

Transcript for Stakeholder Webinar: 2014-2018 FEMA Strategic Plan July 31, 2014

Speakers:

- Frank Ferreira, Intergovernmental Affairs Specialist, Office of External Affairs
- David Kaufman, Associate Administrator, Office of Policy and Program Analysis
- Alex Amparo, Deputy Assistant Administrator, Recovery
- Katie Fox, Acting Assistant Administrator, National Preparedness
- MaryAnn Tierney, Region III Administrator
- Sandy Geiselman, Chief, Enterprise Business Unit, Mission Support
- Lauren Eineker, contractor supporting the Office of External Affairs

LAUREN EINEKER:

Good afternoon everybody and thank you for joining today's webinar on the 2014-2018 FEMA Strategic Plan. Please note that this webinar is being recorded. If you are having trouble hearing the audio, please make sure that your computer speakers are turned up. At the end of the webinar we will open it up for questions and answers. We have limited time and we may not be able to get to every question, but we will do our best to answer as many questions as possible today. I will now turn the webinar over to Frank Ferreira, from the Office of External Affairs. Frank?

FRANK FERREIRA:

Lauren, thank you very much. Good afternoon everyone. To ensure that key external stakeholders have an opportunity to hear about the Strategic Plan and how it will guide Agency and program planning and execution, we are hosting today's webinar. This presentation is a part of our ongoing conversation to achieve the outcomes outlined in the Strategic Plan. We are very pleased to welcome David Kaufman, the Associate Administrator for Policy, Program Analysis, and International Affairs who will lead today's webinar. David and the strategic planning team in the Office of Policy and Program Analysis coordinated the cross-Agency effort to develop the FEMA Strategic Plan. As you know, FEMA is just one part of the nation's emergency management team. We will be successful in achieving our mission only if we build, sustain, and draw from the capabilities of the whole community. The purpose of this webinar is to inspire and unify action in support of this shared strategic provision.

Today David will provide an overview of the Plan, its development, and the Agency's approach to executing this vision. Later on we will be joined by a few executives and staff who are intimately involved in the Plan development and execution. Together they will help field questions related to the Plan.

Before we get started let me remind you that you can access the new FEMA Strategic Plan by going to www.fema.gov/fema-strategic-plan. Or just by visiting FEMA's homepage where it is featured front and center at www.fema.gov.

With that I will turn the conversation over to Dave Kaufman.

DAVE KAUFMAN

Thank you. Good afternoon, everybody. I hope you're all having a good day and a good afternoon. I appreciate you taking the time to join us today. We would like to go through with you both a little bit of background on the development of this plan but in particular lay out for you what the direction of the Agency looks like for the next four years and what you can expect to be seeing from us in the way of our actions and how those tie to the broader strategic objectives.

The previous strategic plan, the 2011-2014 Strategic Plan, was really about charting a new course for the Agency. The Strategic Plan we've just released here for the 2014-2018 Plan is very much about acknowledging and institutionalizing the changes that we've already effected as well as setting Agency-wide direction in challenging the Agency to achieve further in some key areas.

SLIDE 2:

And I believe, correct me if I am wrong, but all the slides we're going to go through here will be available to you following the webinar as well, correct? Yes. Thank you. So, if you don't get through all the info on the slide, you'll have the ability to access that after the fact.

The 2014-2018 Strategic Plan lays out key outcomes for FEMA that we are working to achieve to provide the best possible support for the American people before, during, and after disasters. It specifies strategic priorities, objectives, and strategies for the Agency and also establishes key performance goals by which we will be measuring our own progress. There was a very large team effort involved in crafting this plan—more than any other strategy that I've been a part of in my career, this one has had truly broad-based engagement throughout the organization and throughout our partner base in contributing content, ideas, and detailed elements to the development of the Plan. All told we have quite a number of internal and external folks -- hundreds of external partners as well as hundreds of FEMA employees who contributed meaningfully to the content that is in here.

So, if any of you on the webinar were a part of that, I want to just express our deep gratitude and appreciation. We are humbled by the input we've gotten and we are appreciative of the partnership. So, thank you.

