

U.S. Fire Administration

America's Fire and Emergency Services Leader

Strategic Plan

Fiscal Years 2014–2018



FEMA

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A Message From the U.S. Fire Administrator



Greetings! I am pleased to share with you the U.S. Fire Administration's (USFA's) 2014-2018 Strategic Plan.

The plan delineates the long-term strategy of USFA and outlines the key initiatives that will be used in support of achieving the goals designed for the safety and security of the American people. It also describes the values and guiding principles that are foundational to successfully building and maintaining an organization created to be America's fire and emergency services leader.

USFA was originally created as the designated fire-problem-focused federal entity and continues as the national leader in that capacity, while also assuming expanded responsibilities gained in ensuing years. The more recent is the broader role of engagement in all-hazard protective responsibilities as an active program in the Federal Emergency Management Agency (FEMA). To that end, USFA is pursuing collaboration across program lines and will incorporate FEMA's five strategic priorities within our five major goals.



Ernest Mitchell Jr.
U.S. Fire Administrator

USFA's 2014-2018 Strategic Plan advances the program's mission to provide national leadership to foster a solid foundation for our emergency services stakeholders in prevention, preparedness and response. During 2014-2018, USFA will continue focusing on:

- **Goal 1:** Reduce Fire and Life Safety Risk Through Preparedness, Prevention and Mitigation
- **Goal 2:** Promote Response, Local Planning and Preparedness for All Hazards
- **Goal 3:** Enhance the Fire and Emergency Services' Capability for Response to and Recovery From All Hazards
- **Goal 4:** Advance the Professional Development of Fire Service Personnel and of Other People Engaged in Fire Prevention and Control Activities
- **Goal 5:** Establish and Sustain USFA as a Dynamic Organization

These goals and their associated initiatives and activities guide USFA's action planning, development, implementation and outcomes. The combination of these elements provides the framework for the way USFA employees assess, select and design their work. An effective execution begins with a plan that identifies the goals for everyone in the organization. We then keep score of our performance and measure our success, maintain accountability and make adjustments resulting in further improvement. These efforts will also integrate with FEMA's two strategic imperatives: a whole community approach to emergency management and a culture that fosters innovation and learning.

It is my intention that USFA's Strategic Plan be a living document guiding effective execution. It is intended to be a dynamic tool, created and updated to serve as a valued instrument for guiding the actions of all of our employees. It shapes USFA processes and ensures that all employees are aware of the work we do to achieve the organizational vision and mission. The Strategic Plan provides the foundation needed to effectively develop and execute practical focused activities that best contribute to a safer America. Ultimately, as we make decisions based upon the plan and work within FEMA and with external stakeholders and partners, we will make progress toward our goals and fulfill our role within the Department of Homeland Security (DHS), FEMA and the entire nation.

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U.S. Fire Administration Directorate



USFA was established by Public Law 93-498, the Federal Fire Prevention and Control Act of 1974, which called for the establishment of a National Fire Academy (NFA) to advance the professional development of the fire service personnel and of other people engaged in fire prevention and control activities; a technology program of development, testing and evaluation of equipment for use by the nation's fire, rescue and civil defense services; the operation of a National Fire Data Center for the selection, analysis, publication and dissemination of information related to the prevention, occurrence, control and results of fires of all types; and to take all necessary steps to educate the public and to overcome public indifference to fire and fire prevention.

From its beginning, USFA focused on supplementing, not duplicating, existing programs of training, technology and research, data collection and analysis, and public education. Over the ensuing years, USFA has adjusted to new developments and challenges facing the fire and emergency services community, always with the intention of providing leadership and support to stakeholders in the shared responsibilities for public safety.

USFA is a directorate within DHS/FEMA. As a result, USFA is responsive to the internal requirements of DHS/FEMA and the emerging needs of local first responders.

As a component of DHS/FEMA, USFA embraces the whole community concept for emergency management and recognizes that it takes all aspects of a community (volunteers, faith and community-based organizations, private sector, and the overall public) — not just the government — to effectively prepare for, protect against, respond to, recover from and mitigate all hazards.



