

Partners in Preparedness

Region VIII Strategic Plan
2008 – 2013



FEMA

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Cover Photos:

Left -- The Coal Seam Fire approaches Glenwood Springs, Colorado from across the Roaring Fork River on the night of June 8, 2003. Photo by Brian Dahlberg.
Top Right -- A neighborhood in Grand Forks, North Dakota flooded by waters of the Red River of the North, April 1, 1997. Photo by Michael Rieger.
Center Right -- Farm buildings buried in snow in south-central North Dakota, February 1997. Photo by Barb Sturner.
Lower Right -- Members of Colorado Urban Search & Rescue Task Force 1 at the site of the World Trade Center, September 27, 2001. Photo by Michael Rieger.

Other Photo Credits:

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John McColgan, DOI/Bureau of Land Management, Alaska Fire Service – page 13.
Wyoming Office of Homeland Security – page 17.
FEMA photo (Fraughton) – page 7.

Produced by Donovan Puffer, Regional Analyst, FEMA Region VIII.
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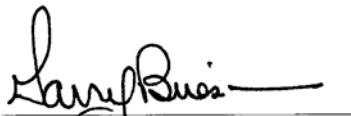
The Way Ahead

More than 580,000 square miles, significant components of the national critical infrastructure including agriculture, electrical power, coal, water, and natural gas, six of our country's largest states, from the Great Plains to the Rocky Mountains, from Great Salt Lake to Spirit Lake, and from the Yellowstone to the Colorado River, we are a frontier region of states with unique histories, and tribal nations with distinct heritages... this is FEMA Region VIII.

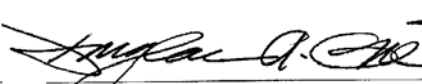
But disasters know no borders between states, counties, or tribal lands - Tornados, floods, earthquakes, and wildfires are oblivious to the boundaries drawn on a map. These hazards can affect us all, and their risks bind us together as a region with a shared purpose and common goals - to preserve the health and safety of our citizens, to protect our communities, and to promote a sustainable future for ourselves and our children.

For these reasons, we are pleased to offer a vision of this shared purpose in the Region VIII Strategic Plan. It aligns with the national direction set in the FEMA Strategic Plan for 2008-2013, and with the strategies put forward by the states, tribal nations, communities, federal agencies, non-governmental organizations, and private sector partners we serve. It presents a multi-year approach, with a range of possible actions we can pursue together to meet our strategic goals and objectives, implemented by specific Action Plans we jointly will develop.

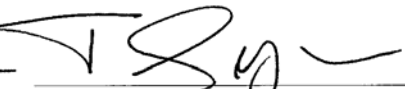
We are all partners in preparedness. Across the mountains and plains that define our region, we are joined together by our willingness to plan and work with each other to ensure we are ready for these hazards, resolute in mitigating our risks, responsive when disaster strikes, and resilient in our ability to help each other recover.



Garry Bries
Regional Administrator



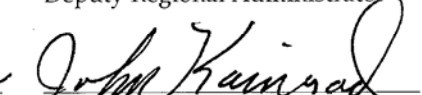
Douglas A. Gore
Deputy Regional Administrator



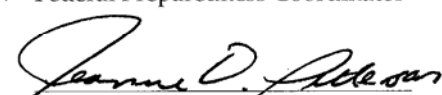
Timothy Y. Deal
Federal Preparedness Coordinator




Edward M. Hopkinson, Director
Management Division




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Disaster Assistance Division



Jeanine D. Petterson, Director
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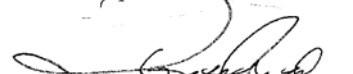
Dan Griffiths, Acting Director
Disaster Operations Division




COL Mark D. Johnson
Defense Coordinating Officer




Norman W. Winterowd
Denver MEBS Chief



Anthony Russell
Federal Coordinating Officer



Justin Dombrowski
Federal Coordinating Officer



Nancy Casper
Federal Coordinating Officer

Regional Vision

Together we are preparing communities, supporting response, committing to recovery, and mitigating future losses.

Regional Mission

As an organization, the mission of the Region VIII Regional Office is to support the development of a Regional, all-hazards, risk-based emergency management system of preparedness, protection, response, recovery, and mitigation through close working relationships with Federal agencies, States, tribal nations, localities, business and industry, and State and local volunteer organizations.

Foundations for Success

In developing the goals and objectives embodied in FEMA's Strategic Plan for FY2008-2013, participants identified several consistent foundational themes that are central to FEMA's success as an agency and that define what the organization values. These themes drive how the people in FEMA conduct relations with each other, their customers, and their partners. As a clear linkage to the FEMA Strategic Plan, Region VIII embraces and embodies the same overarching themes in its strategy.

1. Clear and well communicated doctrine

The Region'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 VIII will deliver its programs in a manner that is focused on the customer, using its capabilities to continually communicate with federal agencies, states, tribal nations, 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

The Region 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 VIII will be valued across all organizations – FEMA Headquarters, our partner Regions, regional federal agencies, states, tribal nations, 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 VIII performance and building trust and confidence among internal and external stakeholders. Region VIII 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

The Region 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 VIII will institutionalize improved workforce planning to ensure that the workforce is shaped to strike the right balance of permanent, reservist, and temporary personnel. We will supply the information, support, and resources that Region VIII 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 VIII, FEMA relies on strong partnerships to ensure success in carrying out its mission. Thus, strong coordination is essential among FEMA programs, DHS components, and agencies, departments, and organizations and businesses external to DHS. Region VIII also will work closely with partners in other federal agencies, states, tribal nations, 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.

Strategic Goals, Objectives, and Possible Actions

GOAL 1: PREPAREDNESS IS THE FOUNDATION

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.

