources that Region III employees need to do an outstanding job, and they, in turn, will be accountable for their actions.

6. Strong partnerships that leverage capabilities and capitalize on public-private efficiencies

As the coordinator of federal disaster/incident preparedness, response, and recovery within Region III, we rely on strong partnerships to ensure success in carrying out our mission. Thus, strong coordination is essential among FEMA programs, DHS components, and agencies, departments, and organizations and businesses external to DHS. Region III also will work closely with partners from other federal agencies, state and local governments, first responders, voluntary organizations, business, industry, and individuals to leverage our capabilities. Among these key partners are those who are on the receiving end of the impacts of disasters, such as hospitals, public health entities, and other healthcare delivery organizations. Building

stronger partnerships necessitates a new focus on better engaging the capabilities and strengths of the private sector and the law enforcement, health/medical, and public works communities within the Region.

The Region III Strategic Plan provides the bridge between the vision and the annual planning process that supports FEMA's core competencies.

Core Competencies

- Service to Disaster Victims
- Operational Planning
- Incident Management
- Disaster Logistics
- Hazard Mitigation
- Emergency Communications
- Public Disaster Communications
- Integrated Preparedness
- Continuity Programs

Supporting Strategies

- Business Approach to Achieving Desired Results
- Shape the Workforce

The core competencies represent key operational areas in which Region III must excel to accomplish its mission; while the supporting strategies provide the foundation that underpins operational success. The cross-cutting goals and objectives in this Strategic Plan show how all of the Region's Divisions must work together to strengthen core competences, and the region as a whole, to achieve our vision.

Strategic Goal 1

Lead an integrated approach that strengthens the Region's ability to address disasters, emergencies, and terrorist events.



Claremont, VA, September 26, 2003 -- Hurricane Isabel caused substantial damage to residential areas. Photo by Andrea Booher/FEMA



Region III's Safety and Health Expo educated the public on FEMA's mission and citizen preparedness. The event brought other members of federal, state, and local agencies as well as participants from the private sector such as Home Depot, Aetna, Citizens Bank, Bally Total Fitness, Rite Aid, and more.



Objective 1.1 Build a culture of preparedness across the Region for all hazards.

A. Strategy

Provide guidance, technical assistance, planning, training, exercises, federal resources, and other forms of assistance to states, local governments, and first responders across the Region to build and sustain the capability to prevent, protect against, respond to, and recover from natural disasters, acts of terrorism, and other man-made events or incidents.

B. Strategy

Enhance efforts for greater personal and community responsibility for preparedness through public education and awareness, and community engagement and planning, including outreach to vulnerable populations.

C. Strategy

Engage private industry in building capabilities and in developing partnerships with government entities; leveraging resources to promote personal and community responsibility for preparedness.

D. Strategy

Partner with the private sector to develop business continuity plans that help limit the physical, financial, and emotional losses from disasters, emergencies, and terrorist events.

Objective 1.2 Conduct, promote, and communicate the identification and analysis of risk and capabilities as the basis for action.

A. Strategy

Leverage existing resources within all levels of government, non-governmental organizations, and the private sector to identify risks associated with all-hazard threats, vulnerabilities, and consequences and to measure the capabilities necessary to minimize the identified risks.

B. Strategy

Create safer communities by proactively partnering with federal agencies, states, local governments, first responders, business and industry, and individuals to make good management decisions based on risks and capabilities.

Objective 1.3 Promote physical and economic loss reduction measures.

A. Strategy

Reduce the financial impact of disasters on the Region by promoting the use of insurance as a mechanism by which public and private property owners can reduce their risk of economic loss and through strengthening the National Flood Insurance Program (NFIP).

B. Strategy

Provide technical assistance and public education on building techniques and financial resources to disaster victims in the rebuilding and recovery process to reduce the potential for future loss of life and property.

C. Strategy

Promote the protection of critical infrastructure from terrorism or any other incidents that would cause major disruption to commerce or significant loss of life through preparedness grant program guidance, technical assistance, mitigation of damaged infrastructure, and other relevant plans and programs.

Objective 1.4 Engage stakeholders in developing and communicating clear doctrine and policy, both internally and externally.

A. Strategy

Engage stakeholders early and often in the process of developing national and regional doctrine.

