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Description of document: Federal Emergency Management Agency (FEMA) Field Operations Strategic Plan 2021

Requested date: 28-July-2021

Release date: 28-September-2021

Posted date: 30-May-2022

Source of document: FOIA Request
Federal Emergency Management Agency
FOIA Officer
Disclosure Branch
500 C Street, S.W., Mail Stop 3172
Washington, D.C. 20472-3172
Email: fema-foia@fema.dhs.gov
[Department of Homeland Security Freedom of Information Act Public Access Portal](#)

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FEMA

September 28, 2021

SENT VIA E-MAIL

Re: FEMA FOIA Case Number 2021-FEFO-00809

This is the final response to your Freedom of Information Act (FOIA) request to the Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), dated and received on July 28, 2021. You are seeking a copy of the Strategic Plan for the FEMA Field Operations (Directorate). Limit this request to documents developed during either 2020 or 2021 to date. Also request a copy of each listing of FEMA Strategic Plans, also limited to records during either 2020 or 2021 to date.

In regard to FEMA's Strategic Plans, some information that is responsive to your request can be accessed online at FEMA's Mission and Strategic Plan 2018-2022, [Mission & Strategic Plan | FEMA.gov](#). Pursuant to 5 U.S.C. §552(a)(1) and (a)(2), FEMA need not make available under the FOIA, records that are published elsewhere.

A search was conducted of FEMA's Office of Response and Recovery (ORR), Front Office and Field Operations Directorate (FOD) for the Field Operations Directorate Strategic Plan. The search produced a total of 11 additional pages. Of those pages, I have determined that 3 pages of the records are releasable in their entirety and 8 pages are partially releasable pursuant to Title 5 U.S.C. §552(b)(6).

FOIA Exemption 6 exempts from disclosure of personnel or medical files and similar files the release of which would cause a clearly unwarranted invasion of personal privacy. This requires a balancing of the public's right to disclosure against the individual's right to privacy. The privacy interests of the individuals in the records you have requested outweigh any minimal public interest in disclosure of the information. Any private interest you may have in that information does not factor into the aforementioned balancing test. Within this instance, we withheld photos of certain individuals.

As part of the 2007 amendments, the Office of Government Information Services (OGIS) was created to offer mediation services to resolve disputes between FOIA requesters and Federal agencies. You may contact OGIS in any of the following ways:

2021-FEFO-00809

Office of Government Information Services
National Archives and Records Administration
8601 Adelphi Road- OGIS
College Park, MD 20740-6001
E-mail: ogis@nara.gov
Web: <https://ogis.archives.gov>
Telephone: 202-741-5770/Toll-free: 1-877-684-6448
Facsimile: 202-741-5769

You have the right to appeal if you disagree with FEMA's response. The procedure for administrative appeals is outlined in the DHS regulations at 6 C.F.R. §5.8. In the event you wish to submit an appeal, we encourage you to both state the reason(s) you believe FEMA's initial determination on your FOIA request was erroneous in your correspondence, and include a copy of this letter with your appeal. Should you wish to do so, you must send your appeal within 90 working days from the date of this letter to fema-foia@fema.dhs.gov, or alternatively, via mail at the following address:

FEMA
Office of the Chief Administrative Officer
Information Management Division (FOIA Appeals)
500 C Street, SW, Seventh Floor, Mail Stop 3172
Washington, D.C. 20472-3172

There is no charge for this FOIA request. As this concludes the processing of your request, it will be closed.

If you need any further assistance or would like to discuss any aspect of your request, please contact the assigned FOIA Specialist at juan.vegasandoval@fema.dhs.gov and refer to FOIA case number 2021-FEFO-00809. You may also contact someone at fema-foia@fema.dhs.gov, or (202) 646-3323, and you may contact our FOIA Public Liaison in the same manner. For a faster response please email the assigned FOIA specialist directly.

Sincerely,

Brooke Nicholas
Lead Government Information Specialist
Information Management Division
Office of the Chief Administrative Officer
Federal Emergency Management Agency
U.S. Department of Homeland Security

Enclosure: Responsive Document (11 Pages)