Possible Actions:

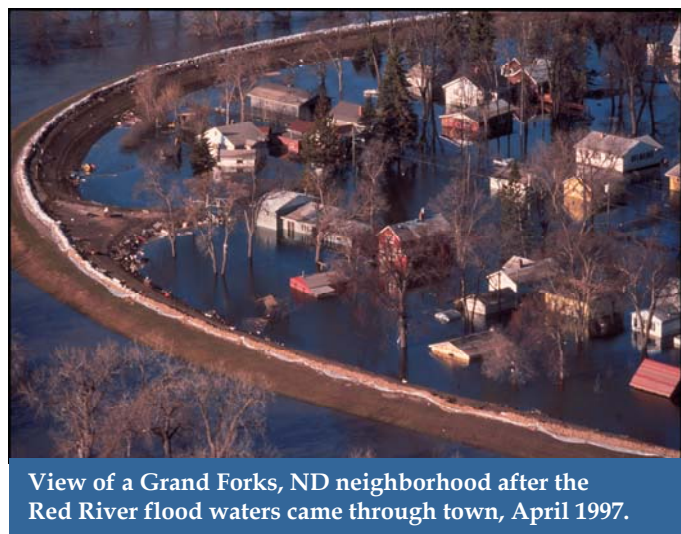
- 1.1.1 Implement the National Preparedness System and promote “Partners in Preparedness” in the Region. *(Lead: National Preparedness Division)*
- 1.1.2 Continue the processes of on-boarding the Federal Preparedness Coordinator and implementing the Regional-National Preparedness Concept of Operations. *(Lead: National Preparedness Division)*
- 1.1.3 Enhance the interaction and effectiveness of Regional interagency coordination groups like the Regional Advisory Council, the Regional Interagency Steering Committee, and Regional Emergency Communications Coordination Work Group to promote a shared vision and common goals among our partners in preparedness. *(Co-Leads: Regional Administrator's Office, National Preparedness Division, Disaster Operations Division)*
- 1.1.4 Align the DHS preparedness assistance grants processes with other processes in the Region and its States, to effectively identify risks, integrate operational planning, promote mutual aid, and assure operational capabilities are in place to prevent, respond to, and recover from disasters and emergencies. *(Co-Leads: Management Division, National Preparedness Division)*
- 1.1.5 Support collaboration among Region VIII States, tribal nations, local governments, private industry, and non-governmental organizations to share smart practices in promoting citizen and business preparedness, along the lines of the state “Be Ready” and business & industry partnership initiatives. *(Lead: National Preparedness Division)*
- 1.1.6 Continue to support the growth and activities of State and local Citizen Corps Councils in their efforts to promote greater personal and community responsibility for preparedness. *(Lead: National Preparedness Division)*

- 1.1.7 Through the Chemical Stockpile Emergency Preparedness Program, continue to enhance existing local and State capabilities to protect the health and safety of the public, workforce, and environment from the effects of a chemical accident or incident involving the two U.S. Army chemical stockpile sites in the Region. (Co-Leads: National Preparedness Division, Defense Coordinating Element)

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

Possible Actions:

- 1.2.1 Implement a risk-based and capability-based planning approach in the Region. (Co-Leads: Regional Administrator’s Office, all divisions)
- 1.2.2 Adopt and use a common methodology for risk assessment, such as the methodologies currently recommended by the FEMA Mitigation or DHS critical infrastructure programs. (Co-Leads: Regional Administrator’s Office, all divisions)
- 1.2.3 Support the use of HAZUS as a tool for predictive modeling and planning by our stakeholders. (Lead: Mitigation Division)
- 1.2.4 Update and modernize the Region’s Flood Maps. (Lead: Mitigation Division)
- 1.2.5 Pursue outreach opportunities to educate Region VIII communities concerning the continued risk of living behind levees. (Co-Leads: Mitigation Division, Regional Administrator’s Office/External Affairs)
- 1.2.6 Conduct a regional risk analysis of natural hazards to develop regional vulnerability indices with county-by-county risk scores. (Lead: Mitigation Division)
- 1.2.7 Adopt and use a capability assessment process and tool that portrays States’ progress in building targeted capability or capacity, including returns on investment. (Lead: National Preparedness Division)
- 1.2.8 Implement the Gap Analysis program throughout the Region as a basis for identifying specific strengths and shortfalls in operational capabilities. (Co-Leads: Disaster Operations Division, National Preparedness Division, Disaster Assistance Division)



View of a Grand Forks, ND neighborhood after the Red River flood waters came through town, April 1997.

- 1.2.9 Collaborate and advocate within FEMA for the addition of the Wasatch Front earthquake zone in Utah to the scenarios covered by the Catastrophic Planning Initiative. *(Lead: National Preparedness Division)*
- 1.2.10 Refine loss estimations for Wasatch Front scenario earthquake events to support catastrophic planning, Gap Analysis, and the identification of mitigation priorities. *(Lead: Mitigation Division)*

OBJECTIVE 1.3 – Promote physical and economic loss reduction measures.

Possible Actions:

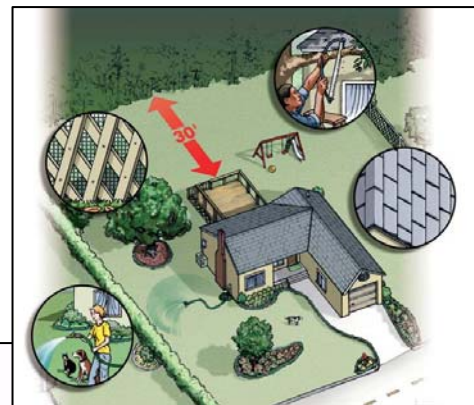
1.3.1 Encourage adoption of national, consensus-based building, life safety, and fire codes and standards by governmental entities throughout the Region. *(Lead: Mitigation Division)*

1.3.2 Through the National Flood Insurance Program, continue to promote sound floodplain management and the increased use of insurance within the Region to reduce risks of economic loss. *(Co-Leads: Mitigation Division, Regional Administrator’s Office/External Affairs)*