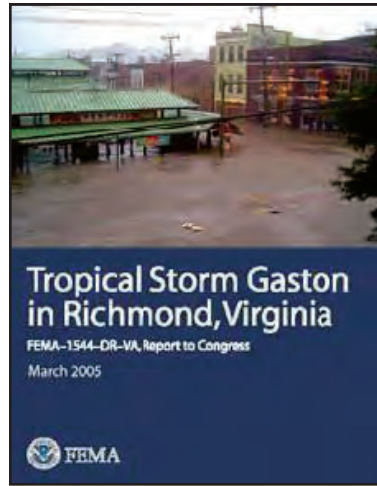
B. Strategy

Provide doctrinal and programmatic guidance to all levels of government and all external partners, public and private.

Objective 1.5 Ensure the Region's jurisdictions have adequate plans and programs to effectively address all hazards and minimize loss of life and property.

A. Strategy

Coordinate planning efforts and systems within the Region and collaborate closely with external partners, federal agencies, states, local governments, first responders, business and industry, and individuals to develop unified plans that provide for an integrated national response to all hazards.



In the wake of severe flooding in Richmond, Va., the House and Senate Appropriations Committees requested Region III produce a report on why the damage was so extensive and ways to prevent it in the future. The report, “Tropical Storm Gaston in Richmond, Virginia,” concluded that the existing drainage system could be modified to reduce flooding in the Shockoe Valley and Shockoe Bottom, in particular, and proposed changes for consideration and further evaluation.

B. Strategy

Enhance the integration of resources from all government and non-governmental sectors in recovery efforts through pre-disaster planning and by mitigating against potential future losses, which includes providing incentives in grant programs to strengthen state and local capabilities.

C. Strategy

Provide leadership and coordination of public and private sector efforts in catastrophic planning, including the provision of technical assistance and the promotion of regional and state mutual-aid planning.

D. Strategy

Ensure that federal agencies, states, local governments, and first responders are prepared to continue operations and perform essential governmental functions in response to all hazards.

E. Strategy

Ensure that operational planning with other federal agencies, states, and local governments is consistent with the Integrated Planning System and linked to the National Incident Management System (NIMS), the National Response Framework (NRF), the National Preparedness Guidelines, and the requirements of

FEMA grant programs, training, exercises, and technical assistance.

F. Strategy

Improve the linkages between preparedness, mitigation, and operational planning so that prevention, protection, response, and recovery capabilities for all hazards are strengthened and based soundly on a joint analysis of risk and need across the public and private sectors.

G. Strategy

Encourage State and local governments to develop plans that focus on the unique requirements posed by special needs populations.

Objective 1.6 Support national efforts to professionalize the national emergency management system and the training that supports it.

A. Strategy

Support the establishment and implementation of common emergency management standards and practices under the National Incident Management System (NIMS).



The Regional Emergency Communications Council Working Group (RECCWG) meets at the regional office. The RECCWG is a single, regional coordination point for emergency communications preparedness, response, and recovery for federal, state, and local governments within Region III.

B. Strategy

Support state and local credentialing systems of emergency management staff and emergency response personnel standards and nationwide typing of emergency management resources.

C. Strategy

Sustain the regional advisory committee to ensure effective and ongoing coordination of emergency management activities with partners across the Region.

Objective 1.7 Strengthen and validate Regional capabilities through education, exercises, training, and evaluation.

A. Strategy

Promote alignment of grant programs, education, training, and exercises with national doctrine, including the National Planning Scenarios, National Preparedness Guidelines, Universal Task List, and Target Capabilities List.

B. Strategy

Integrate, streamline, and deliver relevant education, training, and exercise programs for FEMA staff and partners that address performance gaps and test capabilities.



Region III's pre-designated Principal Federal Official (PFO) and his team are briefed on the declaration process during the recent PFO workshop and table-top exercise.

Objective 1.8 Maintain a high level of Regional readiness to respond to disasters and emergencies.

A. Strategy

Transform logistics management by leveraging public sector partnerships and incorporating industries' best practices in support of domestic emergencies.

B. Strategy

Field emergency response teams capable of responding to rapidly changing requirements and supporting local and state efforts.

C. Strategy

Support enhancement of communications capabilities to provide reliable, interoperable, secure, and redundant platforms to enable information sharing at all levels of government, to include the Regional Emergency Communications Coordination Workgroup (RECCWG).

D. Strategy

Enhance incident and information management and coordination through a professional dedicated 24/7 Regional Response Coordination Centers (RRCC).

Strategic Goal 2

Deliver easily accessible and coordinated assistance for all programs.



After flooding in West Virginia, a Region III Individual Assistance employee and representatives from the Small Business Administration and the state interview residents about the damages they incurred.



Monroe Fire Company of Havertown, Pa., receives funding from FEMA's Assistance to Firefighters Grant program.



Claremont, VA, September 29, 2003 -- A FEMA Community Relations worker talks with a victim following Hurricane Isabel. Photo by Andrea Booher/FEMA.