SLIDE 3:

Very briefly, I want to walk through for you the development process that we used. We had a leadership offsite about a year or a year and a half ago that laid out the core elements of what our priorities would be. We then organized Priority Champions for each of those priorities and established cross-functional teams for each priority. To sort of build out what success looks like under each of those priorities. We ran those teams for several months concurrently with a number of mechanisms for both internal and external input, including webinars and IdeaScale sites, etc., that we were using to solicit ideas and input. At the same time we also took about 40 of our staff and sequestered them for five weeks and freed them from constraints entirely and said 'if you were reinventing the Agency from scratch today, how would it look? What would the value proposition be behind how we do business? What would our core competencies be?' and that was the Clean Slate Project. That combination afforded us the idea to introduce freethinking into what are traditionally more structured planning processes and then bring all that together with the top level leadership in the Agency to review and ultimately make determinations on the elements that would be reflected in the Plan going forward. Obviously, then, pulling the Writing Team together and finalizing the core content and importantly naming Accountable Executives for every one of our objectives and key outcomes in the Plan itself and then culminating in the Plan's release here earlier this month.

SLIDE 4:

The structure of the Plan – just to ground you in the content we are going to go through here shortly – there are two strategic imperatives that frame our thinking and our approach to our priorities. There are 5 strategic priorities articulated in the Plan, supported by 16 objectives and 45 implementing strategies. For each of those objectives there is a key outcome, a performance goal, and one or more Accountable Executives that we've identified as a part of how we will be executing on the content of this Plan.

SLIDE 5:

So, let me now shift and walk you through what the content is. I will try to do this fairly briefly because I would rather reserve as much time as possible for your questions and for our exchange. The two imperatives are both highlighted elements out of the 2011-

2014 Strategic Plan for the Agency. The first is the Whole Community Approach to Emergency Management. This is really our signature emphasis on recognizing the fact that disasters don't happen to governments, they happen to communities, to society as a whole, and we need to engage all fabrics of society and empower all parts of our communities in planning for and building capability to deal with disasters of all kinds.

The value proposition that underpins this approach is laid out in a doctrinal piece that was released a couple of years ago entitled *The Whole Community Approach to Emergency Management*. It's the idea that building on the points of strength in a community is the greatest way to enhance our resilience and improve our ability to cope with crisis.

The second of those imperatives is to Foster Innovation and Learning. This reflects the Agency's continued commitment to develop and improve our own organizational capacity, to encourage new ideas, to learn from past experience, and to quickly adapt to changing conditions.

SLIDE 6:

The five strategic priorities that are laid out in the Plan are here in front of you. We will go through each of these in a little more depth in the following couple of slides, where we will show you all the key outcomes and key strategies. But at a top level, the first priority is to Be Survivor Centric in Mission and Program Delivery. This is really about maximizing speed, efficiency, accessibility, and ease-of-use of FEMA's programs and services for both individuals and communities.

The second priority is to become an expeditionary organization. Build our capacity to respond rapidly and appropriately sustain incident operations.

The third priority -- posture and build capability for catastrophic disasters. Really demonstrating our continued emphasis on leading the nation in preparing for catastrophic events, engaging all the elements of our society and harnessing and enhancing the capabilities of all citizens and communities to deal with events, which will almost by definition exceed the capacity of government alone.

The fourth priority is a new emphasis or additional emphasis for us and it is really seeking to impact the cost curve nationally, if you will, from disasters. The focus for this is to enable disaster risk reduction nationally and the emphasis is on catalyzing risk informed action at all levels of society. As you'll see when we talk through this, this is

very much about our own programs but this is also very much about investment decisions made wholly outside the context of FEMA programs.

The fifth priority is really our foundational element. Investing in our workforce, building our capacity to employ data and analytics to drive evidence-based decision-making and improve the business processes and improve resource management in the alignment of the resource base, to our strategy, and to our performance.

SLIDE 7:

Underneath those five priorities there are 16 key outcomes that are laid here for you. I won't read every one of them, but I want to highlight a few of them and give you the short hand way to think about what some of these priorities really represent.

For survivor centric and mission program delivery, the shorthand that the Administrator has often used to refer to this priority is the idea that we need to recognize that when we deal with survivors and communities after a disaster we are dealing with them on a very bad day. They should not need an instruction manual to work with us and navigate the programs. This is very much about how we design disaster services to be transparent, to be efficient, to be effective, and meeting the needs of survivors and to be easy to navigate, as easy as possible. Building around the needs of those we are trying to serve and interact with us first and easy for us to administer, second. Not the other way around.

In the case of the second priority, becoming an expeditionary organization. The shorthand here is getting the right resources in the right place at the right time. This is heavily emphasizing our own incident work force -- how we staff it, how we manage it and are able to mobilize it rapidly, deploy it efficiently and engage in multiple sustained operations concurrently in different geographic areas.