1.3.3 Continue to provide technical assistance and public education on hazard mitigation practices to reduce the potential for future loss of life and property. *(Lead: Mitigation Division)*

1.3.4 Partner with DHS critical infrastructure protection specialists to accurately identify critical infrastructure at risk within the Region, and to incorporate recommended protective actions into preparedness investment strategies, hazard mitigation plans, and emergency operations plans. *(Lead: Regional Administrator’s Office and all divisions)*

1.3.5 Implement lessons-learned programs, such as the Lessons Learned Information System and the Remedial Action Management Program, to identify smart practices in disaster operations. *(Co-Leads: Regional Administrator’s Office and all divisions)*



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

Possible Actions:

- 1.4.1 Actively promote understanding and use within the Region of national response doctrine, embodied in the National Response Framework and the National Incident Management System. *(Lead: Disaster Operations Division)*
- 1.4.2 Provide information and assistance to Governors’ staffs and local jurisdictions so they clearly understand the disaster declaration process, their role in requesting assistance. Manage expectations by educating them on the strengths and limitations of disaster assistance programs typically available as a consequence of a declaration. *(Co-Leads: Regional Administrator’s Office/External Affairs, Disaster Assistance Division)*
- 1.4.3 Provide information and assistance to representatives of tribal nations so they clearly understand the disaster declaration process, their role in requesting assistance. Manage expectations by explaining the strengths and limitations of disaster assistance programs typically available as a consequence of a declaration. *(Co-Leads: National Preparedness Division, Disaster Assistance Division)*
- 1.4.4 Provide information and assistance to partner Federal agencies, voluntary organizations, and private industry so they clearly understand the disaster declaration process, their role in requesting assistance. Manage expectations by explaining the strengths and limitations of disaster assistance programs typically available as a consequence of a declaration. *(Lead: Disaster Assistance Division)*
- 1.4.5 Host stakeholder review sessions to promote State and local involvement in the development of national-level doctrine and policy. *(Lead: National Preparedness Division)*



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.

Possible Actions:

- 1.5.1 Complete the Regional Supplement to the National Response Framework, and provide appropriate training to familiarize Regional staff, other agencies, and State staffs with the Supplement’s content. *(Lead: Disaster Operations Division)*
- 1.5.2 Work with our regional Federal and interagency partners to put in place an integrated process for operational planning. Ensure that Federal, State, and local plans are in vertical alignment with the National Response Framework. *(Co-Leads: National Preparedness Division, Disaster Operations Division, Defense Coordinating Element)*
- 1.5.3 Integrate the Defense Coordinating Element into the Region’s planning, preparedness, and response efforts to synchronize DoD plans and leverage DoD capabilities. *(Co-Leads: Regional Administrator’s Office, Defense Coordinating Element)*
- 1.5.4 Work with our State partners to develop joint operational plans, based on the National Response Framework, the Regional Supplement, and other appropriate national-level guidance or templates. *(Co-Leads: Disaster Operations Division, National Preparedness Division)*
- 1.5.5 Support the development and implementation of Multi-Hazard Mitigation Plans and their updates for all Region VIII state, tribal, and local jurisdictions. *(Lead: Mitigation Division)*
- 1.5.6 Promote and support efforts by our States to integrate their hazard mitigation plans, critical infrastructure protection plans, emergency operations plans, and recovery plans. *(Co-Leads: Regional Administrator’s Office and all divisions)*
- 1.5.7 Engage with regional interagency partners to build incident-specific catastrophic plans for terrorism, earthquake, mega-fires, and other identified hazards. *(Lead: National Preparedness Division)*

OBJECTIVE 1.6 – Professionalize the Regional emergency management system and the training that supports it.

Possible Actions:

- 1.6.1 Implement a program for all Region VIII employees to have Individual Development Plans. *(Lead: Regional Administrator’s Office and all divisions)*
- 1.6.2 Support efforts by Regional employees to attain and maintain credentials that recognize professional development, such as the completion of position task books, red-card certification for wildland fire operations, and attainment of

professional credentials (i.e., Certified Emergency Manager, Certified Floodplain Manager, and the American Institute of Certified Planners). *(Co-Leads: Regional Administrator's Office and all divisions)*

- 1.6.3 Continue to support professional development of Regional employees through participation in homeland security & emergency management certificate programs offered by local universities. *(Lead: National Preparedness Division)*
- 1.6.4 Work to promote training in and the development of operational planning capability at the Regional, State, tribal, and local levels. *(Co-Leads: Disaster Operations Division, National Preparedness Division)*
- 1.6.5 Collaborate and advocate with FEMA Headquarters to improve the organization, training, benefits, career development, accountability, and sustainability of the Disaster Assistance Employee and the Cadre of On-Call Response Employee programs. *(Lead: Management Division)*
- 1.6.6 Conduct all-hands forums to promote professionalism. *(Lead: Regional Administrator's Office)*

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

Possible Actions:

- 1.7.1 Utilize the Defense Coordinating Element to educate Regional interagency, State, tribal, and local stakeholders on the roles, responsibilities, and capabilities of the Department of Defense in support of civil authorities and consequence management. *(Lead: Defense Coordinating Element)*
- 1.7.2 Use joint operational plans as a basis for joint Federal-State training and exercises. *(Lead: National Preparedness Division)*
- 1.7.3 Provide technical assistance to States in the development of realistic exercises, based on the National Planning Scenarios. *(Lead: National Preparedness Division)*
- 1.7.4 Leverage opportunities to participate in State and national exercises. *(Lead: National Preparedness Division)*
- 1.7.5 Continue to conduct training and exercises with Region VIII staff to ensure an effective continuity of operations capability. *(Lead: National Preparedness Division)*