Objective 2.1 Contribute to the formulation and administration of financial assistance programs that are aligned with strategic objectives and delivered through a simple and coordinated process.

A. Strategy

Establish consistent and unified technical assistance for FEMA's broad portfolio of grant programs.

B. Strategy

Apply an overarching policy for consistent and unified programmatic guidance and procedures for FEMA's broad portfolio of grant programs.

C. Strategy

Implement a comprehensive strategy for simplifying the delivery of assistance to public and private sector partners for all FEMA's grant programs.

Objective 2.2 Improve the delivery of disaster assistance while minimizing opportunities for waste, fraud, and abuse.

A. Strategy

Develop and use a well-trained and equipped workforce and well-managed contract support to provide timely assistance and improved customer service.

B. Strategy

Support timely and appropriate determination of flood zones, rating of flood insurance policies, and payment of flood insurance claims.

C. Strategy

Maintain processes to support the collection, analysis, and sharing of disaster response and assistance information.

D. Strategy

Implement policies and practices that successfully safeguard against waste, fraud, and abuse.

Objective 2.3 Effectively lay the foundation to meet the immediate needs of disaster victims and begin community recovery.

A. Strategy

Implement strategies for optimum coordination and technical assistance to support community recovery and to reduce risks from future events.

B. Strategy

Develop new and strengthen existing public and private partnerships to address transitional assistance and recovery needs.

C. Strategy

Ensure the integration of sound building designs, construction standards, and up-to-date risk information into the recovery process to mitigate against future disaster losses.



Poquoson, VA, September 24, 2003 -- Hurricane victims begin the clean up process following Hurricane Isabel. Photo by Andrea Booher/FEMA.

Strategic Goal 3

Provide reliable information at the right time for all users.



During a Regional Interagency Steering Committee (RISC) meeting, FEMA's Incident Response Vehicle (IRV) was on display. Outfitted with state-of-the-art technology, it is designed to be the agency's mobile command center during disasters for reliable situational awareness.



The state of Maryland along with FEMA and Citizen Corps sponsors a preparedness event in Ocean City, Md.



Region III management meets with representatives from the U.S. Department of Health and Human Services to discuss Model Based Vulnerability Risk Analysis (MBVRA), which provides insight into the type of support that will be needed to continue operations during disasters.

Objective 3.1 Collect and share information on FEMA's policies, programs, and activities with employees, partners, and stakeholders on a consistent basis.

A. Strategy

Develop and implement an internal communications strategy that provides employees with timely, consistent, and accurate information and that promotes information sharing across the agency.

B. Strategy

Maintain information systems and processes that support FEMA staff and programs to ensure overall mission success.

C. Strategy

Collect more reliable information that allows continual assessment of programmatic and business practices and that enables the Region to make decisions that are driven by consistent and high-quality data.

D. Strategy

Develop and implement a strengthened comprehensive emergency management information strategy and standard operating procedures to provide timely, consistent, and reliable information to partners and stakeholders.

E. Strategy

Develop and implement an enhanced comprehensive emergency management education strategy that educates partners and stakeholders about FEMA's policies, programs, and activities.

F. Strategy

Protect individuals' privacy rights by instituting appropriate procedures, programs, and processes.

Objective 3.2 Build a robust disaster communications program that provides "real time" reliable information before and during events.

A. Strategy

Ensure information sharing capabilities that provide decision makers and responders with real-time data, thus increasing the effectiveness of response operations at all levels of government.

B. Strategy

Develop an external communications strategy and standard operating procedures that provide reliable information sharing with partners at all levels of government and the private sector, ensuring that all partners have consistent situational awareness and a common operating picture.

C. Strategy

Enhance the ability to communicate with the public, private sector, and the media before, during, and after an event occurs, including the capability to notify specific populations threatened by an impending event.



FEMA employees provide information to customers inside of a Home Depot about the National Flood Insurance Program, mitigation building techniques, mold and mildew and general safety precautions.

Strategic Goal 4

FEMA invests in people and people invest in FEMA to ensure mission success.

Objective 4.1 Hire, train, and retain a talented and diverse workforce.

A. Strategy

Establish opportunities for professional development that emphasize cross-training and that provide career-advancement paths for all employees while ensuring that career ladders address mission-critical occupations.

B. Strategy

Emphasize the value and importance of individual employees' roles through clear and meaningful job assignments and individualized performance plans.

C. Strategy

Reward employees by recognizing outstanding performance using a creative and timely awards program.

D. Strategy

Support a telework program that enhances the Region's operational capability and organizational effectiveness, helps ensure continuity of operations, and capitalizes on advances in workplace technology.