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FEMA

**Field Operations Directorate
2021-2024 Strategic Plan**

July 2021

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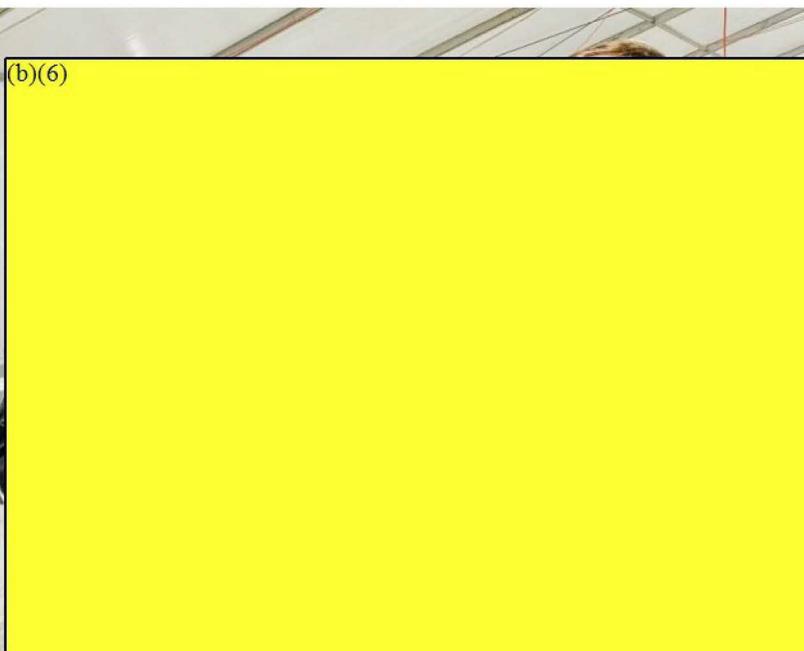
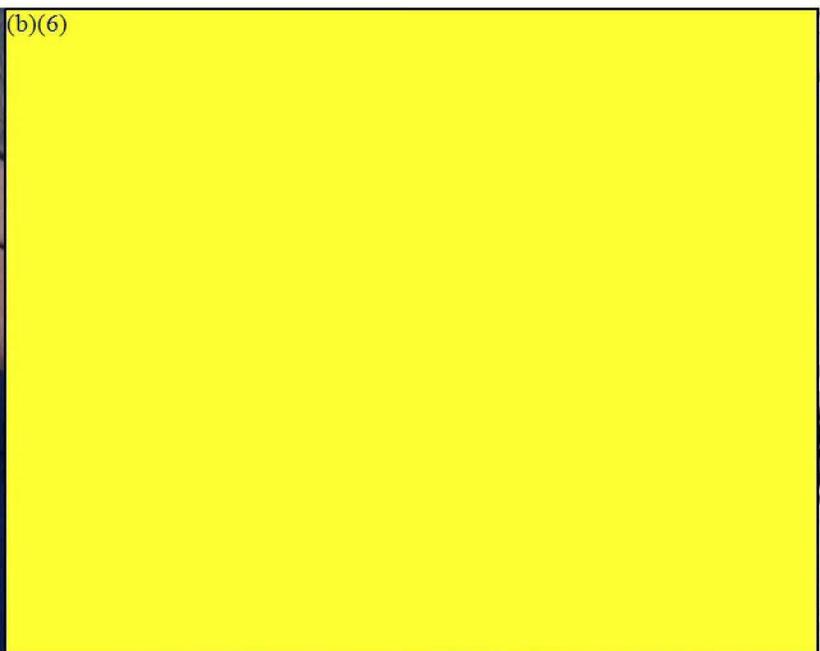
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- Define and Tailor Career Progressions and Pathways





Foreword from the Assistant Administrator

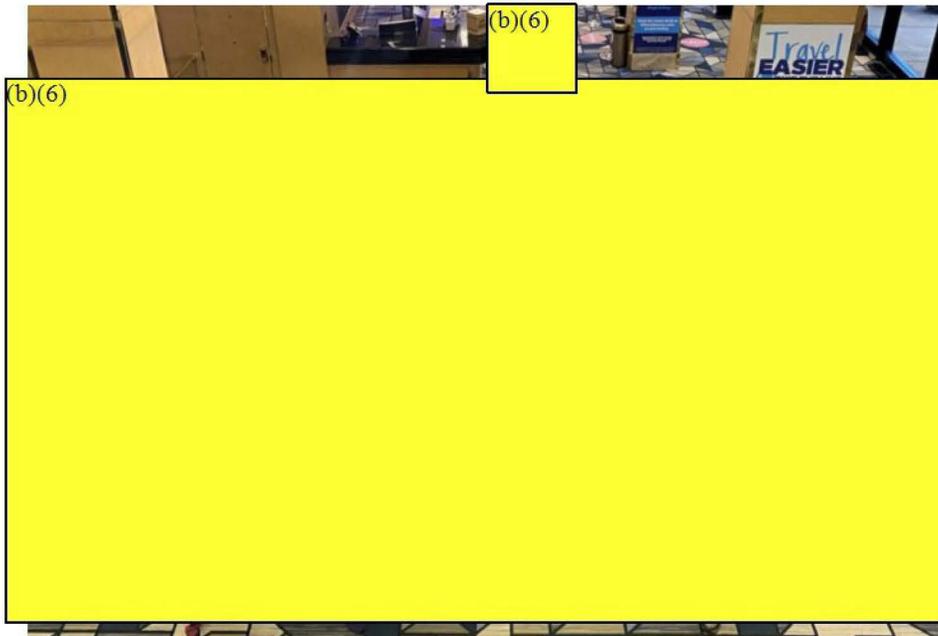
I am pleased to present the Field Operations Directorate (FOD) 2021-2024 Strategic Plan. FOD’s Strategic Plan directly supports FEMA’s mission of helping people before, during, and after disasters by focusing on FEMA’s incident workforce, the most important part of the nation’s ability to respond to and recover from disasters. Our Strategic Plan sets forth the path FOD will take to ready, deploy, and lead FEMA’s incident workforce by advancing incident workforce readiness, enhancing and streamlining incident workforce management, building a data-informed culture, and defining and tailoring career progressions and pathways. Over the course of the next few months and years, we will align our planning, resourcing and prioritization efforts to the plan and ensure a unified effort across FOD to accomplish these objectives.



Our Strategic Plan is dynamic, and we will revisit and update it regularly. The Strategic Plan is going to change, and we need to embrace that change. In FOD – whether working in the field, at Headquarters, the FEMA Incident Workforce Academy, or anywhere else – change is constant. What doesn’t change, though, is who we are. We are smart, hard-working people that make a difference. We demonstrate compassion, integrity, fairness, and respect with survivors and each other. And we do the right thing.