- 1.7.6 Collaborate with the DHS pre-designated Principal Federal Official for the Pandemic Influenza Region C (consisting of FEMA Regions V and VIII) on a series of pandemic influenza seminars, planning, and outreach activities to ensure partnerships are effectively leveraged and maximized across jurisdictions. *(Co-Leads: National Preparedness Division, Disaster Operations Division)*
- 1.7.7 Conduct regular exercises for Region VIII staff, utilizing the National Planning Scenarios. *(Co-Leads: National Preparedness Division, Disaster Operations Division)*

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

Possible Actions:

- 1.8.1 Assess Region VIII’s capabilities using the same processes, tools, and metrics we recommend our States use: the Emergency Management Accreditation Program. *(Co-Leads: Regional Administrator’s Office, National Preparedness Division)*
- 1.8.2 Continue to maintain situational awareness via effective watch operations in the Regional Response Coordination Center and MERS Operations Center, and implement expanded 24/7 operations as additional watch officer positions are allocated to the Region. *(Co-Leads: Disaster Operations Division, Denver MERS)*
- 1.8.3 Continue to collaborate with the Denver MERS leadership to identify and pursue opportunities for increasing mutual support and interoperability between the Regional Response Coordination Center and the MERS Operations Center. *(Co-Leads: Disaster Operations Division, Denver MERS)*
- 1.8.4 Continue efforts to identify, maintain, and use a consolidated set of emergency contact information, so the RRCC, MERS Operations Center, Defense Coordinating Element, and Region VIII leadership have an effective means for contacting employees and stakeholders under all conditions. *(Co-Leads: Disaster Operations Division, Denver MERS, Defense Coordinating Element)*
- 1.8.5 Establish a practice by which all eligible Region VIII employees are identified and qualified for disaster assignment in a specific role or position. *(Lead: Disaster Operations Division)*
- 1.8.6 Complete the Regional Response Coordination Center SOP and provide appropriate training to familiarize likely RRCC staff members and agency



Denver MERS vehicles leave for Texas to support operations ahead of Hurricane Dean, August 2007.

representatives with the SOP's content, in the event of a Level II or Level I activation. *(Lead: Disaster Operations Division)*

- 1.8.7 Support collaboration among Region VIII States to share smart practices in developing, training, equipping, and employing intra-state regional Incident Management Teams, along the lines of the Colorado Type III regional IMTs. *(Co-Leads: Disaster Operations Division, National Preparedness Division)*
- 1.8.8 Improve the Region's ability to deliver Individual Assistance, Public Assistance, and Hazard Mitigation Assistance to individuals, families, States, tribes, and local communities by cross-training Regional staff, filling fulltime vacancies expeditiously, and recruiting and hiring reservists with relevant backgrounds and experience. *(Co-Leads: Disaster Assistance Division, Mitigation Division)*
- 1.8.9 Participate fully in planning and preparations for National Special Security Events in the Region, such as the 2008 Democratic National Convention in Denver in August 2008. *(Lead: National Preparedness Division)*

GOAL 2: THE SHARP END OF THE SPEAR

Deliver easily accessible and coordinated assistance for all programs.



OBJECTIVE 2.1 – Formulate and administer financial assistance programs that are aligned with strategic objectives and delivered through a simple and coordinated process.

Possible Actions:

- 2.1.1 Serve as a full partner in national-level planning for the seamless transfer of responsibility for administering preparedness assistance grants in FY2008 and FY2009 from Headquarters to the Regions. *(Lead: Management Division)*
- 2.1.2 Actively participate in efforts to standardize and align the complimentary roles of the Federal Preparedness Coordinators, the Investment Officers, grants management specialists, and other staff involved in coordinating the delivery of preparedness assistance grants in the Region. *(Co-Leads: Management Division, National Preparedness Division)*
- 2.1.3 Continue efforts underway to establish a Grants Management Branch in the Management Division, and plan for expanded operations of a Grants Division as additional grants management positions are allocated to the Region. *(Lead: Management Division)*

- 2.1.4 Develop, identify, and utilize best practices for grants and acquisition staff to improve their financial assistance to State and local customers, such as the cross-divisional review team process used for evaluating State applications for the Emergency Management Performance Grants. *(Lead: Management Division)*
- 2.1.5 Establish a working partnership with State counterparts at the action officer level to consult with States and identify their needs. *(Co-Leads: Regional Administrator's Office and all divisions)*
- 2.1.6 Increase the effectiveness of firefighting operations in the Region via financial assistance through the Assistance to Firefighters Grant program. *(Lead: Management Division)*
- 2.1.7 Meet the immediate financial needs of grantees through actions such as advance incremental funding, particularly in cases of delayed grant awards. *(Lead: Management Division)*
- 2.1.8 Engage FEMA Headquarters the possibility of enhancing the Fire Management Assistance Grant program by adding provisions similar to the Hazard Mitigation Grant Program in major disasters, wherein the State can receive a percentage of the total financial assistance as an additional incentive to complete mitigation projects statewide to reduce future losses. *(Lead: Mitigation Division)*

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

Possible Actions:

- 2.2.1 In advance of disasters, promote intra-State and intra-Regional agreements to provide mutual aid and share resources. *(Co-Leads: National Preparedness Division, Disaster Operations Division, Disaster Assistance Division)*
- 2.2.2 Maintain fully staffed, trained, and equipped State Support Teams for initial coordination with States during the initial stage of an incident in the Region. *(Lead: Disaster Operations Division)*
- 2.2.3 Work with States to ensure their assistance plans and programs take into consideration the evacuation, sheltering, and care of the affected population. *(Co-Leads: National Preparedness Division [for evacuation planning], Disaster Assistance Division)*
- 2.2.4 In coordination with States, tribal nations, and local governments, continue to identify population groups with limited English proficiency and take such groups into account in planning for an emergency or major disaster. Ensure that disaster information is made available to individuals affected by a major disaster or emergency in formats that can be understood by the affected population and individuals with disabilities or other special needs. *(Co-Leads: Disaster Assistance Division, Regional Administrator's Office/External Affairs)*