This is also very much about how smoothly we integrate with our partners in the field with state and local authorities and government operations and how seamless the interface works in practice.

The third priority -- posture and build capability for catastrophic disasters. The outcomes here that I would want to highlight for you are building the partnerships, tools, and resources to support national scale response and recovery operations for catastrophic disasters. The things we are really worried about happening. I want to highlight also the third outcome listed under here that survivors, bystanders, and grassroots organizations are both better prepared and positioned to take immediate independent response

actions in catastrophic events. This is an explicit acknowledgement of the fact that people will act to support themselves, their families, their communities and community members. They will engage and it is incumbent upon us to think about if we are doing all we can to help enable their actions and have them be as impactful as possible rather than ignore the fact that those actions are taking place.

The fourth priority -- enable disaster risk reduction nationally. I would emphasize for you the outcome that we use best available data and analytic tools to make better risk informed decisions before, during, and after disasters and pairing that with the outcome below it, that community partners make resilient investments in development and rebuilding. This is very much about, are we taking the best understanding of hazard exposure now and in the future, current and future risk; and using that understanding to inform both development and building decisions as well as our rebuilding decisions. So that we reduce our overall exposure and our need to rebuild again and again -- rebuilding infrastructure facilities again and again after disasters.

Under Priority Five -- strengthen FEMA's organizational foundation. This is about us internally and investing in our workforce. It is also about investing in our analytic capabilities and our employment of data. The second outcome there -- integrated analytic capabilities support effective and efficient operations and greater consistency and transparency in decision-making is something that is an important theme that you are seeing more and more for us -- from us as an Agency and will see more and more from us going forward.

SLIDE 8:

If those are the ends, the next slides present the major ways that we are going to employ to achieve the ends.

Under each of the five priorities there are specific objectives highlighted. I will just emphasize a couple of them.

Objective 1.1 -- streamline and simplify disaster services for individuals and communities. There is a lot of work underway today and there will be more work to follow on reworking our programs, rethinking how we engage with you, our partners -- the customers -- depending on time and context and how we deliver services, pre and post event.

Objective 2.2 -- under expeditionary -- improve the individual and collective readiness and capabilities of the FEMA workforce. In conjunction with 2.3 -- optimizing the

assignment of assets in support of incident operations – there is a lot of work happening internally on how we manage our operational work force – the qualification system that we are employing, the cadre management system we are using to maintain and achieve qualifications at the level we need. And the way we are folding in an understanding of what the posture and force packages look like in the past so we can get faster with deploying an 80% solution and having that solution rolling very quickly as events unfold. The idea being that is always easy to bring them back. We can't make up the time if we fail to appreciate and deploy appropriately.

Priority 3 – I would like to emphasize Objective 3.3 – following my highlighting of the outcome in the previous slide, leaving the emergency management community in recognizing and supporting the immediate independent actions of survivors, bystanders, and grassroots organizations in catastrophic events.

For disaster risk reduction, the Objective 4.1 distilled a lot of what you heard me say already. Seeking to ensure that we are, in fact, providing credible and actionable data and tools to support that risk informed decision-making that we want to see. Some of that data and those tools we provide today and some we do not. We are engaged internally now in a variety of actions to build out the capabilities in those areas.

Lastly, we have a lot of efforts underway in creating developmental pathways for our employees and improving our recruiting capabilities and career progression planning for the workforce. As well as investing in our analytic capability internally, both in the context of operations and business management. We have a not insignificant body of work occurring and deliberately aligning a resource laydown with strategic priorities and assessments of the impact of performance as an Agency. That is something that is going to have sustained focus going forward.

SLIDE 9:

To give you a sense of the line of sight, traceability, between the kinds of things I've been talking about and what you might be seeing from FEMA staff on a daily basis, this is one example. FEMA employees today in individual assistance and public assistance are meeting with community partners to improve referral processes and increase information sharing and reduce overall duplication of efforts by survivors. This is needed to navigate assistance programs from FEMA and other entities -- government and non-government. That is an example an activity that supports engaging the whole community to optimize local resources and reduce administrative impacts which is a strategy that rolls up under the streamlined and simplified disaster services for individuals and community objectives with the outcome being that services are

transparent, efficient, and effective in meeting survivors' needs. That gives you a tangible example of something you might be seeing from us today and how that rolls up underneath one of the five strategic priorities.