Thanks for all that you do to ready, deploy, and lead the incident workforce, and I am looking forward to implementing our Strategic Plan together.

John Rabin
Assistant Administrator
Field Operations Directorate



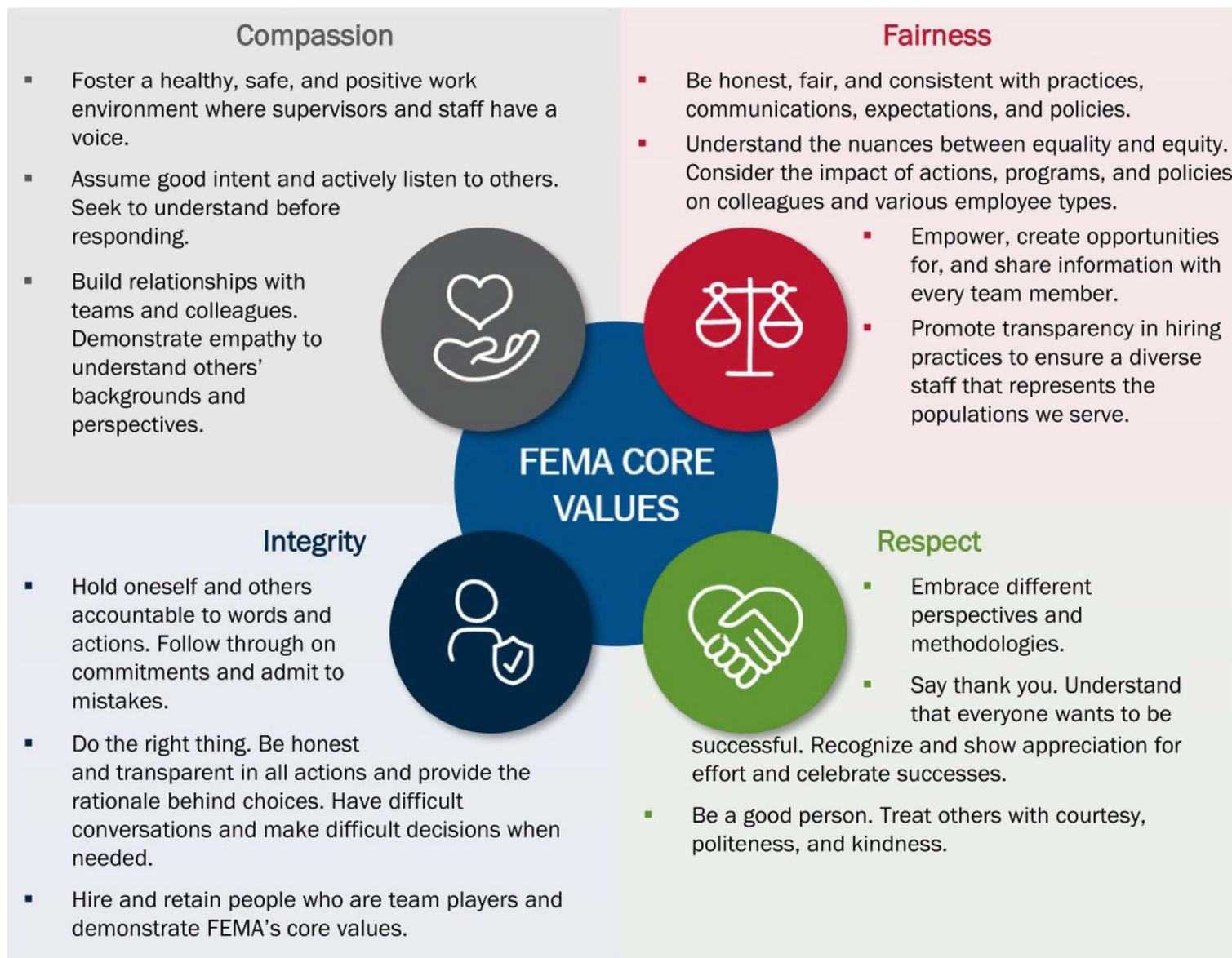


Core Values

Core Values

The agency's core values of compassion, fairness, integrity, and respect form the foundation of who we are, what we believe, and who we want to be. FEMA staff are committed to these core values, which apply to our interactions with everyone – survivors, colleagues, and partners – every single day.

FOD has identified specific behaviors that embody and represent FEMA's core values. All FOD staff and supervisors must demonstrate these behaviors to ensure that we can successfully support our teams, the directorate, and the agency in accomplishing our mission.