Working for a Fire Safe America

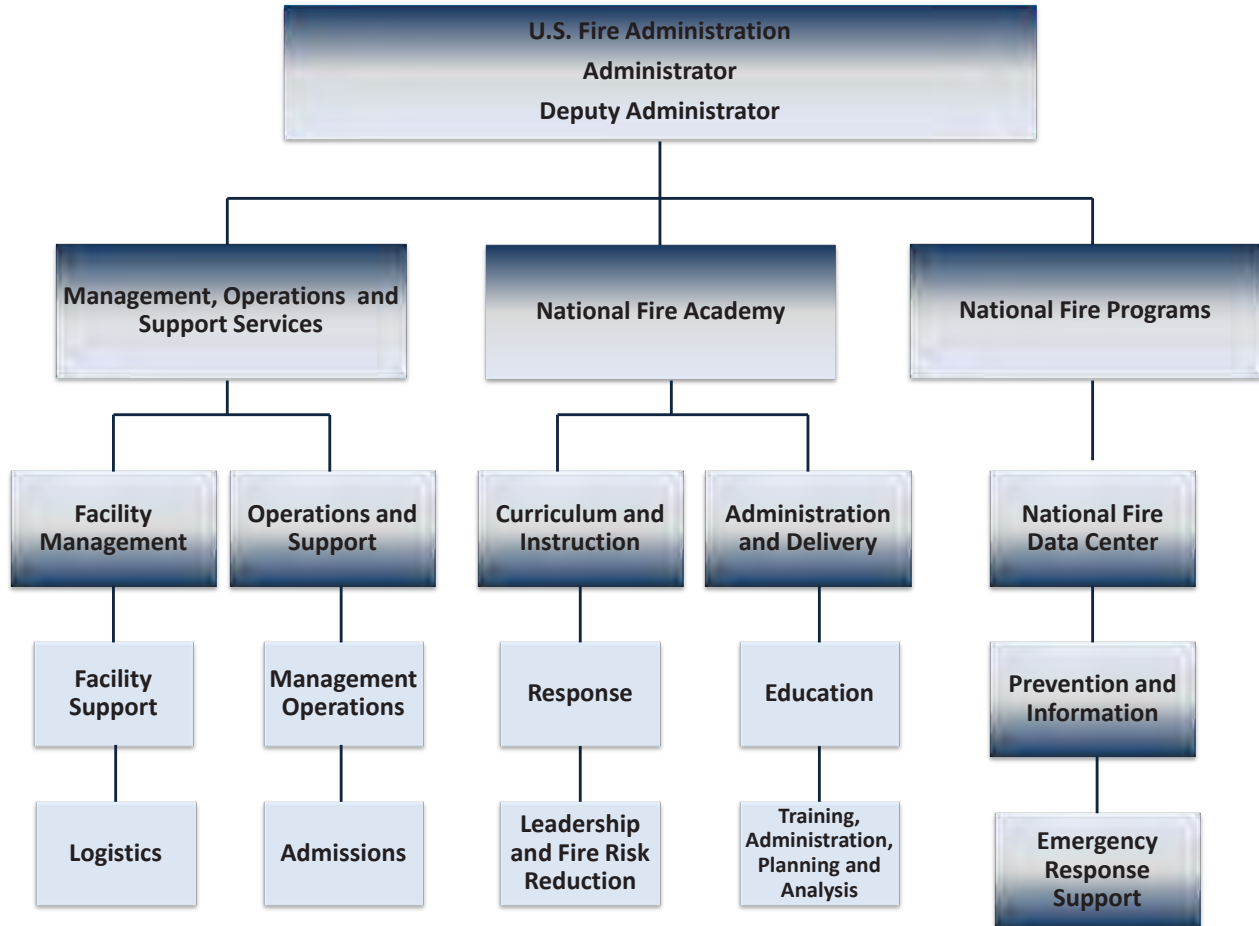
USFA serves the nation independently, in coordination with other federal agencies, and in partnership with fire and emergency services personnel. We work together to achieve the ultimate goal of a Fire Safe America.

It is essential that our stakeholders support the goals and key initiatives outlined in this Strategic Plan.

USFA supports the efforts of state and local departments by providing training and education, applied research and technology, data collection and analysis, public education and awareness, and dissemination of information and deployment assistance. We play a central role in reducing the loss of life and property while addressing America's fire problem.



U.S. Fire Administration Organization Chart



Working for a Fire Safe America!

Strategic Plan Elements



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Federal Emergency Management Agency (FEMA)



Mission

To support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

Ethos

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

Core Values

Compassion, Fairness, Integrity, and Respect

Federal Emergency Management Agency's 2014–2018 Strategic Priorities

The five priorities depicted below, along with the 16 key outcomes are designed to spur cross-agency collaboration, guide allocation of resources, and inform how employees approach their work.

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

U.S. Fire Administration (USFA)



Building on FEMA's Strategic Plan, USFA is leading by example and setting the standard for fire and emergency services throughout the country.

Vision

USFA is America's fire and emergency services leader.

Mission

We provide national leadership to foster a solid foundation for our fire and emergency services stakeholders in prevention, preparedness and response.

Organizational Values

Our employees chart the behavior and performance for USFA with Integrity, Communication, Honesty, Accountability, Respect and Trust.

| | | |
|----------|-----------------------|---|
| I | Integrity | We adhere to our code of ethics and controls which govern conduct and performance. |
| C | Communication | We consistently share and provide access to information throughout USFA to enhance collaboration and to eliminate ambiguity, frustration and uncertainty. |
| H | Honesty | We embrace fairness and equity as paramount to all human capital and business affairs. |
| A | Accountability | We are obligated and willing to accept responsibility and to answer for the results of our performance and conduct. |
| R | Respect | We consider all USFA members worthy of high regard and have a sincere desire to see others succeed. |
| T | Trust | We optimistically rely on the character, ability and strength of each member to contribute wholeheartedly to the success of USFA. |

Strategic Framework



This Strategic Plan was created to help USFA achieve its vision and mission. The plan provides both strategic direction and operational focus.

America's fire and emergency services progress is greatly enhanced by USFA's efforts to take the lead on issues important to the fire service. USFA will continue to partner with fire and emergency services and stakeholders to achieve the desired outcomes outlined in this Strategic Plan. Our goals are the foundation for our work leading toward a Fire Safe America.



Goal 1: Reduce Fire and Life Safety Risk Through Preparedness, Prevention and Mitigation.

The USFA programs and services contribute to significant reductions in fatalities, injuries and property loss in America. We work to reduce risk and increase resiliency through programs and training in preparedness, prevention and mitigation.

Goal 2: Promote Response, Local Planning and Preparedness for All Hazards.

Every disaster response begins as a local event. To the extent that a well-prepared and trained local force responds, it remains a local event. In larger disasters, overall success depends upon the quick and seamless integration of larger state and federal support agencies. The USFA programs and training improve the effectiveness of local response and provide guidance on the integration of outside agencies.

Goal 3: Enhance the Fire and Emergency Services' Capability for Response to and Recovery From All Hazards.

As a federal partner for disaster response and recovery efforts, USFA collaborates and coordinates with fire and emergency services and stakeholders to enhance capabilities, interoperability and deployment strategies.

Goal 4: Advance the Professional Development of Fire Service Personnel and of Other People Engaged in Fire Prevention and Control Activities.