E. Strategy

Strengthen the Disaster Reserve Workforce to ensure a competent, reliable, and nimble reserve workforce capacity.

Objective 4.2 Supply the information, support, and resources that FEMA employees need to do an outstanding job.

A. Strategy

Ensure that employees receive accurate information on a consistent and timely basis.

B. Strategy

Provide all employees with sufficient tools, supplies, and support services, including reliable and up-to-date computers, software, copiers, other equipment, and timely help desk assistance.

C. Strategy

Provide a dynamic work environment with modern, safe, and secure facilities.

D. Strategy

Ensure the health and well-being of employees during times of high operating stress.

E. Strategy

Ensure that employees' suggestions and concerns are heard and that they receive timely consideration and action.



Regional Administrator Jonathan Sarubbi with Region III employees who were promoted in FY 2008.



For Employee Appreciation Day, division directors make breakfast to give thanks to employees.

F. Strategy

Ensure that all employees learn and practice good conflict-resolution skills for dealing with colleagues, subordinates, supervisors, internal and external customers, and FEMA's state, federal, and community partners.

G. Strategy

Support FEMA's Labor Management Partnership Council, and build a strong regional labor management partnership to provide a collaborative perspective from labor and management on employee-related issues and policies.

Objective 4.3 Improve regional business processes and workforce planning.

A. Strategy

Develop and implement a Regional Human Capital Strategy that identifies current, new, or emerging organization workforce trends; includes workforce plans, such as succession plans; improves recruitment and retention of employees, promotes diversity; helps link hiring and career advancement to meet the Region's future workforce needs; and includes an assessment and evaluation process to examine the affects of this strategy.



Gold Medal Award recipient Jack Shuback, Region III Human Services Branch Chief, poses with Administrator David Paulison and Deputy Administrator Harvey Johnson during the Administrator's Awards Ceremony.

Strategic Goal 5

Build public trust and confidence through performance and stewardship.



President Bush visits the Initial Operating Facility in Virginia, supporting the Hurricane Isabel response, and thanks FEMA and Virginia employees for their work.



Cultural Diversity Day is held, featuring a “Pot Luck Lunch” of ethnic dishes prepared by regional staff.



Regional Administrator Jonathan Sarubbi with an Employee of the Quarter award winner.

Objective 5.1 Maintain Region III as a respected and professional organization through strong leadership and actively engaging employees in continuing to build and strengthen public trust.

A. Strategy

Promote a leadership development program to identify, prepare, and sustain the next generation of leadership.

B. Strategy

Ensure that diversity is valued within Regional leadership, management, and staff; and that they collectively reflect a wide-range of experience and perspectives essential to FEMA’s mission and core competencies.

C. Strategy

Provide the time, training, and performance feedback needed to enable managers to actively oversee their programs and people and increase accountability for results.

D. Strategy

Create understanding and enthusiasm for FEMA’s vision in all employees.

E. Strategy

Develop and communicate the doctrine, policies, and procedures that empower employees to act.

Objective 5.2 Develop a results-oriented business approach that enhances Region III’s mission success.

A. Strategy

Establish standardized business processes that produce on time and high quality results.

B. Strategy

Develop a clear, comprehensive, and executable budget process that engages all stakeholders by developing performance metrics that instill top-level accountability.

C. Strategy

Ensure a clear link between Region’s vision, mission, and Strategic Plan and Region’s programmatic and budgetary decisions, ensuring prudent investments of resources.

D. Strategy

Consistently use standardized methods to capture and share internal knowledge and lessons learned to improve regional operations and implement best practices.

Objective 5.3 Instill a culture that is focused both internally and externally on customer care.

A. Strategy

Focus service provision on increased quality of care for all customers—internal and external—that emphasizes reliability, responsiveness, customer value, empathy, and competency.

B. Strategy

Seek out customer feedback using a variety of mechanisms such as questionnaires and surveys, and take corrective actions to address any problems identified.

C. Strategy

Collaborate with partners, including State and local governments, to build their capabilities in administering and promoting FEMA programs.

Objective 5.4 Develop, implement, and maintain proper internal management controls and training programs to provide results-oriented management of FEMA resources and prevent waste, fraud, and abuse.

A. Strategy

Manage regional resources and programs by creating a climate of stewardship and accountability.

B. Strategy

Promote Contracting Officer and Contracting Officer’s Technical Representative Certification and ethics training to ensure proper oversight and contract administration.

C. Strategy

Assess the adequacy of Regional internal controls in FEMA programs and operations, including efforts to secure agency assets, such as facilities, information technology hardware and software, and other equipment, by conducting periodic audits and inventories.