FOD Mission and Connection to FEMA Strategic Plan

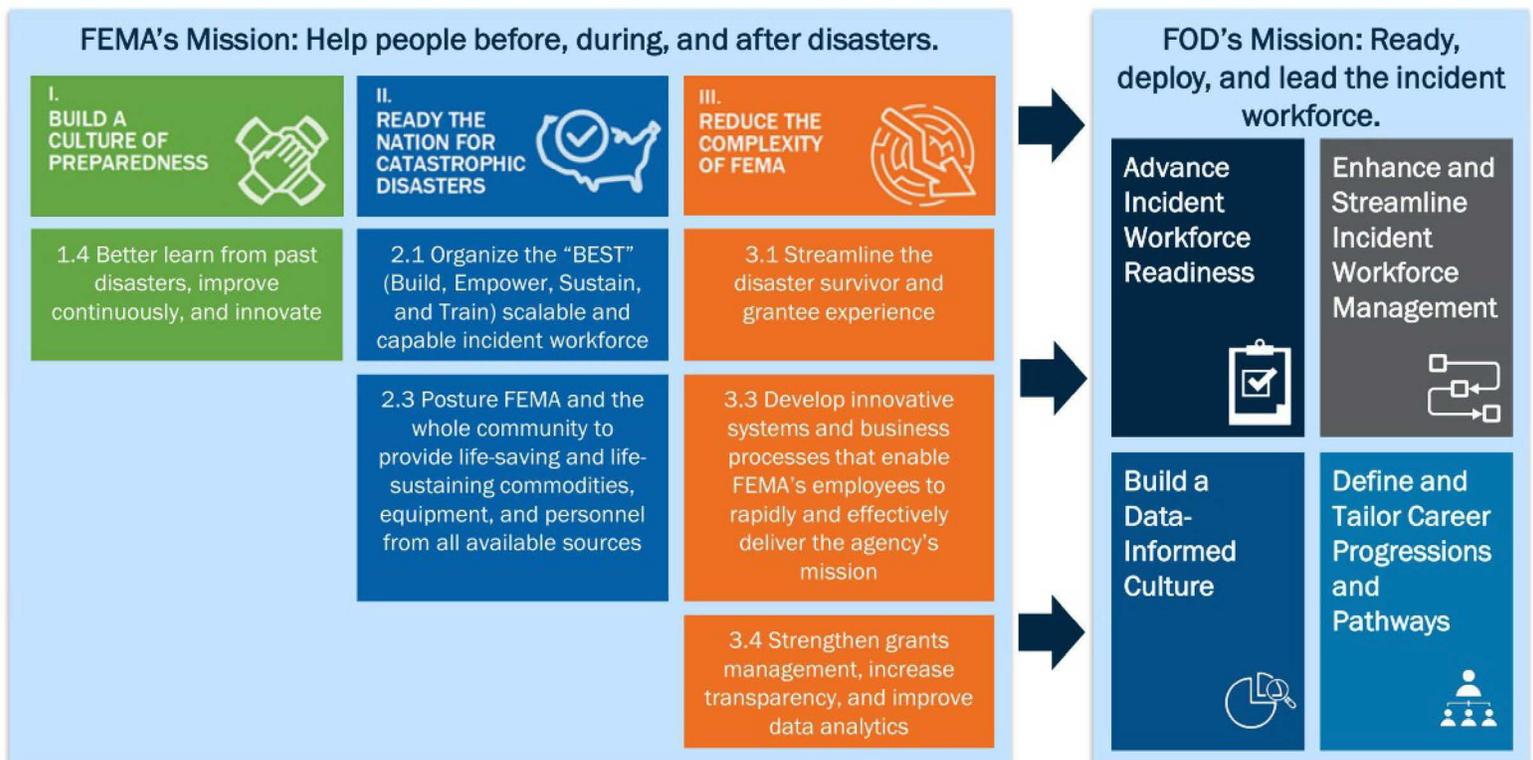
FOD Mission Statement

Ready, deploy, and lead the incident workforce.

FOD's mission is to **ready, deploy, and lead** the incident workforce – one of the most important resources FEMA leverages to achieve its mission of helping people before, during, and after disasters. FOD **readies** the incident workforce by helping FEMA to develop a comprehensive readiness framework, building a trained and qualified workforce, and helping communities respond to and recovery from disasters. FOD **deploys** the incident workforce by developing, managing, and evolving the incident workforce management structures and leveraging data to ensure the right people are in the right place at the right time before, during, and after disasters. FOD **leads** the incident workforce by enhancing and managing leadership in the field, teams, and emergency managers who are deployed to work alongside FEMA partners and help communities respond to and recover from disasters. **Every day, FOD staff and supervisors across all divisions directly support FEMA's mission by ensuring FEMA has the incident workforce needed to help people before, during, and after disasters.**

Connection to the FEMA Strategic Plan

FOD enables FEMA to achieve its mission by **readying, deploying, and leading** the incident workforce. FOD has set the strategic goals of Advancing Incident Workforce Readiness, Enhancing and Streamlining Incident Workforce Management, Building a Data-Informed Culture, and Defining and Tailoring Career Progressions and Pathways. FOD developed these goals with the following FEMA strategic goals and objectives in mind:





FOD Strategic Goals and Objectives

FOD Strategic Goals and Objectives

FOD developed the strategic goals and objectives of its 2021-2024 Strategic Plan after conducting a comprehensive inventory of its activities and projects and receiving extensive input from stakeholders at multiple levels of the organization within FOD and across FEMA headquarters, regions, and cadres. After analyzing major trends and themes from these efforts, FOD focused on the following goals and objectives to achieve its mission. FOD will also develop Annual Planning Guidance to share further details about the activities and timelines to achieve its goals and objectives.



Advance Incident Workforce Readiness

FOD will take a leadership role in advancing the incident workforce's readiness to respond to disasters. FOD will ensure the availability of seamless capabilities to deploy a trained and qualified workforce, including leadership in the field and staffing augmentation options, when needed.

- Lead FEMA in developing a comprehensive disaster readiness framework
- Lead the qualification of the incident workforce through training and demonstrated performance
- Expand and evolve leadership in the field to meet increasing and more complex needs
- Increase readiness of the incident workforce with innovative staffing augmentation capabilities



Enhance and Streamline Incident Workforce Management

FOD will ensure that all elements of the agency, including headquarters, regions, and the field have the policy, doctrine, and tools needed to effectively and appropriately ready, deploy, and lead the incident workforce.