Through its NFA's delivery of on- and off-campus training and advocacy of a competency-based professional development system, USFA provides leadership in fire service executive and technical skills development and advocating for a single national system of training, education and professional development.

Goal 5: Establish and Sustain USFA as a Dynamic Organization.

The ability to be a dynamic organization depends on the commitment of our employees. USFA employees are the means by which we achieve our vision, mission, goals and initiatives. We are committed to developing highly skilled employees to guarantee quality service to the public, promote and sustain a highly performing culture, maintain a positive work environment, and achieve organizational and individual excellence.

The following pages highlight the goals and key initiatives to accomplish in the next phase of our work. These efforts will transform this Strategic Plan from vision to our day-to-day reality.

GOAL 1: Reduce Fire and Life Safety Risk Through Preparedness, Prevention and Mitigation



Key Initiatives:

1. Encourage state, local and tribal resilience through the adoption of preparedness, prevention and mitigation strategies including code development and compliance.
2. Expand fire and life safety public education and prevention initiatives, including the use of social media, to reach all segments of the population.
3. Expand work with partner organizations, federal, state, local, tribal and nongovernment agencies to reach the public, in partnerships with organizations associated with high-risk groups.
4. Work with stakeholders to identify, promote, and offer programs and training to encourage “whole community” preparedness, prevention and mitigation planning.





GOAL 2: Promote Response, Local Planning and Preparedness for All Hazards



Key Initiatives:

1. Provide programs and training to encourage fire service personnel to participate in local master planning, multidiscipline policy development and preparedness processes.
2. Provide programs and training to improve local planning, preparedness and decision-making through the use of modern data and information analytics.
3. Improve fire and emergency services' ability to identify, prevent, mitigate and respond to local community hazards.
4. Improve local government integration into regional, state and federal disaster responses through National Incident Management System (NIMS) training.
5. Establish working relationships with nongovernmental organizations to provide and solicit information on all-hazards response.

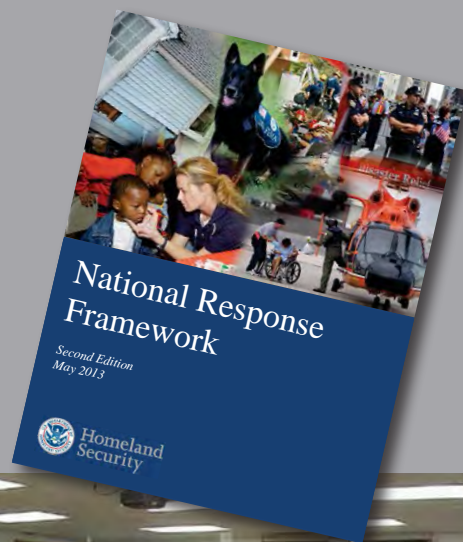
GOAL 3:

Enhance the Fire and Emergency Services' Capability for Response to and Recovery From All Hazards

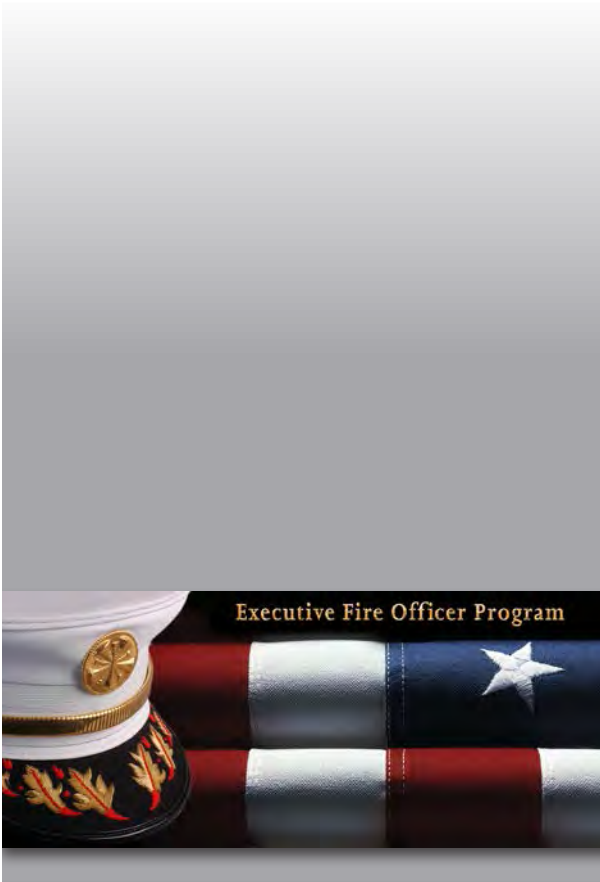


Key Initiatives:

1. Enhance fire and emergency services capabilities to respond to and recover from all hazards incidents through training, education, exercise and evaluation.
2. Enhance data-driven decision-making through information sharing among federal, state, local, tribal and territorial partners.
3. Promote a culture of health, wellness and behavior that enhances emergency responder safety and survival.
4. Promote state and local use of the National Response Framework (NRF) and NIMS/Incident Command System (ICS).
5. Encourage the adoption of technological tools to enhance fire and emergency services' capability of, preparation for, response to, and recovery from all hazards.



Incident Response Command Center on 4/30



GOAL 4:

Advance the Professional Development of Fire Service Personnel and of Other People Engaged in Fire Prevention and Control Activities



Key Initiatives:

1. Promote efforts to standardize professional development and higher education at the state and local levels.
2. Develop and deliver courses that provide leadership skills for accomplishing local change through effective policies, decision-making, financial management and community engagement.
3. Develop and deliver curricula that encourage professional development higher education to enhance data-driven decisions and small group leadership.