SLIDE 10:

I would be remiss if I didn't talk about the outcomes and how this will be followed through on in the Plan. I will do that briefly and then we will open it up for questions. There are outcomes and performance goals woven in throughout the Plan. As I have emphasized and shared with you.

The outcomes define success -- each outcome includes a performance goal that is measureable and represents what we believe is meaningful progress toward achieving that key outcome. Some of those performance goals are aspirational. There are a number of cases where we are establishing goals for ourselves for which we will be collecting baseline data and registering improvement. Some will inform future iterations of our government performance with results measured in years going forward. All of them are performance goals against which we will be managing internally as we go forward with the execution of the Plan.

SLIDE 11:

The Administrator has been very clear on multiple occasions with us internally, in testimony on the Hill, and other forums that this is not 'shelfware,' in his language. This is the plan that is going to drive our resource decisions, focus, and activity now and over the next number of years. I want to underscore that for each of the 16 objectives called out in the Plan; there are accountable executives assigned for those. Those objectives are linked into senior executives' individual performance plans and thus can cascade down through the performance framework in the organization. And we are also deliberately realigning our resource reviews internally for out-year and current year budgeting and near term resource reallocation based on the content of this plan.

We are committed to this. I think it is a very clear laydown for you of what you can expect from us in terms of where our focus is what our areas of emphasis are, what outcomes we are trying to achieve as an Agency and how you should expect to see us interact with all of you going forward. We have established the mechanisms internally through which to drive this execution and to hold ourselves accountable to it. I would also say candidly that you should hold us accountable to it. You see us interact with you all the time. Tell us, if you are seeing things that are supportive of what you expect to see based on this document -- and tell us if you are not. This is about our collective

effort as the team and while this is the plan governing FEMA's footing and how we think about our posture and engagement going forward – going right back to our core mission to support the nation, public, first responders, and the whole team in building our national capability to prepare for, protect against, mitigate, respond to and recover from all hazards.

SLIDE 12 :

There are links for you up here on accessing the Plan and contacting us. Let me pause here and hand it over for questions, I look forward to the discussion. Thank you.

LAUREN EINEKER:

Hello, this is Lauren again. Please type in your questions in the chat pod in the upper right-hand corner. We will do our best to answer as many questions as possible.

FRANK FERREIRA:

It seems like we are waiting for the questions to be queued in the system so while we do that why don't I throw out a general question for a group discussion. So I will ask:

What is the difference between this plan and previous plans?

DAVE KAUFMAN:

We are fortunate to have a number of key executives from the Agency with us in the webinar. Let me spend a minute and introduce them. Then, I would like to start the answer to your question and I would like to invite some of them to make comments. The easiest way to do this is to go around the table with the guests and then let the guests on the phone introduce themselves.

ALEX AMPARO:

Good afternoon -- this is Alex Amparo, the Deputy Assistant Administrator for the Recovery Directorate here at FEMA.

MARYANN TIERNEY

MaryAnn Tierney, the Regional Administrator for FEMA Region III.

SANDY GEISELMAN

Sandy Geiselman, Chief of the Enterprise Business Unit for Mission Support.

DAVE KAUFMAN:

Thank you. If we could hear from the colleagues on the line, please.

KATIE FOX:

Katie Fox acting as the Assistant Administrator of the National Preparedness Directorate.

DAVE KAUFMAN:

Your question is about what is different about this Strategic Plan? I will offer my perspective but I would like to invite my colleagues to comment because I think their participation here and their work throughout demonstrates this. I have not been part of a planning effort that was this broad-based in its development. It seems like every part of the Agency had a hand in shaping this document. For me, this highlights something significant. It is also impressive to me how aggressively many of the priority leads reached out outside the Agency for input into the development of its contents. For me that is a real differentiator. This is rooted in the organization, has roots and thus has a viability to actually be executed on and the outcome is realized. MaryAnn or Alex or others?

MARYANN TIERNEY:

Something I would add in addition to the broad-based nature of the involvement in developing the Plan was the fact that the input provided from all corners of FEMA was incorporated to a great extent in the document that we have [indiscernible]. This plan is owned more so than other plans in the past by all levels of the FEMA organization.

ALEX AMPARO:

This is Alex Amparo and I am echoing some of what MaryAnn has said. I have found that in this case and like many cases the process of the development of the Plan led to a successful plan. In that one it was inclusive, and when you look at it content wise it is very mission focused and frankly it is measurable. In doing so, this will allow us to be able to measure ourselves and have you hold us accountable to the objectives as well. Katie, do you have anything that you want to add?