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

Possible Actions:

- 2.3.1 Promote intra-State and intra-Regional mutual aid and sharing of resources during disasters. *(Co-Leads: National Preparedness Division, Disaster Operations Division, Disaster Assistance Division)*
- 2.3.2 Maintain ongoing technical assistance to States in identifying, developing, and maintaining a current database and geographic information systems data for the joint Federal, State, and local operation of Points of Distribution (PODs) for critical supplies to disaster victims. *(Lead: Disaster Operations Division)*
- 2.3.3 Incorporate the PODs database information into the Gap Analysis templates for Commodities Distribution to further enhance capabilities assessment as well as identify any limiting factors, e.g. staffing, equipment, or resources. *(Lead: Disaster Operations Division)*
- 2.3.4 Roster, train, and equip field response teams to meet the doctrinal requirements for State Support Teams, Emergency Response Team-Advanced, Emergency Response Teams, or Incident Assistance Management Teams. *(Lead: Disaster Operations Division)*
- 2.3.5 Support the efforts of every State within the Region to establish and maintain an effective State Voluntary Organizations Active in Disasters network. *(Lead: Disaster Assistance Division)*
- 2.3.6 Enhance state and community mass care capabilities by extending technical assistance throughout the Region. *(Lead: Disaster Assistance Division)*



Wildfire in the Bitterroot National Forest, Montana, August 2000.

GOAL 3: KNOWLEDGE IS EMPOWERING

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 in the Region on a consistent basis.

Possible Actions:

- 3.1.1 Engage the States to determine their needs for information support, and then work to meet those needs. *(Lead: Regional Administrator’s Office)*
- 3.1.2 Engage the tribal nations to determine their needs for information support, and then work to meet those needs. *(Co-Leads: Regional Administrator’s Office, National Preparedness Division)*
- 3.1.3 Develop and implement a strategy for sharing disaster-specific information with Regional partners and stakeholders. *(Co-Leads: Disaster Operations Division, Regional Administrator’s Office/External Affairs)*
- 3.1.4 Embrace the Incident Action Planning process and Information Collection Plans as the prevailing approach to manage significant projects in the Region. *(Co-Leads: Disaster Operations Division, National Preparedness Division)*
- 3.1.5 Conduct daily, focused leadership meetings to unify the Region’s efforts. *(Lead: Regional Administrator’s Office)*
- 3.1.6 Use the Regional structure as a means of sharing information with partners and stakeholders, including the Regional Advisory Council, the Regional Interagency Steering Committee, and the Regional Emergency Communications Coordination Work Group. *(Lead: Regional Administrator’s Office)*
- 3.1.7 Develop appropriate messaging for the public, including ensuring the information is timely, accurate, and tailored for the affected population. *(Lead: Regional Administrator’s Office/External Affairs)*

OBJECTIVE 3.2 – Build a robust disaster communications capability that provides “real time” reliable information before and during events.

Possible Actions:

3.2.1 Maintain a common operating picture that shares and enhances situational awareness by leveraging capabilities across the spectrum of information platforms to facilitate unity of effort. *(Lead: Disaster Operations Division)*



Personnel at work in the Emergency Operations Center in Pueblo, Colorado, April 2005.

3.2.2 Use the Regional Emergency Communications Working Group as a means to coordinate and collaborate with other stakeholders in emergency communications. *(Co-Leads: Management Division, Disaster Operations Division)*

3.2.3 Collaborate with the Denver MERS to identify and pursue opportunities for increasing mutual support & interoperability between the Regional Response Coordination Center and the MERS Operations Center. *(Co-Leads: Disaster Operations Division, Denver MERS, Defense Coordinating Element)*

3.2.4 Establish and maintain a portable radio communications package for use by Region VIII field teams when other modes of communication may be disrupted or unavailable. *(Co-Leads: Management Division, Disaster Operations Division, Defense Coordinating Element)*

3.2.5 Establish a protocol in the Regional Response Coordination Center for effective access, analysis, and use of State-generated information in WebEOC. *(Lead: Disaster Operations Division)*

3.2.6 Maintain and enhance communications capabilities for Continuity of Operations. *(Lead: National Preparedness Division)*

GOAL 4: OUR PEOPLE MAKE IT HAPPEN

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 that is reflective of the region.

Possible Actions:

- 4.1.1 Identify current Regional staff knowledge, skills, and abilities as a basis for workforce planning. *(Co-Leads: Regional Administrator's Office, Management Division)*
- 4.1.2 Develop and implement an improvement plan to enhance our recruitment process from beginning to end, so the Region can attract a wide range of qualified applicants for each vacancy. *(Co-Leads: Regional Administrator's Office, Management Division)*
- 4.1.3 Collaborate and advocate with FEMA Headquarters to review and modify the processes used to conduct initial screenings of Regional job applications, as a means of ensuring that well qualified applicants are identified for interviews. *(Co-Leads: Regional Administrator's Office, Management Division)*
- 4.1.4 Work with Headquarters to complete hiring actions to fill existing vacancies quickly. *(Co-Leads: Regional Administrator's Office, Management Division)*
- 4.1.5 Recruit and hire reservists with appropriate skills for all disaster cadres. *(Co-Leads: Regional Administrator's Office, Management Division)*
- 4.1.6 Explore creation of a student intern program in the Region. *(Co-Leads: Regional Administrator's Office, Management Division)*
- 4.1.7 Train current Regional staff to increase their acquisition of critical knowledge, skills, core competencies, and abilities essential to the Region's lines of business. *(Co-Leads: Regional Administrator's Office, National Preparedness Division)*
- 4.1.8 Seek out feedback of Regional employees through a variety of means, including questionnaires and surveys, and take corrective actions to address any identified problems. *(Lead: Management Division)*
- 4.1.9 Establish a continual improvement and supervisory assessment program and plan for enhancing the regional work environment and employee satisfaction. *(Lead: Regional Administrator's Office)*

OBJECTIVE 4.2 – Supply the information, support, and resources that Regional employees need to do an outstanding job.