GOAL 5: Establish and Sustain USFA as a Dynamic Organization



Key Initiatives:

1. Promote the internal and external exchange and flow of information, including a focus on social media.
2. Seek to continuously improve administrative and business operations, systems and processes.
3. Provide an environment that values and embraces the contributions and potential of every employee and supports ongoing professional development opportunities.
4. Operate and maintain a facility that provides a safe and secure environment conducive to learning for employees and visitors.
5. Encourage the professional development of every USFA employee in the missions of USFA, FEMA and DHS.



USFA is a vibrant organization dedicated to enhancing capabilities of the fire and emergency services and stakeholders. We continue to provide leadership for a Fire Safe America!

For more information regarding all of USFA's programs, activities and initiatives, please visit our website at www.usfa.fema.gov.



Appendix A: U.S. Fire Administration Organizational Purpose, Philosophy and Commitment



Revised December 2014

Introduction

The purpose, philosophy and commitment of USFA serve as a guide for all actions and decisions made by the organization and its employees. Our goal is to use this framework to shape the future of USFA and to enhance our influence and credibility with our stakeholders. This document depicts our vision, mission, core values and guiding principles and their impact on our operational initiatives and overall strategic plan.

Purpose, Philosophy and Commitment

VISION



America's fire and emergency services leader.

Our vision statement is the focal point for our existence. Through continuous "environmental scanning" of fire and emergency services and nonemergency services organizations, we analyze trends, programs and services for our external and internal customers.

MISSION



We provide national leadership to foster a solid foundation for our fire and emergency services stakeholders in prevention, preparedness and response.

USFA exists as an organization to serve the citizens of the United States and the American fire service, as directed by Public Law 93-498. Ultimately, our stakeholders determine the programs we deliver. Our employees have an obligation to deliver programs at the highest level possible in the most professional, efficient and cost-effective manner.

Organizational Values

The image of USFA is determined by the credibility and influence we have with our stakeholders. Our collective commitment to our organizational values builds and sustains the momentum necessary to be a high performance organization.

Fully engaged participation is expected from all USFA employees. Employment with USFA requires a personal commitment to the organizational values.

We have a culture where employees chart the behavior and performance for USFA with **integrity, communication, honesty, accountability, respect and trust.**

Integrity: We adhere to our code of ethics and controls that govern conduct and performance.

Communication: We consistently share and provide access to information throughout USFA to enhance collaboration and to eliminate ambiguity, frustration and uncertainty.

Honesty: We embrace fairness and equality as paramount to all human capital and business affairs.

Accountability: We are obligated and willing to accept responsibility and to answer for the results of our performance and conduct.

Respect: We consider all USFA employees worthy of high regard and have a sincere desire to see others succeed.

Trust: We optimistically rely on the character, ability and strength of each employee to contribute wholeheartedly to the success of USFA.

Each individual can and does make a difference. Every employee is expected to accomplish his or her own tasks with a sense of duty to USFA and the nation.

Philosophy



USFA is organized to provide the fire and emergency services community and citizens with resources to support their needs at the highest attainable level of proficiency and quality. Responsive, high quality public information, public education and public relations programs will market our value and build **“USFA Equity.”** USFA equity determines the degree to which stakeholders trust leadership to make decisions in their best interest. We must seek to establish continuous strong relationships with stakeholders through meaningful interaction beyond emergency preparedness and response. Our stakeholders are our greatest source of sustained support. USFA should be marketed as a potent federal asset for DHS and FEMA. The fire and rescue problem in America transcends all governmental boundaries. All fire and emergency services and allied organizations are welcome to become USFA partners working harmoniously in efforts to prepare for, respond to, recover from, and mitigate disasters to ensure domestic tranquility for the American people.

The value of USFA employees cannot be overlooked. USFA offers diverse programs to meet the personal fulfillment and professional development needs of its employees. Continued efforts to provide motivation and incentives for participation will strengthen morale, self-worth and individual confidence in contributing to the organization’s vision and mission.

Teamwork is expected of every employee. By working in teams and through effective communication, we maximize our capabilities and provide quality service to each other while fulfilling stakeholders’ expectations. Active participation and support by all USFA employees is essential to the successful pursuit of our vision and the successful accomplishment of our mission.



Guiding Principles¹



Guiding principles apply across all of FEMA/USFA's missions: preparedness, protection, response, recovery and mitigation. The principles guide our actions and are particularly important when faced with situations for which there is no clear guidance. For FEMA/USFA employees, knowing and applying the following guiding principles helps to ensure that they consistently act in accordance with the core values.



The Principle of Teamwork

Emergency management is an inherently collaborative activity. Success is dependent on interdisciplinary, intergovernmental and interagency cooperation. We use the whole community approach to work more collaboratively with outside organizations. We work and integrate with our partners within USFA, the Emergency Management Institute, FEMA, DHS and our fire and emergency services stakeholders. We respect the goals of each partner and build consensus to achieve outcomes that deliver a positive impact to the nation and communities we serve.

The Principle of Defined Goals

Getting results means identifying what must be achieved. And, this must be articulated in terms of outcomes rather than processes. We are driven by the defined goals of USFA. Our goals are the foundation for our work and describe the desired future for a Fire Safe America. We work to fulfill our congressional responsibilities as described in Public Law 93-498.

The Principle of Preparation

Preparation is the key to getting desired results. One of the most important preparation tasks in which FEMA continually engages is the act of planning. In fact, FEMA is guided by the adage that failing to plan is planning to fail. USFA is committed to achieving goals through planning and preparation. We continue to achieve results in dynamic situations with the resources available within the prescribed time frame.

The Principle of Empowerment

FEMA/USFA employees must be empowered to take actions expeditiously to achieve desired outcomes. We create an environment where our employees feel empowered to take the initiative to achieve desired outcomes and results.