KATIE FOX:

I would add that one of the big things in Priority Three that is different is the understanding and acknowledgement that survivors and bystanders play a huge role in life-saving activities during disasters. When folks are prepared, it allows them to do that well. When we've moved on from the days of what to we do with the volunteers and how to find something to keep them busy to actively acknowledging that folks are incredibly

helpful and perform a lot of life-saving tasks in disasters and this is usually different from anything that we've or others have done in the past.

SANDY GEISELMAN:

This is Sandy. I think it is noteworthy that this plan most definitely built off the successes that we've enjoyed as an Agency from the previous plan. Whole community was a new concept that we started to think about when the 2011 plan was published. This plan completely builds on the successes that we had while introducing that concept to Federal emergency management community.

Secondly, I think the manner in which we are aggressively beginning to implement this that we actually have accountable executives stepping forward and briefing senior leadership on a regular basis as to how we are implementing key initiatives in the Plan, is very different than our previous approaches.

FRANK FERRIERA:

Thank you. We do have a number of questions that will be coming through. In the meantime, one more question for the group:

How will the Plan affect survivors?

DAVE KAUFMAN:

Good question. The Administrator has had survivors first and foremost in his focus since the day he took office; certainly predating that, but from a FEMA standpoint since he took office and he has emphasized this to the Agency. The first priority is the perfect way to speak to that because it represents a real emphasis on recognition of survivors and survivor needs. Alex, can you field this one?

ALEX AMPARO:

Sure, thank you David. First survivors are put in the context of disaster survivors as individuals and also communities. Specific to our directorate having two programs that focus on both the individual and local government and eligible applicants. I would tell you that the work we do in being survivor centric has us look at these programs from their perspective. In doing so this allows us to look at how can we better provide a service that is both helpful and easy to understand. What you will see of us as an Agency is looking at both the process of what an individual or community has to go through to receive assistance and looking at opportunities of streamlining that process. Then looking at the assistance that we are providing; is it the right type of assistance? These are things that are guided by this Strategic Plan.

DAVE KAUFMAN:
Anyone else?

FRANK FERREIRA

Operator, I think we have a question that is lined up. If you don't mind reading the question, the panelists will address this.

This is from Alex [last name indiscernible]. Alex is saying that he is the program manager for one of the large county VOADs (volunteer organizations active in disasters) and he is interested in hearing more about capacity building for nonprofits.

I would like to hear more about capacity building for nonprofits

DAVE KAUFMAN:

Interested in hearing more about capacity building for nonprofits, Alex do you want to comment on that?

ALEX AMPARO:

Sure, I'll start, at least from the standpoint of what we are doing as a Federal Agency, also I would be remiss not to mention that at the state and local levels there's a tremendous amount of activity which we will support but it is already happening. The premise of whole community that we have been working on as an Agency is the basis that strength lies in the communities and the organizations that provide services in those communities every day. In our ability as emergency management -- I say "our" meaning all of our abilities as emergency management to successfully respond and recover from disasters relates to how best we can access and support the networks that exist locally, such as county, state and local VOADs, as well as faith based networks, providing support to local government. In the area of mass care, I will tell you that there is a tremendous amount of work that our Agency is doing with the national mass care strategy, through many of the partners that exist at the local level, many of which you would recognize as partners in the American Red Cross, Salvation Army, and the Southern Baptists just to name a few, along with NEMA and the Association of Counties that are looking at how do we collectively catalogue and inventory what our capacity is as a whole and then together look at how we are filling some of the gaps. That is one area where I believe as an Agency we are supporting the development of capacity within local nonprofits and faith and community based organizations. We've also placed a strong emphasis on our Voluntary Agency Liaison program which exists at both the regional level and at headquarters. Their sole focus is to work with nonprofit governments at the state and local level and identify opportunities to be able to plug

them into disaster operations – once they are happening. Really looking at how we support them in the activities they are doing through our grant programs in providing disaster case management, crisis counseling, disaster unemployment and other community service grant programs.

FRANK:

Thank you very much. Operator, another question please.

LAUREN EINEKER:

The next question is from Francesca. She is asking:

Is the Plan more about helping the states or more about Federal government policy?