D. Strategy

Take corrective actions on identified internal control weaknesses and develop regular reports on the status of regional internal controls.

Measuring Results



Senior management attend a Business Plan Workshop for the development of Region III's Strategic Plan and FY 09 Business Plan.

To support the Region III Strategic Plan, the Region will develop and publish an annual Business Plan. This annual business plan will become an addendum to our Strategic Plan. In Appendix B – Region III Strategy Leads, the Region has identified which of its organizations has overall responsibility for a strategy to move the region toward accomplishing the outlined strategic objectives and goals. Understanding that the strategies listed in the plan cannot be accomplished by only one Regional element, all the elements will provide the support necessary to successfully bring about this strategic plan.

Prior to the development of the annual business plan, the Region will determine its priorities, and identify annual objectives to meet these priorities. The Region's management team will ensure that all are aligned with this Strategic Plan's Strategies. Our annual business plan will contain activities, events, and initiatives that will be accomplished, along with the Region's measures, targets, and our definition of success to determine when we have met our annual goals.

The Region III Annual Business Plan will be a "living" plan, requiring ongoing monitoring and assessment. The Region will develop a monthly reporting process that will track our progress and document our successes. This process will also provide a vehicle in which to identify new opportunities and possible roadblocks, and help the Region adjust priorities and resources throughout the year.

Each year the Region will review its Strategic Plan, and determine if the Region is on the right path to realizing the Strategic Goals, and whether this plan needs to be changed or updated.

Appendix A:

Region III State Office



Delaware

Delaware Emergency Management Agency
165 Brick Store Landing Road
Smyrna, Delaware 19977
Telephone: (302) 659-6855



District of Columbia

District of Columbia Homeland Security and Emergency Management Agency
2720 Martin Luther King, Jr. Avenue
Washington, DC 20032
Telephone: 202-727-6161



Maryland

Maryland Emergency Management Agency
Camp Fretterd Military Reservation
5401 Rue Saint Lo Drive
Reistertown, MD 21136
Telephone: 410-517-3625



Pennsylvania

Pennsylvania Emergency Management Agency
2605 Interstate Drive
Harrisburg, PA 17110
Telephone: 717-651-2001



Virginia

Virginia Department of Emergency Management
10501 Trade Court
Richmond, VA 23236
Telephone: 804-897-6500



West Virginia

West Virginia Division of Homeland Security and Emergency Management
Building 1, Room EB-80
1900 Kanawha Boulevard
East Charleston, West Virginia 25305
Telephone: 304-558-5380

Appendix B:

Region III Strategy Leads

(L=Lead Division ; S=Support Division)

Strategic Goal/Objective/Strategy	Region III Responsible Organization					
	ORA	DAD	DOD	MGT	MIT	NP
Goal 1 - Lead an integrated approach that strengthens the Region's ability to address disasters, emergencies, and terrorist events.						
Objective 1.1- Build a culture of preparedness across the Region for all hazards.						
A. Strategy -Provide guidance, technical assistance, planning, training, exercises, federal resources, and other forms of assistance to states, local governments, and first responders across the Region to build and sustain the capability to prevent, protect against, respond to, and recover from natural disasters, acts of terrorism, and other man-made events or incidents.	S	S	S	S	S	L
B. Strategy-Enhance efforts for greater personal and community responsibility for preparedness through public education and awareness, and community engagement and planning, including outreach to vulnerable populations.	S	S			S	L
C. Strategy - Engage private industry in building capabilities and in developing partnerships with government entities; leveraging resources to promote personal and community responsibility for preparedness.	S		S		S	L
D. Strategy - Partner with the private sector to develop business continuity plans that help limit the physical, financial, and emotional losses from disasters, emergencies, and terrorist events.						L
Objective 1.2 - Conduct, promote, and communicate the identification and analysis of risk and capabilities as the basis for action.						
A. Strategy -Leverage existing resources within all levels of government, non-governmental organizations, and the private sector to identify risks associated with all-hazard threats, vulnerabilities, and consequences and to measure the capabilities necessary to minimize the identified risks.			S		L	L
B. Strategy - Create safer communities by proactively partnering with federal agencies, states, local governments, first responders, business and industry, and individuals to make good management decisions based on risks and capabilities.		S	S		L	L
Objective 1.3 Promote physical and economic loss reduction measures.						
A. Strategy -Reduce the financial impact of disasters on the Region by promoting the use of insurance as a mechanism by which public and private property owners can reduce their risk of economic loss and through strengthening the National Flood Insurance Program (NFIP).					L	
B. Strategy - Provide technical assistance and public education on building techniques and financial resources to disaster victims in the rebuilding and recovery process to reduce the potential for future loss of life and property.		S			L	
C. Strategy - Promote the protection of critical infrastructure from terrorism or any other incidents that would cause major disruption to commerce or significant loss of life through preparedness grant program guidance, technical assistance, mitigation of damaged infrastructure, and other relevant plans and programs.				S	S	L