The Principle of Stewardship

FEMA/USFA employees are public servants entrusted with public resources to perform a critical mission. We have ethical, moral and legal responsibilities to protect those resources and ensure that they are used effectively and for their intended purpose. We personally and organizationally muster and preserve all public resources to serve the interest of the government and the public as responsible stewards without regard to personal or institutional interests or public opinion.

¹ Taken in part from FEMA Publication 1, Chapter 4 — http://on.fema.net/communications_publications/Pages/FEMAPub1.

The Tenets of Our Organizational Priorities



USFA's greatest obligations are prevention, preparedness and response. When our stakeholders need our support, we are accessible. Every program, activity and service provides support for these essential functions. Our budget, in every facet, should be justified to support the fire and emergency services' needs. When questions arise related to USFA activities and priorities, all answers should more than satisfy the inquirer. Activities related to training, maintenance, fire prevention, communications, safety, human resources and other support services require a systems approach to the overall organizational priorities. A lack of understanding of the priorities and their relevancy to USFA's mission can lead to frustration or apathy. The accomplishment of our vision and mission includes the following priorities:

- Human Resource Management**
- Professional Development**
- Equipment, Facilities, Supplies and Technology**
- Emergency Preparedness and Response**
- Customer Service Programs and Initiatives**
- Public Information and Education**



A literal approach to these priorities is not always practical. Continuous assessment of our strengths, weaknesses, opportunities and threats will also drive prioritization through sound strategic planning and financial management.

It is an absolute priority to deliver the highest quality service attainable in the most cost-effective manner. The fire administrator will ensure that each division makes the best use of appropriated funds. Where there is inefficiency or duplication, changes will be made to make better use of resources.

I. Human Resource Management

- A. Recruit the best possible people to fill vacancies.
- B. Employ enough people for adequate staffing.
- C. Provide equal opportunity regardless of sex, race, color, religion, national origin, age and political affiliation.
- D. Provide programs for health and wellness.
- E. Promptly address employee concerns.
- F. Promote good faith labor/management relations.
- G. Ensure employee safety is an important part of the work environment.
- H. Establish human resource programs and services to meet the needs of employees.

Employees must have faith in the leadership to guide their efforts to a successful outcome. They must trust in the judgment and actions of other employees and be able to count on their co-workers to support them when faced with unusual work challenges. It is the knowledge of our own character that produces faith and trust in each other and causes us to so highly value our personal integrity, honor and respect.

II. Professional Development

- A. Provide for the professional development needs of the American fire and emergency services.
- B. Provide training and education programs for leadership, supervision, management and planning skills appropriate to each job classification.
- C. Enhance emergency management skills with regard to ICS, NIMS and NRF.
- D. Provide effective succession planning and professional development plans for all job classifications.
- E. Enhance verbal and written communication skills and administrative and technical skills appropriate to each job classification.

Professional development for USFA is twofold: internal to our organization and external to the fire service. These important measures will ensure that individuals and USFA as a whole have the knowledge, skills and abilities necessary to deliver required services. Professional development is our edge against failure. We cannot afford to be anything less than excellent. Our greatest insurance for optimum fire service performance is training. We must continue our efforts to promote excellence in fire service training and enhance fireground intelligence.

III. Equipment, Facilities, Supplies and Technology

- A. Maintain all facilities at the National Emergency Training Center in an operative, safe, sanitary and pleasing condition.
- B. Provide timely vehicle and equipment maintenance and replacement in accordance with standards and regulations.
- C. Maintain an adequate level of supplies for operational and environmental needs of personnel.
- D. Maintain state-of-the-art communications and information technology equipment and systems.
- E. Select, test and repair all equipment in accordance with standards and regulations.

All facilities and equipment used in the delivery of USFA programs and services must be of the highest quality and must always perform when needed. Without well-functioning equipment, all we have are good intentions. Effective equipment is vital to the success of our services. Proper care and maintenance of our facilities and equipment gives our stakeholders maximum benefit. Most issues relative to equipment, facilities and supplies can be planned and scheduled.

IV. Emergency Preparedness and Response

- A. Strengthen USFA's role in Emergency Support Function-4.
- B. Develop the national deployment strategy for fire and response to national disasters.
- C. Provide technical and logistical support services as appropriate.

USFA is the bridge to the fire service for FEMA and DHS. As a directorate in FEMA, there is an inherent expectation for USFA to engage in activities to strengthen the American fire service community in its capabilities to function and deploy as a national asset during a large-scale disaster. Developing a national deployment strategy in cooperation with fire service stakeholders at all levels of government and identifying resources for technical and logistical support will build confidence in USFA.

V. Customer Service Programs and Initiatives

- A. Enhance NFIRS education and capabilities.
- B. Enhance fire prevention and life safety programs and initiatives for high-risk populations.
- C. Develop the vulnerability assessment for line-of-duty deaths and injuries.
- D. Enhance programs and initiatives to support Emergency Medical Services.
- E. Always strive to deliver more than our stakeholders expect.

In the future, every fire service organization will have to work to identify customer needs, and then do everything possible to meet those needs. Serving the fire and emergency services community through effective programs to meet their needs is an essential part of USFA. In addition, responding effectively to citizens' needs is the best way to gain the support of the federal, state, local, tribal and territorial constituents. By gaining their trust, USFA will be able to bring forward new programs and identify needs that are considered objectively.

VI. Public Information and Education

- A. Establish a comprehensive national education program with a strong focus on marketing the programs, services and products of USFA.
- B. Increase USFA visibility and contributions to fire and emergency services in ways that are effective and efficient.
- C. Continuously nurture and improve relationships with external affairs and the media.
- D. Provide timely and accurate information to elected and appointed leadership and stakeholders.