Possible Actions:

- 4.2.1 Develop and implement a strategy for sharing information with employees. *(Co-Leads: Regional Administrator's Office, all divisions)*
- 4.2.2 Continue to expand and improve the Region's use of Sharepoint as a collaborative tool for sharing information with employees. *(Lead: Management Division)*
- 4.2.3 Develop and instill a culture that fosters personal and professional development. Mentor employees for career progression. *(Co-Leads: Regional Administrator's Office and all divisions)*
- 4.2.4 Develop future Regional leaders through the FEMA Performance Excellence Series and other leadership development opportunities. *(Co-Leads: Regional Administrator's Office, National Preparedness Division)*
- 4.2.5 Commit to providing dedicated, talented employees an opportunity to compete for job rotations, leadership shadowing assignments, special training, leadership projects, and promotions. *(Co-Leads: Regional Administrator's Office, all divisions)*
- 4.2.6 Develop and implement a plan for improving the work environment, increasing employee satisfaction, and enhancing respect in the workplace through annual training in diversity, equal rights, and sexual harassment. *(Co-Leads: Regional Administrator's Office, National Preparedness Division)*
- 4.2.7 Celebrate our successes via employee recognition, awards, and other initiatives such as the creation of a "success stories" bulletin board in the hallway of Building 710A. *(Co-Leads: Regional Administrator's Office and all divisions)*



OBJECTIVE 4.3 – Track key workforce data and institutionalize workforce planning.

Possible Actions:

- 4.3.1 Develop and implement a knowledge management program, to identify and institutionalize job knowledge critical to the Region's current and future lines of business. *(Lead: Management Division)*
- 4.3.2 Develop a human capital management program. *(Lead: Management Division)*
- 4.3.3 Begin succession planning by creating a careers intention database for Regional employees. *(Lead: Management Division)*

GOAL 5: GET IT DONE

Build public trust and confidence through performance and stewardship.



OBJECTIVE 5.1 – Transform FEMA and Region VIII into a respected and professional organization through strong leadership and actively engaging employees in building and strengthening public trust.

Possible Actions:

- 5.1.1 Instill a culture that practices and welcomes transparency in all we do. Commit to a working environment that uses transparency to educate the public about FEMA, to allow more participation in emergency management processes, to build public trust, and to encourage feedback and thoughtful criticism to improve the Agency. *(Lead: Regional Administrator’s Office)*
- 5.1.2 Develop and implement a Regional outreach strategy to identify and coordinate our opportunities to share information and build relationships with Federal, State, tribal, and local officials, first responder organizations, media representatives, business leaders, volunteer organizations, and others. *(Lead: Regional Administrator’s Office)*
- 5.1.3 Identify and share success stories to illustrate how Region VIII provides essential services on a daily basis, and extraordinary help during disasters. *(Lead: Regional Administrator’s Office/External Affairs)*

OBJECTIVE 5.2 – Develop a results-oriented business approach that enhances FEMA’s mission success.

Possible Actions:

- 5.2.1 Develop and use mission-driven performance metrics and trend analysis to measure and manage progress in Regional lines of business, projects, and programs, such as:
 - a. Ensure 90 percent of all individuals and families receive disaster assistance within 60 days following a Presidential disaster declaration;
 - b. Within 60 days of a disaster declaration, complete 90 percent of all applicant briefings, requests for Public Assistance, and kickoff meetings.*(Co-Leads: Regional Administrator’s Office and all divisions)*

- 5.2.2 Produce an annual report on the “State of the Region,” as a means of sharing information with others regarding the results achieved by the Region and its partners. *(Co-Leads: Regional Administrator’s Office, National Preparedness Division)*

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

Possible Actions:

- 5.3.1 Engage States, tribal nations, Federal partners, and the private sector in asking them what they want or need from the Region. *(Lead: Regional Administrator’s Office)*



Region VIII staff talk with affected residents in the aftermath of a tornado that hit Spencer, South Dakota in June 1999.

- 5.3.2 Seek out feedback both internally and externally through a variety of means, including questionnaires and surveys, and take corrective actions to address any identified problems. *(Co-Leads: Regional Administrator’s Office and all divisions)*
- 5.3.3 Ensure special needs populations receive an appropriate level of customer care. *(Lead: Disaster Assistance Division)*
- 5.3.4 Ensure all Regional employees complete “Customer Service at FEMA Training” and the four-year refresher training. *(Lead: National Preparedness Division)*
- 5.3.5 Recognize exemplary customer service. *(Lead: Regional Administrator’s Office)*
- 5.3.6 Recognize external best practices. *(Lead: Regional Administrator’s Office)*

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.

Possible Actions:

- 5.4.1 Ensure employees complete required ethics training. *(Lead: National Preparedness Division)*
- 5.4.2 Use the E-Performance management program to provide the direction and feedback needed to enable managers to actively oversee their programs and

people and increase their accountability for results.
(Lead: Regional Administrator's Office)

- 5.4.3 Institute a task collaboration & tracking process within Sharepoint so that Region VIII managers and employees can share information and achieve desired results for Regional projects and initiatives. (Co-Leads: Regional Administrator's Office, National Preparedness Division)
- 5.4.4 Promote a clear, comprehensive, and executable budget & financial management process within the Region that enables promotes transparency and accountability. (Lead: Management Division)
- 5.4.5 Ensure employees with contracting or procurement responsibilities complete appropriate COTR training. (Lead: Management Division)
- 5.4.6 Maintain an effective accountable property program in the Region, including performance of an annual inventory. (Lead: Management Division)
- 5.4.7 Support responses and resolution to Inspector General and Government Accountability Office audits. (Co-Leads: Regional Administrator's Office, Disaster Assistance Division [for IG audits])
- 5.4.8 Prepare and submit required annual assurances on internal management controls. (Lead: Management Division)



Montana Indian Firefighters (MIFF) at the Schley Fire on the Flathead Reservation in Montana, August 2000.