- Clarify the headquarters and regional architectures to manage the incident workforce and a disaster staffing support structure
- Increase standardization and interoperability of Incident Management and Incident Support workforce members
- Simplify and increase consistency of incident workforce cadre management tools and practices
- Integrate operational elements to ensure seamless field operations



Build a Data-Informed Culture

FOD will use data from formal systems of record and other available sources and leverage data analysis to support workforce-related decisions to determine FEMA's workforce readiness posture and to efficiently and effectively mobilize, deploy, and lead the incident workforce. As data-informed decision-making continues to permeate the broader emergency management community, FOD will lead the agency's effort to instill workforce data-informed decision-making into FEMA's culture.

- Increase access to data and understanding of data processes
- Train analytics staff and implement program data processing, measurement, reporting, and analysis
- Enhance modelling and advanced statistical capabilities
- Expand the Deployment Track System (DTS) and deployment management capability



Define and Tailor Career Progressions and Pathways

FOD will work with partners across FEMA to develop a career progressions and pathways framework for FOD staff and incident workforce members. This framework will support the agency's efforts to effectively recruit, hire, train, continuously develop, and retain personnel at all levels, as well as support succession planning for leadership positions, enhancing FEMA's ability to ready, deploy, and lead a trained and qualified incident workforce.

- Enhance tools that support progression
- Develop well-rounded emergency management leaders
- Cultivate the future leaders of the incident workforce



Strategic Goal 1: Advance Incident Workforce Readiness

Strategic Goal Description

FOD will take a leadership role in advancing the incident workforce's readiness to respond to disasters. FOD will ensure the availability of seamless capabilities to deploy a trained and qualified workforce, including leadership in the field and staffing augmentation options, when needed.

Objective 1:
Lead FEMA in Developing a Comprehensive Disaster Readiness Framework

Objective 2:
Lead the Qualification of the Incident Workforce through Training and Demonstrated Performance

Objective 3:
Expand and Evolve Leadership in the Field to Meet Increasing and More Complex Needs

Objective 4:
Increase Readiness of the Incident Workforce with Innovative Staffing Augmentation Capabilities

Future State
FEMA has the incident workforce needed to be ready for threats and hazards based upon a coordinated readiness framework.

Objective 1: Lead FEMA in Developing a Comprehensive Disaster Readiness Framework

FOD will lead the agency's development of an enduring disaster readiness framework on behalf of the Office of Response and Recovery (ORR) and in collaboration with other elements across FEMA. The framework will set readiness goals that will assist FOD in determining areas in need of additional resources, training, and qualification.

Objective 2: Lead the Qualification of the Incident Workforce through Training and Demonstrated Performance

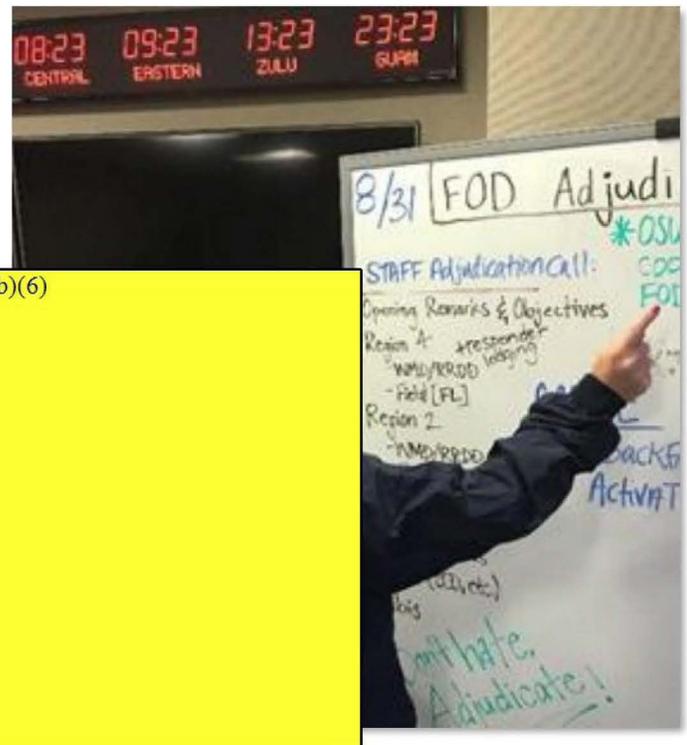
FOD will develop, coordinate, resource, and execute training, education, experiential learning, and standard qualification processes to ensure the incident workforce is well prepared to support disaster survivors and first responders in all-hazards events. FOD will also coordinate with the cadres to enhance course development and delivery requirements.

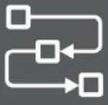
Objective 3: Expand and Evolve Leadership in the Field to Meet Increasing and More Complex Needs

FOD will adapt the programs and policies related to leadership in the field while balancing program stability and flexibility and supporting FEMA's need to respond to and recover from increasing and more complex incidents.

Objective 4: Increase Readiness of the Incident Workforce with Innovative Staffing Augmentation Capabilities

FOD will enhance and implement programs, processes, and technologies to recruit and increase workforce availability of all FEMA employee types. FOD will also establish a disaster staffing support structure to efficiently and effectively surge internal and external resources so that FEMA maintains readiness for disaster operations that exceed its baseline readiness posture.