DAVE KAUFMAN:

That's a great question. It's not an either/or. It is both an articulation of policy priorities for FEMA but because FEMA has defined its mission as about enabling the collective capacities of our nation in these areas, it is front and center about helping and supporting our partners. You see that emphasis in several of the priorities. Make no mistake – there is an articulation of policy priority in the Plan, the emphasis around informing investment decisions for building and rebuilding; in a way that accounts with current and future risk in Priority 4 – is an example of that. But the core focus of this goes back to FEMA's mission which is to support our citizens and our first responders across the full range of the mission set. In that sense it is very much about how we deliver support to governors, states, local governments and authorities and to our partners of all kinds, and to support to the public.

LAUREN EINEKER:

How has FEMA addressed the need for redundancy and being able to communicate amongst themselves and separately with partners in the event of a disaster?

DAVE KAUFMAN:

I will let MaryAnn comment on this. It's a good question and driving at the importance of having resiliency in our systems and approaches. MaryAnn?

MARYANN TIERNEY:

Thank you. Under Priority 2 which is FEMA being more of an expeditionary organization, we are working to better tool the staff resources as well as physical assets to compress time from when we are made aware of an incident to where we are reacting and providing services to providers and communities that are impacted.

I think in that context is how I will address this communication piece. In a disaster situation, communication is a lot harder and more vital than in non-disaster situations; getting the message out and what protective actions people should take as well as communicating among first responders and providers of assistance what needs to be done.

In terms of that, we have a lot of tools in the toolbox. We have tools at the local level and state level and Federal level. A lot of the tools have been purchased with Federal grant dollars under the homeland security grant program previously. I will pause at the end for Katie Fox to talk about how state and local governments have used the grant dollars to build the technology redundancy. Another area where FEMA is adding value in terms of being more expeditionary and creating that redundancy this is not on the technology side but on the governance side. You can have all the tools in the world to communicate but if you don't have a good structure for the communication to occur, it can be very ad hoc and overlapping and itself redundant in a very unproductive way. I think planning and training and exercising -- we are building the government redundancy as well. I will now turn it over to Katie Fox to address the grant side.

KATIE FOX:

Thanks, MaryAnn. I will echo what you said -- the information we received from our state and local partners through the State Preparedness Report and the research that goes into the National Preparedness Report -- people are telling us that they are fairly comfortable with their communication capability. This is in stark contrast to what it was several years back. Not that there still aren't areas for improvement, of course, but we've seen that the investment in communication infrastructure as you said have been at the top of the list of expenditures of the preparedness grant funds so local jurisdictions and states have made huge investments and they've been telling us they are much more confident in their abilities than in the past. This isn't necessarily a redundancy issue but certainly falls into the communication category. There have been big advances in FEMA's ability to communicate to folks through our IPAWS program. Those are the things that folks get on their phones about storm conditions that are directly based on current location, not necessarily where you live. This is something that is new over the last couple of years.

LAUREN EINEKER: The next question is from David Mallory. David is asking:

As a state agency responsible for volunteer management and donations management after a disaster, as well as planning and preparedness ahead of time, we are interested to know how FEMA Corps might play an increased role in this work at the local level. Is the growth in utilization of FEMA Corps included in the Strategic Plan? When it comes to meaningful connections with VOAD partners and the grassroots organizations it seems they can be helpful.

ALEX AMPARO:

Thank you for that question. This is Alex Amparo. Prior to joining Federal service I played a similar role with the state with similar responsibilities. First and foremost FEMA Corps is one part of our workforce. I would tell you first that our disaster reservists and our full-time employees and temporary employees all share in the outcome of this Strategic Plan and all have responsibilities in ensuring that we are achieving these outcomes. Specific to FEMA Corps, if you look at page 2 of the Strategic Plan you will see a picture of a member with the disaster survivor. As part of our workforce, they are critical to our ability to meet the needs of disaster survivors for assistance. Specifically talking about the role they play along with the reservists in the disaster assistance -- survivor assistance program where we go with our state partners door to door providing assistance to disaster survivors. Whether it is a FEMA Corps member that is partnered with a state person and going to a survivors front door with an iPad in helping them register for disaster assistance or whether it is a FEMA Corps member that is working as a part of an assistance to the state and managing and providing assistance in donations management or coordination of volunteers, they are certainly part of the workforce and we look for them to help us.

LAUREN EINEKER:

The next question is from Silvana Croope [sp?].

These days we are dealing with the critical topic of climate change and resiliency. The capabilities for dealing with change and speeding up strategies is key. Can you confirm that this is an approach included in the plan and its directives?

DAVE KAUFMAN:

Great question. Climate change is a real area of concern for us because it is already impacting hazard exposure in different areas of the US. This will continue to be the case.