An informed public is the best way to secure support for fire and emergency services. It is important to look at the relationship of public information, public education, and public relations functions and their role in USFA both today and in the future. These same initiatives embraced by local fire departments must also be supported by USFA.

Public information describes our process of updating stakeholders about the operations of and actions taken by USFA with regard to our mission. Public education will be our process of changing stakeholders' attitudes and behaviors related to the value and significance of USFA. The American public and other stakeholders have a right to know about USFA operations. Our public information and public education initiatives will ensure awareness about the programs and services provided by USFA.

Public outreach will be our method of developing a positive perception about USFA, its employees, programs and services. Public relations programs will encompass methods such as live broadcasts, social network sites, news shows, public service announcements, articles, fact sheets, presentations, and stakeholder conferences and meetings.

Leadership Culture

In conjunction with our organizational values and guiding principles, USFA leaders are dedicated to the expectations outlined in this Organizational Purpose, Philosophy and Commitment. As a result, our employees are encouraged to act to achieve USFA's mission, goals and initiatives.

Our leaders are driven by:

Focus (on results and concentrate efforts on the mission at hand).

Commitment (engage in the outcomes as described by USFA and the fire and emergency services).

Excellence (devote energies to surpass ordinary standards).

Courage (willing to face obstacles and to challenge the status quo by daring to innovate and change).

Preparation (listen, observe, analyze, check and anticipate the unintended/unplanned consequences).

Relationships (create opportunities to connect, associate and involve employees at all levels — engage and encourage).

“Management is doing things right, leadership is doing the right things.”

— Peter Drucker

Decision-Making Culture



The decision-making culture is built on the acceptance of a mission-driven decision-making process that should be considered and used to measure all decisions:

Citizens/Customers

Fire and Emergency Services

DHS/FEMA

Directorate (USFA)

Division

Branch

Groups

Individuals

Leader



Everything we do should be measured against our purpose, philosophy and commitment.

All decisions made by USFA leaders should directly or indirectly benefit **U.S. citizens**. The needs and benefit to **fire and emergency services** stakeholders are considered next. Good decisions should also align with and benefit the mission of **DHS and FEMA**. The needs of **USFA** are considered next. USFA **divisions/branches** should make decisions aligned with all the above, but also must consider the impact of the decision on other divisions/branches. Decisions that benefit one division of labor should not have an adverse impact on another division.

There are many **groups** in USFA; all groups and their needs are important to the overall health and success of USFA. Decisions made to benefit one group should also be provided to other groups that are similarly situated. Decisions made to benefit one group should not have an adverse impact on another group. **Individual** needs are important. Decisions made to benefit an individual should be provided to any individual similarly situated making the same request. Decisions made based on racism, sexism, favoritism, nepotism and territorialism shall not be supported. Individual needs shall not be met at the expense of the categories above it. The needs of the **leader** should be considered last, especially when all other categories in the decision-making process benefit. Applying this algorithm ensures mission-driven decisions with mission-driven motives.

Conclusion

The future of the fire service is being and will continue to be driven by changes in society. These changes include new expectations of the citizens served by the fire and emergency service sector — such as greater accountability for the use of public resources and improving the overall efficiency of programs and services. USFA will continue to become more diverse, in both employees and services. To keep pace with society, USFA must review its current mission and determine if it aligns with our purpose, philosophy, and commitment, and meets the demands of the new century. What will the 21st century fire service look like? It will be a fire service filled with opportunities and homeland security challenges. We will be prepared to meet them all head on!

Appendix B: The FEMA Administrator's Intent Priorities Fiscal Years (FY) 2015-2019



FEMA


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FEMA

APR 09 2013

MEMORANDUM FOR: Deputy Administrator
Deputy Administrator for National Preparedness
U.S. Fire Administrator
Chief of Staff
Associate Administrators
Chief Counsel
Chief Financial Officer
Assistant Administrators
Regional Administrators
Directors

FROM:  W. Craig Fugate
Administrator

SUBJECT: FEMA Administrator's Intent (FY 2015-2019)

On February 23, 2010, my first Administrator's Intent outlined priorities to: (1) strengthen the Nation's resilience to disasters; (2) build unity of effort among the entire Emergency Management team; (3) meet the needs of disaster survivors and effectively support recovery of disaster affected communities; (4) work with our partners to address our most significant risks; and (5) build, sustain, and improve FEMA's mission support and workforce capabilities. Since then we have made significant progress in accomplishing these priorities, including the following:

- Established Whole Community as a foundational concept for how we do business in FEMA and across the Emergency Management team, and expanded our relationships with new and existing partners spanning the public, private and civic sectors;
- Developed an operational approach that emphasizes speed, agility, and smart decision-making, and responded effectively to some of the busiest, and most costly, disaster seasons on record;
- Established the FEMA Think Tank, Strategic Foresight Initiative, and other efforts to foster innovation within FEMA and in emergency management;
- Established a new architecture for national preparedness comprised of the National Preparedness Goal, National Preparedness System, and five supporting National Frameworks, including the first ever Frameworks for Mitigation and Recovery;
- Guided the country through an improved approach to Threat Hazard Identification and Risk Assessments (THIRA's) conducted in nearly all states, territories and Urban Areas;
- Initiated reforms to our disaster workforce, instituting the FEMA Qualification System (FQS) and establishing the Reservists program, DHS Surge Force, FEMA Corps, and Incident Management Assistance Teams (IMAT) Pilot Program;

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- Invested in our permanent workforce through the FEMA Academies Leadership Program (Basic, Leadership, and Executive), Duty and Mission Readiness programs, and other developmental opportunities; and
- Introduced a new level of fiscal discipline, effective funds management, and an evidence-based approach to evaluating our performance through FEMASat and regular reviews of key business, readiness, and operational metrics.