Strategic Goal 2: Enhance and Streamline Incident Workforce Management

Strategic Goal Description

FOD will ensure that all elements of the agency, including headquarters, regions, and the field have the policy, doctrine, and tools needed to effectively and appropriately ready, deploy, and lead the incident workforce.

Objective 1: Clarify the Headquarters and Regional Architectures to Manage the Incident Workforce and a Disaster Staffing Force Structure

FOD will collaborate across FEMA headquarters to further define authorities, roles, and responsibilities of various elements within headquarters. FOD will work with regions to ensure there is the appropriate number of trained and qualified leaders in the field and program managers in regions to manage routine incidents.

Objective 2: Increase Standardization and Interoperability of Incident Management and Incident Support Workforce Members

FOD will define the common processes, procedures, training, and qualification needed to be successful in both incident management and incident support settings in order to increase interchangeability and promote interoperability between positions.

Objective 3: Simplify and Increase Consistency of Incident Workforce Cadre Management Tools and Practices

FOD will collaborate with the programs and incident workforce cadres to simplify and standardize the tools, processes, procedures, training, qualifications, and practices used in managing the cadres. Doing so will increase the effectiveness and efficiency with which FEMA manages the incident workforce, while maintaining flexibility to cater to the unique attributes of the cadres.

Objective 4: Integrate Operational Elements to Ensure Seamless Field Operations

FOD will collaborate across ORR, regions, cadres, and events to enhance operational elements, deployment procedures, DTS functionality, responder readiness and mobilization, and to provide field support to mobilize, deploy, and manage the incident workforce and other surge and augmentation capabilities.

Objective 1:

Clarify the Headquarters and Regional Architectures to Manage the Incident Workforce and a Disaster Staffing Force Structure

Objective 2:

Increase Standardization and Interoperability of Incident Management and Incident Support Workforce Members

Objective 3:

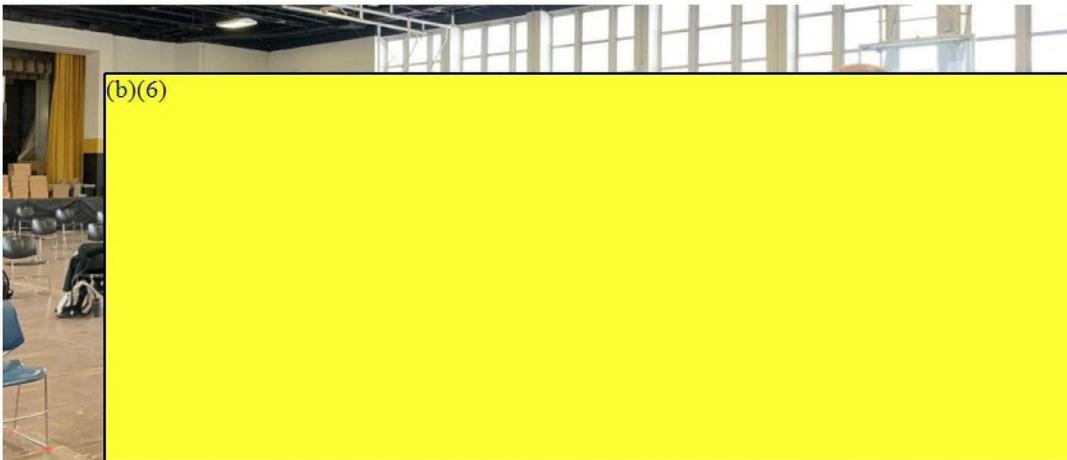
Simplify and Increase Consistency of Incident Workforce Cadre Management Tools and Practices

Objective 4:

Integrate Operational Elements to Ensure Seamless Field Operations

Future State

FEMA headquarters, regions, and the field have the tools, processes, training, and guidance needed to seamlessly and consistently support the agency's disaster response and recovery efforts.





Strategic Goal 3: Build a Data-Informed Culture

Strategic Goal Description

FOD will use data from formal systems of record and other available sources and leverage data analysis to support workforce-related decisions to determine FEMA's workforce readiness posture and to efficiently and effectively mobilize, deploy, and lead the incident workforce. As data-informed decision-making continues to permeate the broader emergency management community, FOD will lead the agency's effort to instill workforce data-informed decision-making into FEMA's culture.

Objective 1: Increase Access to Data and Understanding of Data Processes

FOD will establish data processes and educate and train incident workforce members, program managers, leaders in the field, and other senior leaders on how to use data and data analysis to drive decisions regarding workforce management.

Objective 2: Train Analytics Staff and Implement Program Data Processing, Measurement, Reporting, and Analysis

FOD will train analytics staff to assist them in developing enhanced data processing procedures and products to support leadership in making data-informed decisions.

Objective 3: Enhance Modelling and Advanced Statistical Capabilities

FOD will continuously improve its ability to conduct enhanced modelling, advanced statistical analysis, and predictive analytics by maintaining systems, defining future requirements, and investing in necessary capabilities to drive data-informed decisions.

Objective 4: Expand the Deployment Tracking System (DTS) and Deployment Management Capability

FOD will coordinate with internal and external stakeholders to integrate DTS with FEMA's other systems of record. FOD will continue to grow management systems, oversight, training, policy, and guidance to expand DTS functionality and capability agency-wide.