It is not alone in that way [impacting hazard exposure] – the demographic changes we are experiencing as a country and the stresses on the infrastructure system which are often already operating beyond design specs are also very real part of the operating environment that we deal with. To the crux of your question, absolutely. Emphasizing adaptation and agility in our approach and work is key. Particularly in Priority 4 the idea of building to account for current and future risk and rebuilding post-disaster in way that is resilient in the face of that exposure now and in the future. Having flexibility and thoughtfulness in our approach to executing programs so that we make decisions collectively in this space in a way that is in our best interest from a long-term point of view as well as our immediate circumstance – so that is very much an area of focus for us. There are specific activities wrapped up inside implementation of Priority 4 that directly address fostering adaptation in the face of a changing climate.

LAUREN EINKEKER:

Can you explain the term "expeditionary"?

DAVE KAUFMAN:

This is Dave Kaufman. The shorthand is getting the right resources in the right place at the right time. We are fortunate in that MaryAnn Tierney was one of the leads for this priority. I invite MaryAnn to comment and add additional details to that.

MARYANN TIERNEY:

Sure, the bumper sticker of 'right people, right place, right time' sums up what expeditionary is for FEMA. Equally important is what expeditionary is not – expeditionary is not sending every FEMA person to a disaster. Certainly being smart about how these deployments occur and ensuring that when we deploy people they are properly trained and qualified to do the job we've asked them to do. Then, creating confidence on the other side whether it is for the community or individual survivors -- that their interaction is positive and correct so we are providing people the right information so they can move their recovery forward. In terms of the 'right resources,' it is making sure that we have systems identifying what is needed in terms of the FEMA response and being able to readily access those material resources and have them moving to support survivors and communities. Once again, as for the 'right time,' I would categorize that as having situational awareness so we are reacting alongside our state and local partners and other partners as incidents are unfolding and that we are

not delayed in our response and that we are not overreacting in our response, striking a balance of the ability to be there quickly but also smartly.

LAUREN:

Can you expand a little on the intention that FEMA's deployment workforce increases its agility?

DAVE KAUFMAN:

This is Dave. I like this question. I'm not certain what I said that made the link for the asker -- but it's interesting. This is both about the flexibility of the process you heard MaryAnn speak to and also our ability to conduct contextually based operations meaning to execute in local context. Show up and understand and rapidly what the situation is or ask ourselves, to work effectively in that situation and make smarter decisions.

If the checklist is 1 through 12 and running through this in that way gets you to something that doesn't make sense in the context you're working in, our doctrinal position that is articulated in the agency's capstone doctrine -- is in the absence of specific guidance to the contrary, do the right thing. Make a good-faith effort to achieve the right outcome and bear that outcome in mind. Agility for me in the way that I interpreted it being used in the question is making sure that we are inculcating through our entire workforce an outcome-based mindset. Working towards achievements of outcomes that are important and allowing ourselves the flexibility -- mental agility -- to get there and the best way possible.

Would someone else like to add to that? Hearing none. Good question.

LAUREN EINEKER:

What role will IT play in assisting with FEMA's mission?

DAVE KAUFMAN:

Excellent question. Sandy would you like to engage in that one?

SANDY GEISELMAN:

Sure, when you think about the priorities -- expeditionary workforce and strengthening the organizational foundation, neither one of these priorities could be executed without IT playing a pivotal role. Obviously, we are well into being a mobile workforce here at FEMA. We have aggressively embraced telework for practical reasons in terms of

allowing us to reduce the footprint but mostly to demonstrate that our people can work anywhere. We have been successfully doing that now for well over a year. We cannot do that without the IT tools that are appropriate. This has served us well, particularly as we deploy so many FEMA personnel in support of Hurricane Sandy without the mobile tools -- that the IT capabilities afforded us -- they could not have hit the ground running as they did.

In terms of strengthening the organizational foundation, obviously preparing the workforce, developing the workforce. A lot of that is around their own capabilities to utilize the tools we have, developing our analytical capability is very much around understanding how the data is organized and how we access it through the IT tools we have. IT plays a pivotal role there. I hope that makes it clear that without IT we simply could not execute successfully on this plan.