Strategic Goal/Objective/Strategy	Region III Responsible Organization					
	ORA	DAD	DOD	MGT	MIT	NP
Objective 1.4 Engage stakeholders in developing and communicating clear doctrine and policy, both internally and externally.						
A. Strategy - Engage stakeholders early and often in the process of developing national and regional doctrine.	L	S	S	S	S	S
B. Strategy - Provide doctrinal and programmatic guidance to all levels of government and all external partners, public and private.	L	S	S	S	S	S
Objective 1.5 - Ensure the Region's jurisdictions have adequate plans and programs to effectively address all hazards and minimize loss of life and property.						
A. Strategy - Coordinate planning efforts and systems within the Region and collaborate closely with external partners, federal agencies, states, local governments, first responders, business and industry, and individuals to develop unified plans that provide for an integrated national response to all hazards.			L			S
B. Strategy-Enhance the integration of resources from all government and non-governmental sectors in recovery efforts through pre-disaster planning and by mitigating against potential future losses, which includes providing incentives in grant programs to strengthen state and local capabilities.		S		S	L	
C. Strategy - Provide leadership and coordination of public and private sector efforts in catastrophic planning, including the provision of technical assistance and the promotion of regional and state mutual-aid planning.			S			L
D. Strategy - Ensure that federal agencies, states, local governments, and first responders are prepared to continue operations and perform essential governmental functions in response to all hazards.			S			L
E. Strategy - Ensure that operational planning with other federal agencies, states, and local governments is consistent with Integrated Planning System and linked to the National Incident Management System (NIMS), the National Response Framework (NRF), the National Preparedness Guidelines, and the requirements of FEMA grant programs, training, exercises, and technical assistance.			L	S		S
F. Strategy - Improve the linkages between preparedness, mitigation, and operational planning so that prevention, protection, response, and recovery capabilities for all hazards are strengthened and based soundly on a joint analysis of risk and need across the public and private sectors.		S	L		S	S
G. Strategy - Encourage States and local governments to develop plans that focus on the unique requirements posed by special needs populations.		L	S			

Strategic Goal/Objective/Strategy	Region III Responsible Organization					
	ORA	DAD	DOD	MGT	MIT	NP
Objective 1.6 Support national efforts to professionalize the national emergency management system and the training that supports it.						
A. Strategy - Support the establishment and implementation of common emergency management standards and practices under the National Incident Management System (NIMS).			S			L
B. Strategy - Support state and local credentialing systems of emergency management staff and emergency response personnel standards and nationwide typing of emergency management resources.						L
C. Strategy - Sustain regional advisory committees to ensure effective and ongoing coordination of emergency management activities with partners across the Region.	S	S	S	S	S	L
Objective 1.7 - Strengthen and validate Regional capabilities through education, exercises, training, and evaluation.						
A. Strategy - Promote alignment of grant programs, education, training, and exercises with national doctrine, including the National Planning Scenarios, National Preparedness Guidelines, Universal Task List, and Target Capabilities List.				S		L
B. Strategy - Integrate, streamline, and deliver relevant education, training, and exercise programs for FEMA staff and partners that address performance gaps and test capabilities.		S	S		S	L
Objective 1.8 Maintain a high level of Regional readiness to respond to disasters and emergencies.						
A. Strategy - Transform logistics management by leveraging public sector partnerships and incorporating industries' best practices in support of domestic emergencies.			L			
B. Strategy - Field emergency response teams capable of responding to rapidly changing requirements and supporting local and state efforts.			L	S		
C. Strategy - Support enhancement of communications capabilities to provide reliable, interoperable, secure, and redundant platforms to enable information sharing at all levels of government, to include the Regional Emergency Communications Coordination Workgroup (RECCWG).			L	S		
D. Strategy - Enhance incident and information management and coordination through a professional dedicated 24/7 Regional Response Coordination Centers (RRCC).			L			
Goal 2-Deliver easily accessible and coordinated assistance for all programs.						
Objective 2.1- Contribute to the formulation and administration of financial assistance programs that are aligned with strategic objectives and delivered through a simple and coordinated process.						
A. Strategy - Establish consistent and unified technical assistance for FEMA's broad portfolio of grant programs.		S		L	S	S
B. Strategy - Apply an overarching policy for consistent and unified programmatic guidance and procedures for FEMA's broad portfolio of grant programs.		S		L	S	S
C. Strategy Implement a comprehensive strategy for simplifying the delivery of assistance to public and private sector partners for all FEMA's grant programs.		S		L	S	S