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Objective 1:
Increase
Access to Data
and
Understanding
of Data
Processes

Objective 2:
Train Analytics Staff
and Implement
Program Data
Processing,
Measurement,
Reporting, and Analysis

Objective 3:
Enhance
Modelling and
Advanced
Statistical
Capabilities

Objective 4:
Expand DTS and
Deployment
Management
Capability

Future State

Incident workforce members and FOD staff use data in a balanced, consistent way to inform decisions across the agency in support of FEMA's mission.



Strategic Goal 4: Define and Tailor Career Progressions and Pathways

Strategic Goal Description

FOD will work with partners across FEMA to develop a career progressions and pathways framework for FOD staff and incident workforce members. This framework will support the agency's efforts to effectively recruit, hire, train, continuously develop, and retain personnel at all levels, as well as support succession planning for leadership positions, enhancing FEMA's ability to ready, deploy, and lead a trained and qualified incident workforce.

Objective 1:

Enhance Tools that Support Progression

Objective 1: Enhance Tools that Support Progression

FOD will improve and utilize performance plans, individual development plans, training, position task books, and other tools that support career progression and pathways. FOD will widely socialize these tools to all members of the workforce so they are empowered to take ownership over their career progression and development.

Objective 2:

Develop Well-Rounded Emergency Management Leaders

Objective 2: Develop Well-Rounded Emergency Management Leaders

FOD will identify and implement strategies that promote well-rounded emergency management leaders that have knowledge of and experience in multiple disciplines while always embodying FEMA's core values. FOD will identify the foundational training and qualifications that leaders need and provide members of the workforce resources to support career development.

Objective 3:

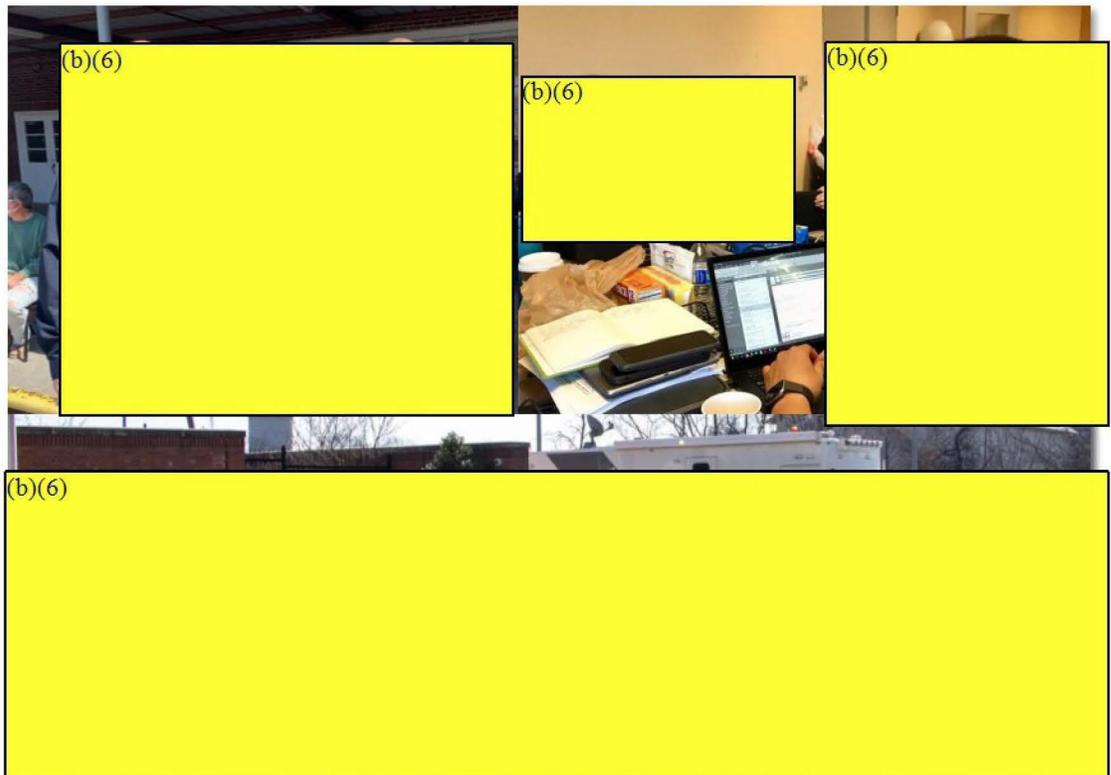
Cultivate the Future Leaders of the Incident Workforce