Appendix: Matrix of Possible Actions

This matrix summarizes a range of possible actions the Region and its partners can initiate to meet the objectives of the Strategic Plan. It is not intended to limit the options available for accomplishment of any objective, nor does it commit the Region to undertake all of the listed actions. The Region VIII Strategic Plan is a living document, intended to be responsive to changes in our region’s hazards, risks, responsibilities, resources, and capabilities. The Strategic Plan will be reviewed and updated regularly, and changes will be reflected accordingly in the matrix.

Strategic Goals, Objectives & Possible Actions	FEMA Region VIII Organizations						
	Regional Administrator's Office	Management Division	National Preparedness Division	Disaster Operations Division	Disaster Assistance Division	Mitigation Division	Defense Coordinating Element Denver MERS
Goal 1: Lead an integrated approach that strengthens the Region’s ability to address disasters, emergencies, and terrorism.							
Objective 1.1: Build a culture of preparedness across the Region for all hazards.							
1.1.1 Implement National Preparedness System			L				
1.1.2 Implement Regional NP CONOP			L				
1.1.3 Enhance RAC, RISC, and RECCWG	L		L	L			
1.1.4 Align Preparedness grant processes		L	L				
1.1.5 Promote citizen & business preparedness			L			S	
1.1.6 Support Citizen Corps Councils			L				
1.1.7 Continue CSEPP support			L				L
Objective 1.2: Conduct, promote, and communicate Risk and Capability Analysis as the basis for action.							
1.2.1 Risk-based, capability-based planning	L	L	L	L	L	L	
1.2.2 Common methodology for risk assessment	L	L	L	L	L	L	
1.2.3 Support use of HAZUS						L	
1.2.4 Update region's flood maps						L	
1.2.5 Community outreach for levee risks	L					L	
1.2.6 Regional risk analysis, indices & scores						L	
1.2.7 Capability assessments for states			L				
1.2.8 Implement Gap Analysis			L	L	L		S
1.2.9 Add Utah EQ to Cat Planning Initiative			L			L	S
1.2.10 Refine Utah EQ loss estimations						L	
Objective 1.3: Promote physical and economic loss reduction measures.							
1.3.1 Encourage adoption of codes & standards					S	L	
1.3.2 Sound floodplain management & NFIP	L					L	
1.3.3 Mitigation assistance & public education						L	
1.3.4 Critical infrastructure protection	L	L	L	L	L	L	
1.3.5 Identify smart practices	L	L	L	L	L	L	
Objective 1.4: Engage stakeholders in developing and communicating clear doctrine and policy, both internally and externally.							
1.4.1 Promote use of NRF and NIMS				L			
1.4.2 Provide declaration info to states & locals	L				L	S	
1.4.3 Provide declaration info to tribal nations	S		L		L	S	
1.4.4 Provide declaration info to other partners	S		S		L	S	
1.4.5 Stakeholder involvement in development	S		L				S
Objective 1.5: Ensure the Region's jurisdictions have adequate plans and programs to address all hazards and minimize losses.							
1.5.1 NRF Regional Supplement				L			
1.5.2 Integrated planning, vertical alignment			L	L			L
1.5.3 Integrate & leverage DCE capabilities	L		L	L			L

FEMA Region VIII Organizations

L = Lead organization for an action

S = Supporting organization

Strategic Goals, Objectives & Possible Actions	Regional Administrator's Office	Management Division	National Preparedness Division	Disaster Operations Division	Disaster Assistance Division	Mitigation Division	Defense Coordinating Element	Denver MERS
1.5.4 Joint federal/state operational plans	L	L	L	L	L	L		
1.5.5 Multi-Hazard Mitigation Plans						L		
1.5.6 Support integration of state plans	L	L	L	L	L	L		
1.5.7 Incident-specific catastrophic plans			L			S		
Objective 1.6: Professionalize the Regional emergency management system and the training that supports it.								
1.6.1 Individual Development Plans	L	L	L	L	L	L		
1.6.2 Support credentialing of employees	L	L	L	L	L	L		
1.6.3 Local certificate programs	S	S	L	S	S	S		
1.6.4 Training in operational planning			L	L				
1.6.5 Support DAE/CORE improvements	S	L	S	S	S	S		
1.6.6 Conduct all-hands forums	L							
Objective 1.7: Strengthen and validate Regional capabilities through education, exercises, training, and evaluation.								
1.7.1 Educate stakeholders on DCE capabilities							L	
1.7.2 Joint plans as basis for training & exercises			L	S			S	
1.7.3 Support state exercise development			L				S	
1.7.4 Participate in state & national exercises			L	S			S	
1.7.5 Training & exercises for COOP			L				S	
1.7.6 Region V & VIII pandemic preparedness			L	L			S	
1.7.7 Exercises for Region VIII staff			L	L			S	
Objective 1.8: Maintain a high level of Regional readiness to respond to disasters and emergencies.								
1.8.1 EMAP assessment for Region VIII	L	S	L	S	S	S		
1.8.2 Watch operations in RRCC & MOC				L				L
1.8.3 RRCC & MERS Ops Center collaboration				L				L
1.8.4 Consolidated Regional contact lists				L			L	L
1.8.5 Eligible employees' disaster assignments	S	S	S	L	S	S		
1.8.6 Complete & train on RRCC SOP				L				S
1.8.7 Support development of state IMTs			L	L				
1.8.8 IA/PA/MT staff recruitment, hiring, training					L	L		
1.8.9 National Special Security Events			L	S	S	S	S	
Goal 2: Deliver easily accessible and coordinated assistance for all programs.								
Objective 2.1: Align, Simplify, and Coordinate Financial Assistance Programs.								
2.1.1 Transfer of DHS preparedness grants		L						
2.1.2 Preparedness/Management staff alignment		L	L					
2.1.3 Establish Grants Management Branch		L						
2.1.4 Share best practices in grants & acquisition	S	L	S	S	S	S		
2.1.5 Working partnerships with states	L	L	L	L	L	L		
2.1.6 Support the AFG program		L						
2.1.7 Meet immediate financial needs of grantees		L			S			
2.1.8 Explore FMAG mitigation provision					S	L		
Objective 2.2: Improve the delivery of disaster assistance while minimizing opportunities for waste, fraud, and abuse.								
2.2.1 Promote state mutual aid (pre-disaster)			L	L	L			
2.2.2 Maintain State Support Teams				L				
2.2.3 Evacuation, sheltering, mass care planning			L		L			
2.2.4 Disaster information in other languages	L				L	S		
Objective 2.3: Effectively lay the foundation to meet the immediate needs of disaster victims and begin community recovery.								
2.3.1 Promote state mutual aid (during disasters)			L	L	L			
2.3.2 State database & GIS for POD operations				L		S	S	
2.3.3 Use POD database for Gap Analysis				L		S	S	
2.3.4 Roster, train & equip field response teams	S	S	S	L	S	S	S	S
2.3.5 Support SVOADs					L			
2.3.6 Technical assistance for mass care					L			