Strategic Goal/Objective/Strategy	Region III Responsible Organization					
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Objective 2.2- Improve the delivery of disaster assistance while minimizing opportunities for waste, fraud, and abuse.						
A. Strategy - Develop and use a well-trained and equipped workforce and well-managed contract support to provide timely assistance and improved customer service.		L	L	S	L	
B. Strategy - Support timely and appropriate determination of flood zones, rating of flood insurance policies, and payment of flood insurance claims.					L	
C. Strategy - Maintain processes to support the collection, analysis, and sharing of disaster response and assistance information.	S	L	L	S	L	
D. Strategy - Implement policies and practices that successfully safeguard against waste, fraud, and abuse.	L	L	L	L	L	L
Objective 2.3 Effectively lay the foundation to meet the immediate needs of disaster victims and begin community recovery.						
A. Strategy - Implement strategies for optimum coordination and technical assistance to support community recovery and to reduce risks from future events.		L	S		S	
B. Strategy - Develop new and strengthen existing public and private partnerships to address transitional assistance and recovery needs.		L			S	
C. Strategy - Ensure the integration of sound building designs, construction standards, and up-to-date risk information into the recovery process to mitigate against future disaster losses.		S			L	
Goal 3- Provide reliable information at the right time for all users.						
Objective 3.1 Collect and share information on FEMA's policies, programs, and activities with employees, partners, and stakeholders on a consistent basis.						
A. Strategy - Develop and implement an internal communications strategy that provides employees with timely, consistent, and accurate information and that promotes information sharing across the agency.	L	S	S	S	S	S
B. Strategy - Maintain information systems and processes that support FEMA staff and programs to ensure overall mission success.	S	S	S	L	S	S
C. Strategy - Collect more reliable information that allows continual assessment of programmatic and business practices and that enables the Region to make decisions that are driven by consistent and high-quality data.	S	S	S	L	S	S
D. Strategy - Develop and implement a strengthened comprehensive emergency management information strategy and standard operating procedures to provide timely, consistent, and reliable information to partners and stakeholders.	L	S	S	S	S	S
E. Strategy - Develop and implement an enhanced comprehensive emergency management education strategy that educates partners and stakeholders about FEMA's policies, programs, and activities.	S	S	S	S	S	L
F. Strategy - Protect individuals' privacy rights by instituting appropriate procedures, programs, and processes.	L	S	S	S	S	S

Strategic Goal/Objective/Strategy	Region III Responsible Organization					
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Objective 3.2 - Build a robust disaster communications program that provides “real time” reliable information before and during events.						
A. Strategy - Ensure information sharing capabilities that provide decision makers and responders with real-time data, thus increasing the effectiveness of response operations at all levels of government.			L	S		
B. Strategy - Develop an external communications strategy and standard operating procedures that provide reliable information sharing with partners at all levels of government and the private sector, ensuring that all partners have consistent situational awareness and a common operating picture.	S		L			S
C. Strategy - Enhance the ability to communicate with the public, private sector, and the media before, during, and after an event occurs, including the capability to notify specific populations threatened by an impending event.	L		S	S		
Goal 4 - FEMA invests in people and people invest in FEMA to ensure mission success.						
Objective 4.1 Hire, train, and retain a talented and diverse workforce.						
A. Strategy - Establish opportunities for professional development that emphasize cross-training and that provide career-advancement paths for all employees while ensuring that career ladders address mission-critical occupations.	S	S	S	S	S	L
B. Strategy - Emphasize the value and importance of individual employees’ roles through clear and meaningful job assignments and individualized performance plans.	L	S	S	S	S	S
C. Strategy – Develop and implement a creative and timely regional awards program to recognize outstanding performance.	S	S	S	L	S	S
D. Strategy - Support a telework program that enhances the Region’s operational capability and organizational effectiveness, helps ensure continuity of operations, and capitalizes on advances in workplace technology.	S	S	S	L	S	S
E. Strategy - Strengthen the Disaster Reserve Workforce to ensure a competent, reliable, and nimble reserve workforce capacity.	S	S	S	L	S	S
Objective 4.2 Supply the information, support, and resources that FEMA employees need to do an outstanding job.						
A. Strategy - Ensure that employees receive accurate information on a consistent and timely basis.	L	S	S	S	S	S
B. Strategy - Provide all employees with sufficient tools, supplies, and support services, including reliable and up-to-date computers, software, copiers, other equipment, and timely help desk assistance.	S	S	S	L	S	S
C. Strategy - Provide a dynamic work environment with modern, safe, and secure facilities.	L			S		
D. Strategy - Ensure the health and well-being of employees during times of high operating stress.	L	S	S	L	S	S