ALEX AMPARO:

I would also like to add -- this is Alex -- on average, FEMA through declarations of this request of state governors we have about 312,000 individuals apply for assistance. We also have 22,000 project worksheets completed for local government. Both of these efforts are guided through our IT structure that exists within this agency. If an individual wanted to go and apply for assistance they will go to www.disasterassistance.gov. This is one of the avenues where you can get assistance from us. You could also look at the mobile app and use this to receive assistance or you can call 1-888-621-FEMA where you have an operator. All of these systems are provided through technology. All of these are looking at how to streamline that process to make it easier and more intuitive and quicker for individuals to receive assistance on the local government side we look at project worksheets and systems that will allow us to provide reimbursement quicker. These are the ones that we will be focusing on in the years to come.

LAUREN EINEKER:

Could you comment on FEMA's strategic approach to collaboration related to the National Disaster Recovery Framework?

ALEX AMPARO:

Sure. This is Alex Amparo again, I am representing the Recovery Directorate. The NDRF framework -- relative to the first priority and being survivor centric to individuals and community, it is about what real recovery is. How are we across the Federal family and also with local and state governments collectively supporting the recovery of communities much past the two month period of individual assistance or six month period of public assistance and really helping community drive objectives and we are in

a supporting role. I would say that the NDRF was released three years ago has been a convener on the Federal side. We have been working strongly with the state partners to build capacity to build recovery into state plans as well as, quite frankly, building recovery into the Federal government and how we are better leveraging assistance among Federal agencies. A good example is the Sandy recovery office where we are looking at funding sources across the Federal agencies and finding ways to best leverage them to support the state and communities.

LAUREN:

That appears to be all the questions. Frank I will turn it over to you.

FRANK:

Let's give it another second.

LAUREN:

There is another question here –

Is it planned and affordable for FEMA to provide ongoing assistance to the states in communication of the FEMA Strategic Plan and functions down through the county and local disaster management structure?

DAVE KAUFMAN:

This is Dave Kaufman. Yes, there are several outreach efforts that we are making around the plan and communicating about the plan. I would say, however, that what we want to emphasize the most is our actions. We are certainly wanting to make effort to share our intent and direction and priorities and key outcomes we are driving with the entire community. But what we would most like to do is engage with you to realize the outcomes together. As time marches forward you should see our money where our mouth is -- or activity where our mouth is and see our emphasis there.

FRANK:

Operator, time for one more question.

LAUREN:

Is FEMA essentially a coordinating organization would you say?

DAVE KAUFMAN:

Yes, it is – heavily. The easiest place to start with this is the Constitution. Under the United States Constitution, virtually everything FEMA is engaged in is considered police powers reserved to the states and the people. In that construct, FEMA is there to coordinate and facilitate delivery of support to states and in support of their local governments and communities in times of crisis. MaryAnn?

MARYANN TIERNEY:

Sure. Like a lot of Federal agencies, FEMA wears a lot of different hats. Coordinating is probably one of the bigger hats we wear but we also have other roles -- oversight, regulatory, oversight with grant management. We perform desk reviews and audits and technical assistance. We have an oversight role. We have a regulatory role when it comes to the emergency preparedness program in terms of off-site nuclear regulatory planning. We have support to other regulatory agencies and our role in flood plain management. We have a lot of different hats -- the biggest hat is coordinating -- especially on the emergency planning and response side.

ALEX AMPARO:

I will add to and underline points you made -- we provide support and coordination at the request of states. This is basic to what we do in having the invitation of the state and governors to provide assistance, as well as in many cases it ensures that coordination is occurring. There are local and state entities that do similar coordination for nongovernment organizations in many cases where we only provide technical assistance.

DAVE KAUFMAN:

Not to pile on my earlier answer, but on Katie's behalf, a large part of what the Agency does is also capacity building in state and local government through investments and preparedness programs and grant funding and training, etc. Again, that is very much an enabling role, much in the way that we talked about coordination.

I believe that was our last question. I want to express my appreciation for everyone's time and joining us today. Thanks to my colleagues for your time and participation in the event as well. I am grateful for that. Frank, I will turn it over to you.

FRANK FERRIERA:

Thank you very much. We appreciate your time. If you were not able to get all of your questions and have them answered by the panel today, we highly encourage you to please forward your questions to strategic-planning@FEMA.DHS.Gov. In addition, we have more information at www.fema.gov/fema-strategic-plan. Check this often. New

information will be added. On page 12 you will find the e-mail address that I provided and that internet link.

Again, we thank everyone for today's participation in the webinar. This concludes the webinar on the 2014 2018 FEMA Strategic Plan. Thank you. Have a great day.

[END OF WEBINAR]