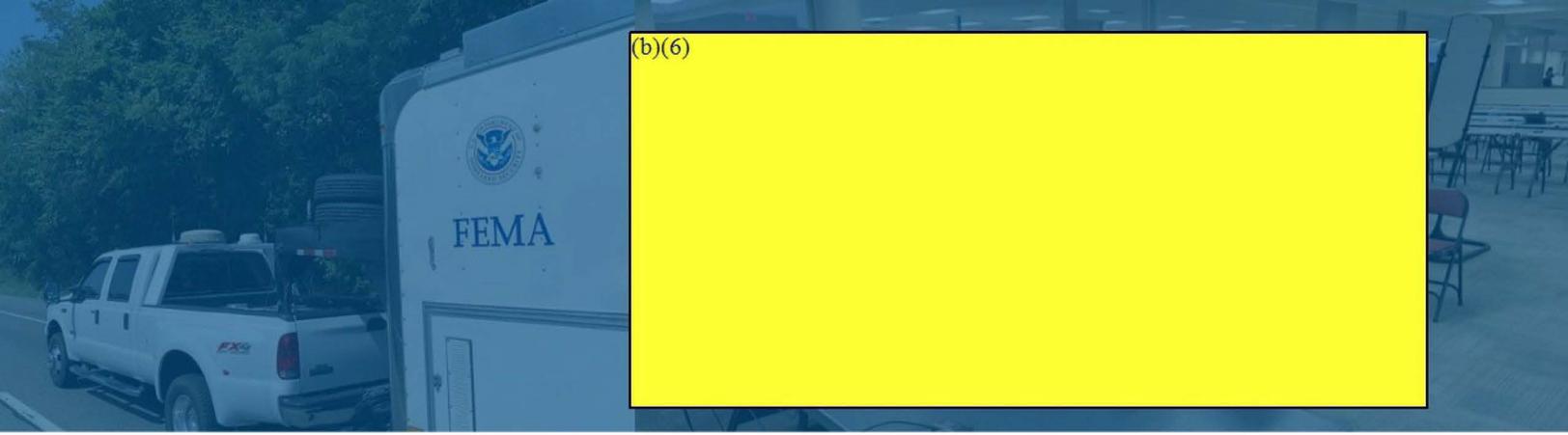
Objective 3: Cultivate the Future Leaders of the Incident Workforce

FOD will promote mentorship, create professional development opportunities, and develop succession plans to ensure future incident workforce leaders are able to successfully execute the FEMA mission.

Future State

Incident workforce members and FOD staff have access to opportunities to advance their careers through consistent progressions and pathways.

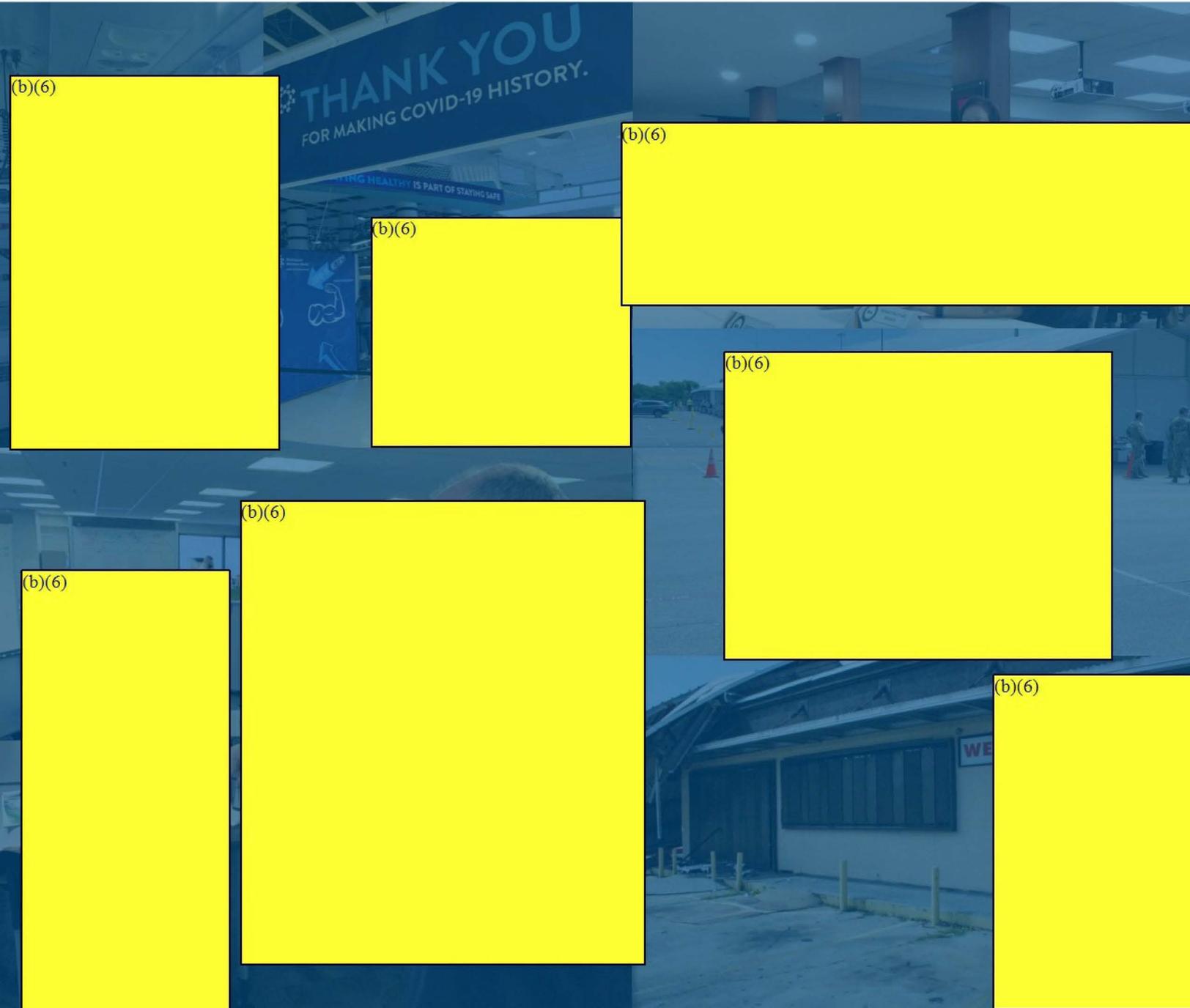




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