Strategic Goal/Objective/Strategy	Region III Responsible Organization					
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E. Strategy - Ensure that employees’ suggestions and concerns are heard and that they receive timely consideration and action.	L	S	S	S	S	S
F. Strategy - Ensure that all employees learn and practice good conflict-resolution skills for dealing with colleagues, subordinates, supervisors, internal and external customers, and FEMA’s state, federal, and community partners.	S	S	S	S	S	L
G. Strategy - Support FEMA’s Labor Management Partnership Council, and build a strong regional labor management partnership to provide a collaborative perspective from labor and management on employee-related issues and policies.	L	S	S	S	S	S
Objective 4.3 Improve regional business processes and workforce planning.						
A. Strategy - Develop and implement a Regional Human Capital Strategy that identifies current, new, or emerging organization workforce trends; includes workforce plans, such as succession plans; improves recruitment and retention of employees, promotes diversity; helps link hiring and career advancement to meet the Region’s future workforce needs; and includes an assessment and evaluation process to examine the affects of this strategy.	S	S	S	L	S	S
B. Strategy - Conduct periodic mission and functions review.	L	S	S	S	S	S
Goal 5 - Build public trust and confidence through performance and stewardship.						
Objective 5.1- Maintain Region III as a respected and professional organization through strong leadership and actively engaging employees in continuing to build and strengthen public trust.						
A. Strategy - Promote a leadership development program to identify, prepare, and sustain the next generation of leadership.	S	S	S	S	S	L
B. Strategy - Ensure that diversity is valued within Regional leadership, management, and staff; and that they collectively reflect a wide-range of experience and perspectives essential to FEMA’s mission and core competencies.	L	S	S	S	S	S
C. Strategy - Provide the time, training, and performance feedback needed to enable managers to actively oversee their programs and people and increase accountability for results.	L	S	S	S	S	S
D. Strategy - Create understanding and enthusiasm for FEMA’s vision in all employees.	L	S	S	S	S	S
E. Strategy - Develop and communicate the doctrine, policies, and procedures that empower employees to act.	L	S	S	S	S	S

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Objective 5.2 - Develop a results-oriented business approach that enhances Region III's mission success.						
A. Strategy - Establish standardized business processes that produce on time and high quality results.	L	S	S	L	S	S
B. Strategy - Develop a clear, comprehensive, and executable budget process that engages all stakeholders by developing performance metrics that instill top-level accountability.	L	S	S	L	S	S
C. Strategy - Ensure a clear link between Region's vision, mission, and Strategic Plan and Region's programmatic and budgetary decisions, ensuring prudent investments of resources.	L	S	S	S	S	S
D. Strategy - Consistently use standardized methods to capture and share internal knowledge and lessons learned to improve regional operations and implement best practices.	S	S	S	S	S	L
Objective 5.3 - Instill a culture that is focused both internally and externally on customer care.						
A. Strategy - Focus service provision on increased quality of care for all customers—internal and external—that emphasizes reliability, responsiveness, customer value, empathy, and competency.	L	L	L	L	L	L
B. Strategy - Seek out customer feedback using a variety of mechanisms such as questionnaires and surveys, and take corrective actions to address any problems identified.	L	L	L	L	L	L
C. Strategy - Collaborate with partners, including State and local governments, to build their capabilities in administering and promoting FEMA programs.	L	L	L	L	L	L
Objective 5.4 - Develop, implement, and maintain proper internal management controls and training programs to provide results-oriented management of FEMA resources and prevent waste, fraud, and abuse.						
A. Strategy - Manage regional resources and programs by creating a climate of stewardship and accountability.	L	S	S	S	S	S
B. Strategy - Promote Contracting Officer and Contracting Officer's Technical Representative Certification and ethics training to ensure proper oversight and contract administration.	S	S	S	L	S	S
C. Strategy - Assess the adequacy of Regional internal controls in FEMA programs and operations, including efforts to secure agency assets, such as facilities, information technology hardware and software, and other equipment, by conducting periodic audits and inventories.	S		S	L		
D. Strategy - Take corrective actions on identified internal control weaknesses and develop regular reports on the status of regional internal controls.	S	S	S	L	S	S



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