We need to continue building on these successes, as we have much to accomplish in the years ahead. Specifically, this document describes FEMA's strategic imperatives for mission execution and accomplishment: (1) maintain a whole community approach to emergency management; and (2) foster innovation and learning. The Intent also lays out my priorities for FY 2015-2019: (1) be survivor centric in mission and program delivery; (2) become an expeditionary organization; (3) posture and build capability for catastrophic disasters; (4) enable disaster risk reduction nationally; and (5) achieve business and management excellence.

I expect these imperatives and priorities to be fully incorporated into Directorate, Region, and Office planning, programming, budget, and execution efforts.

Questions about this document should be directed to the Office of Policy and Program Analysis.

Thank you again for your dedicated service to this agency and our nation.

Attachment

cc: All FEMA Employees

The FEMA Administrator's Intent Priorities Fiscal Years (FY) 2015-2019

Purpose

The FEMA Administrator's Intent is a strategic document intended to inform program planning, budget development, and the identification of performance outcomes. The Administrator's Intent outlines the Administrator's policy and planning priorities for the agency's FY 2015-2019 budgets, is a key part of the strategic planning process, and will inform future revisions to FEMA Strategic and Performance Plans. The FEMA Administrator's Intent for FY 2015-2019 continues to support the DHS Quadrennial Homeland Security Review (QHSR) mission area five (Ensuring Resilience to Disasters) and advances initiatives in the FY 2011-2014 FEMA Strategic Plan. A new FEMA Strategic Plan will be developed by the end of CY 2013.

The imperatives and priorities outlined in this Intent provide a strategic narrative to frame and guide FEMA's future year resource requirements over the five fiscal years from FY 2015-2019. As such, they should be fully incorporated into future Directorate, Region, and Office planning, programming, budget, and execution efforts. Additionally, it is expected that program execution in FY 2013 and program planning for FY 2014 will be adjusted to reflect and support these priorities.

Adapting to the New Normal

Our operating environment has changed. Globalization, technological development, and the changing roles of individuals in society have reshaped the context within which we operate. We are seeing more extreme weather, increases in the costs of natural disasters that are among the highest in the world, and greater disruption in disaster patterns—for example, along the Mississippi river we saw record water levels and flooding in 2011, only to be followed by one of the most severe droughts ever recorded in 2012; and 2011 and 2012 were, in succession, the most active and among the costliest years in U.S. history for natural disasters. At the same time that disaster patterns are intensifying, the resources available to support the Agency's activities are diminishing. This is unlikely to change; we can expect to see further contraction in our resource base, challenging our ability to deliver effectively on our mission.

To succeed in this environment, we must embrace it as a new normal. We will continue to exercise tighter fiscal controls and oversight over discretionary spending, and we will seek out opportunities to consolidate or reorient functions in a manner that can deliver greater value with fewer resources. Our historically fragmented investment in information technology systems is a notable example of such an opportunity. In addition, we must abolish lower priority or unnecessary activities in order to better concentrate our efforts on actions that can have the greatest impact. And lastly, we must make room for initiatives that can transform how we do business and position us to continue to enhance our delivery of programs, services and support in a manner that can meaningfully change outcomes for survivors from disasters. The strategic imperatives and priorities articulated in this Intent scope the areas FEMA will focus on for such improvement over the next five years, and underpin the way in which we will advance these priorities.

Strategic Imperatives

FEMA is committed to leveraging our authorities and focusing our policies, programs, and budget choices to best support our citizens and first responders in working together to ensuring our nation's resilience to disasters. To deliver on this commitment, this Intent provides two strategic imperatives to frame our thinking, guide our decisions, and shape our approach to mission and program execution.

Imperative 1: A Whole Community Approach to Emergency Management

We recognize that it takes all aspects of a community (volunteer, faith and community-based organizations, the private sector, and the public, including survivors themselves) – not just the government – to effectively prepare for, protect against, respond to, recover from, and mitigate against any disaster. FEMA must therefore sustain and further strengthen its already strong partnerships and relationships and effectively mobilize and support, resources, expertise, and capabilities from all levels of government, the private sector, non-profit community, and the public. It is critical that we work together with partners from every sector to enable communities to develop collective, mutually supporting local capabilities to withstand the potential initial impacts of these events, respond quickly, and recover in a way that sustains or improves the community's overall well-being. The principles of Whole Community form the foundation for how FEMA will approach its activities: understand and meet the actual needs of the whole community; engage and empower all parts of the community; and strengthen what works well in communities on a daily basis.

Imperative 2: Foster Innovation and Learning

In a time of growing challenges and fiscal constraint, we must advance a culture that better fosters improvement, innovation, invention, and learning, both within the Agency and across the broader Emergency Management team. As an Agency, FEMA will place a premium on developing our organizational capacity to encourage new ideas, learn from past experience, rapidly orient and apply that learning in current contexts, and quickly adapt to changing conditions. Through the Think Tank and other innovative efforts at all levels of the organization, we must expand our efforts to bring together leading entrepreneurs, technologists, academics, stakeholders and subject matter experts from diverse fields to offer fresh perspectives and new approaches that will better allow FEMA and our partner organizations to achieve critical emergency management outcomes. Innovation and learning are the essential tools that allow us to be forward leaning and embrace more effective processes that will lead to better mission outcomes while still living within our fiscal means.