FEMA Region VIII Organizations

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Strategic Goals,
Objectives & Possible Actions

	Regional Administrator's Office	Management Division	National Preparedness Division	Disaster Operations Division	Disaster Assistance Division	Mitigation Division	Defense Coordinating Element	Denver MERS
Goal 3: Provide reliable information at the right time for all users.								
Objective 3.1: Collect & share information on FEMA's activities with employees, partners, and stakeholders on a consistent basis.								
3.1.1 Identify & meet state information needs	L	S	S	S	S	S	S	S
3.1.2 Identify & meet tribal information needs	L	S	L	S	S	S	S	S
3.1.3 Regional information sharing strategy	L			L				
3.1.4 Incident action planning for projects	S	S	L	L	S	S	S	S
3.1.5 Conduct daily, focused leadership meetings	L							
3.1.6 Use Regional structure to share information	L							
3.1.7 Develop public messaging	L				S	S		
Objective 3.2: Build robust disaster communications that provide "real time" reliable information before & during events.								
3.2.1 Maintain common operating picture				L			S	
3.2.2 Coordinate & collaborate via RECCWG		L					S	S
3.2.3 RRCC & MERS Ops Center collaboration				L			S	L
3.2.4 Portable radio comms package		L		L			L	
3.2.5 RRCC use of WebEOC				L			S	
3.2.6 Maintain & enhance COOP comms		S	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.								
4.1.1 KSAs for Regional workforce planning	L	L	S	S	S	S		
4.1.2 Plan to improve recruitment process	L	L	S	S	S	S		
4.1.3 Screening of job applications		L						
4.1.4 Complete hiring actions quickly		L						
4.1.5 Recruit & hire skilled DAEs		L						
4.1.6 Explore creation of student intern program		L						
4.1.7 Train Regional staff in core competencies	L	S	L	S	S	S		
4.1.8 Conduct employee satisfaction surveys		L						
4.1.9 Continual improvement/assessment plan	L							
Objective 4.2: Supply the information, support, and resources that Regional employees need to do an outstanding job.								
4.2.1 Employee information sharing strategy	L	L	L	L	L	L		
4.2.2 Expand & improve use of Sharepoint		L						
4.2.3 Foster development & mentoring	L	L	L	L	L	L		
4.2.4 Develop future Regional leaders	L	L	S					
4.2.5 Commit to developmental assignments	L	L	L	L	L	L		
4.2.6 Annual diversity/ER/harassment training	L		L					
4.2.7 Employee awards & recognition	L	L	L	L	L	L		
Objective 4.3: Track key workforce data and institutionalize workforce planning.								
4.3.1 Knowledge management program		L						
4.3.2 Human capital management program		L						
4.3.3 Careers intention database		L						
Goal 5: Build public trust and confidence through performance and stewardship.								
Objective 5.1: Strong leadership and employee engagement in building and strengthening public trust.								
5.1.1 Instill culture of transparency	L							
5.1.2 Regional outreach strategy	L							
5.1.3 Identify & share success stories	L							
Objective 5.2: Develop a results-oriented business approach that enhances FEMA's mission success.								
5.2.1 Mission-driven performance metrics	L	L	L	L	L	L		
5.2.2 Annual State of the Region report	L	S	L	S	S	S		
Objective 5.3: Instill a culture that is focused both internally and externally on customer care.								
5.3.1 ID state/tribal/federal partner needs	L							
5.3.2 Seek feedback & take corrective actions	L	L	L	L	L	L		

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Strategic Goals, Objectives & Possible Actions	Regional Administrator's Office	Management Division	National Preparedness Division	Disaster Operations Division	Disaster Assistance Division	Mitigation Division	Defense Coordinating Element	Denver MERS
5.3.3 Care for special needs populations					L			
5.3.4 Complete customer service training			L					
5.3.5 Recognize great customer service	L							
5.3.6 Recognize external best practices	L							
Objective 5.4: Develop, implement, and maintain proper internal controls & training to manage resources effectively.								
5.4.1 Complete required ethics training			L					
5.4.2 Provide direction via E-Performance	L							
5.4.3 Task collaboration & tracking process	L		L					
5.4.4 Transparent budget & financial processes		L						
5.4.5 Complete appropriate COTR training		L						
5.4.6 Effective accountable property program		L						
5.4.7 Support responses to IG & GAO audits	L				L			
5.4.8 Submit annual financial assurances		L						



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