Administrator's Priorities for FY 2015-2019

Priority 1: Be Survivor Centric in Mission and Program Delivery

FEMA will reorient its activities and improve its programs so they are “survivor centric,” ensuring they support the delivery of services focused on easing the experience of survivors – as individuals, neighborhoods, and communities. This means redesigning programs to limit the burden placed on survivors and maximizing program efficiency and flexibility for individual employees to assist survivors in their time of need. FEMA will achieve a timely presence on the ground in the impact area following a disaster, maximize the effect of our first touch with survivors, and bring our programs and services directly to those who need them—in their communities, in their homes, in shelters, and wherever survivors need us to be present. We will work with Whole Community partners to provide referrals and develop holistic solutions where survivors receive answers to questions about any type of disaster assistance quickly and conveniently. And we will develop simplified processes for assisting state and local officials with their recovery efforts to meet survivors’ needs—shaping processes to fit people and partners rather than asking them to fit our processes. Finally, FEMA will implement fully and swiftly the Sandy Recovery Improvement Act (and the Agency’s other statutory authorities) to maximize flexible, cost-effective solutions for governments, private non-profits, individuals, and households affected by disasters.

Priority 2: Become an Expeditionary Organization

We will transform FEMA into an expeditionary organization that understands implicitly, at every level, that presence is a mission—that it is essential for survivors to see and encounter government representatives actively engaged in the area of impact—and that is nimble, flexible, and innovative enough to deliver on that mission effectively. This will include leaner logistics and more efficient deployment and force management processes that allow us to expeditiously establish a FEMA presence in the field while ensuring that the right people (those with the optimal skill sets and experiences) are deployed to the right place at the right time. FEMA will continue to train and exercise its workforce on competencies that allow the effective support of field operations, while at the same time ensuring sufficient staffing of the daily critical functions that keep our operations running smoothly. To better anticipate and address needs in the field, we will work to gather and leverage data, using enhanced analysis that builds actionable “business intelligence,” improving our ability to be smart and act with speed, not haste—to “get it right” the first time. And we will remember that we are an organization in which every employee, full-time or temporary, has an integral role in reducing the suffering of survivors and supporting communities toward recovery.

Priority 3: Posture and Build Capability for Catastrophic Disasters

Our greatest challenge lies in preparing for an unprecedented catastrophic event where the human, materiel, and financial effects greatly exceed, or even destroy, available response and recovery capabilities. The complexity and scale of catastrophic incidents requires that we think differently about how we approach addressing these incidents. In every program area, in every mission support effort, we must ensure we are leaning forward and going big, fast, and smart. FEMA will continue to develop the National Preparedness System (NPS) and leverage the expertise and resources of

partners across the Whole Community to jointly achieve the National Preparedness Goal. FEMA also will continue to build upon the catastrophic planning under the “Maximum of Maximums” framework, applying Whole Community approaches to build out core capabilities. To improve FEMA’s ability to provide immediate response in a catastrophic incident, we will further enhance the Reservist Workforce, FEMA Corps, the DHS Surge Capacity Force, and the IMATs. We will also ensure FEMA employees will be trained, capable, and willing to provide critical support to survivors during a disaster. Additionally, we will expand our engagement with the private sector and key players in the supply chain, with the goal of better enabling rapid restoration of critical services (e.g., power, water, fuel) in a catastrophe. We will operate with constant cognizance that we are members of a much larger team. We cannot just ask the federal family, private sector, voluntary organizations, and other partners what they are planning; we must engage them in a collective effort to ensure cogent and cohesive planning and execution overall.

Priority 4: Enable Disaster Risk Reduction Nationally

The growing interconnectedness of our world, technological interdependencies, economic vulnerabilities, and changes in the climate underscore the need for improved and more active management of the risk environment nationally. As a Nation we often lack a full understanding of the true risk exposure over time from our decisions, be they land use, development, or engineering in nature – and more importantly, who bears the cost of that exposure. We recognize that risk cannot be totally eliminated, and that FEMA cannot achieve meaningful national risk reduction on its own, but we can do more to influence and support these outcomes. To that end, FEMA will work to enable and facilitate greater disaster risk reduction at all levels nationally, thereby enhancing our resilience to disasters. We will provide analysis, tools, and information that support choices that guide individuals, communities, and national decisions toward reducing disaster risk. FEMA will foster and support adaptation in the face of a changing climate through our programs and our interactions with our partners. We will work to make best available data on projected hazard impacts – both current and future – widely accessible to communities. And where we can act directly, we will leverage our mitigation and insurance programs to maximize opportunities to further reduce the Nation’s current and future exposure to disaster risk.

Priority 5: Achieve Business and Management Excellence

If we are to deliver effectively on our mission, FEMA must field a motivated, quality workforce supported by robust and agile business functions that are capable in the face of our greatest challenges. We will build a human capital system that can recruit, hire, train, and retain a quality workforce that meets our mission needs – both now and in the future. We will leverage technology to drive us forward in our capabilities and employ information technology systems that support a mobile workforce, enabling critical analysis, electronic record-keeping, and information sharing. Through work place transformation we will enhance the ability of employees to move seamlessly beyond a traditional office environment and into a range of mobile work settings for additional flexibility to achieve the mission. And we will continue to exercise enhanced, effective fiscal management and oversight. But most importantly, as an Agency we will live our doctrine, ensuring that it is reflected in our training, development programs, performance standards, and actions; and we will support a culture within FEMA that encourages and rewards creative thinking and experimentation.

Conclusion

The Administrator's Intent provides guidance that should be reflected in each Directorate, Region, and Office budget submission, serving as an important baseline for designing strategies, tactics, policies, programs, and processes. As an Agency, we will focus our efforts and our resources on advancing the Administrator's Priorities; and we will adhere to the strategic imperatives detailed in this Intent as foundational concepts for everything we do:

- Full partnership and engagement with the Whole Community in every facet of our work
- A culture that fosters improvement, innovation, invention, and learning at all levels of the organization

And at all times we will remain focused on the most critical outcomes that can meaningfully support survivors before, during, and after a disaster; and ensuring that those critical outcomes drive who we partner with, the processes we employ, the programs we execute, and the decisions we make. In this manner will we achieve our collective mission:

“To support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.”