



FEMA

October 1, 2015

MEMORANDUM FOR: All FEMA Employees

FROM:

W. Craig Fugate
Administrator

SUBJECT: Fiscal Year (FY) 2016 Annual Planning Guidance

As an agency, we have made progress over the last year implementing the [2014-2018 FEMA Strategic Plan](#). Thanks to your hard work on the objectives we set as an agency, we are better positioned to help our citizens and first responders in their time of greatest need. But there is more work to do and we must not become complacent. The purpose of this memorandum is to set forth guidance highlighting selected Strategic Plan priorities and objectives for focus and attention as we execute in FY 2016 and plan for FY 2017 and FY 2018.

Context: Posturing and Building Capability for Catastrophic Disasters

The greatest challenge in emergency management lies in preparing for a catastrophic disaster during which the impacts are so severe that existing plans, coordination structures, communications, and capabilities are insufficient and depleted quickly. To be successful, we must unshackle ingenuity to devise novel solutions, especially in a budget-constrained environment. FEMA cannot plan only for events we are capable of responding to; we must plan for catastrophic events that will overwhelm capabilities at all levels and challenge even the most scalable structures and systems. We must constantly enhance preparedness, test systems, and exercise capabilities so we can support the whole community following a catastrophic event. Our systems and capabilities must be designed so that those executing the mission can do so wherever needed, including in austere conditions.

Priorities and objectives across FEMA's strategic priorities contribute to posturing and building capability for catastrophic disasters. As we make our programs and systems more survivor-centric, we will be more ready to serve those in need following a catastrophic event. As we become more expeditionary, we will be more prepared to bring needed resources into disaster-affected areas. As we enable reduction of disaster risk nationally, we expect a catastrophic event will have fewer devastating impacts. And as we strengthen our organizational foundation, we will have the people, data, resources, and processes we need to get the job done.



Guidance for Individual FEMA Employees

I want each of us as FEMA employees to understand that our individual and team performance drives progress as we carry out our mission, including achieving outcomes related to our strategic priorities.

In carrying out our duties, opportunities to advance our strategic priorities and demonstrate our core values often present themselves. As we go about our work, it is our responsibility to ask: Within my authority and area of responsibility, what actions can I take to posture and build capability for a catastrophic event like a severe earthquake in the Cascadia Subduction Zone? To make FEMA a more survivor-centric, expeditionary agency? To enable disaster risk reduction and strengthen FEMA's organizational foundation? To demonstrate compassion, fairness, integrity, and respect for those we serve and those we serve with? Consider these questions in the course of your daily work, and recognize the role your contributions play in advancing our priorities and core values.

Guidance for Supervisors, Managers, and Executives

While I expect continued progress on all Strategic Plan objectives, the objectives below are to receive attention from all FEMA supervisors, managers, and executives in FY 2016 execution and FY 2017 and FY 2018 planning. Accountable Executives – specified in Appendix A – are expected to include these objectives in their performance plans. All FEMA supervisors, managers, and executives are to support Accountable Executives in facilitating enterprise collaboration to fulfill staffing, data, analytical, and resource needs to make progress on our strategic priorities, especially the areas outlined below:

Posture and Build Capability for Catastrophic Disasters (Priority 3, Objectives 3.1 and 3.3)

- Strengthen capabilities at all levels of government and across the whole community with the greatest potential to change outcomes on the ground in catastrophic disasters.
- Engage the whole community to develop non-government-centric solutions for catastrophic disasters, including recognizing and supporting the immediate, independent actions of survivors, bystanders, and grassroots organizations in catastrophic events.
- Conduct a National Threat and Hazard Identification and Risk Assessment (THIRA) to guide preparedness decision-making for catastrophic disasters.

Be Survivor-Centric in Mission and Program Delivery (Priority 1, Objective 1.1)

- Streamline and simplify processes and policies so individuals and families receive disaster assistance quickly and conveniently.
- Strengthen the effectiveness of the Public Assistance (PA) program through implementation of PA re-engineering and improvements to program delivery, effectiveness, and efficiency.
- Drive greater use of PA Alternative Procedures by disaster-affected communities.

Become an Expeditionary Organization (Priority 2, Objective 2.2)

- Enhance the readiness of FEMA's workforce to respond to and recover from a catastrophic event or multiple concurrent Level I or II events as demonstrated by an increase in FEMA's Deployability Rating.
- Prepare FEMA's disaster workforce to operate effectively in an austere environment.

Enable Disaster Risk Reduction Nationally (Priority 4, Objectives 4.2 and 4.3)

- Maximize risk reduction achieved through FEMA's programs through codes and standards for Stafford Act mitigation and recovery programs and sections 404 and 406 mitigation.
- Finalize FEMA's implementation of the Federal Flood Risk Management Standard.
- Mature the disaster deductible concept in preparation for rule-making.
- Implement near-term National Flood Insurance Program (NFIP) reforms to ensure the program reflects FEMA's values and conduct studies for long-term reform to prepare for NFIP reauthorization.

Strengthen FEMA's Organizational Foundation (Priority 5, Objective 5.4)

- Design employee-centric, hassle-free business processes and systems to meet mission needs.
- Strengthen the cybersecurity of FEMA's information systems and assets.

Doctrine, Policy, and Directive Priorities

Doctrine, policy, and directives help institutionalize the progress we are making implementing our strategic priorities. We must continue to memorialize new practices that are working well and formalize policy choices that align with our priorities and values. Fourteen specific doctrine, policy, and directive initiatives specified in Appendix B are to receive priority focus from senior leadership due to their importance in institutionalizing progress. Deputy Administrator Nimmich will monitor progress on these initiatives through the Program and Budget Executive Panel.

Conclusion

My expectation is that all employees will utilize the Strategic Plan and this Annual Planning Guidance to guide and empower them in fully realizing our priorities. As I've said many times, our Strategic Plan is not a document to sit on a shelf. Along with Deputy Administrator Nimmich, I will continue to base FEMA's resource decisions on achieving the outcomes set forth in the Strategic Plan and the items highlighted in this Annual Planning Guidance.

Thank you for your hard work and dedication in supporting our mission as we continue to make progress on our strategic priorities. Please direct questions about this memorandum to Deputy Administrator Nimmich or me.

Attachments

Appendix A: 2014-2018 FEMA Strategic Plan Elements and Accountability, Version 09-2015

Appendix B: Doctrine, Policy, and Directive and Priority Initiatives and Descriptions

STRATEGIC PRIORITY 1: Be Survivor Centric in Mission and Program Delivery



Objective 1.1: Streamline and simplify disaster services for individuals and communities	Key Outcome: Disaster services are transparent, efficient, and effective in meeting the needs of survivors.	Performance Goal: Increase individual survivors' and communities' satisfaction with the efficiency, simplicity, and accessibility of disaster services by 3 percentage points each year (beginning in 2016 after establishing 2015 baseline).	Accountable Executives: - Assistant Administrator, Recovery Supporting: - Director, Federal Disaster Coordination	Strategy 1.1.1: Continuously improve survivor services by making FEMA's disaster assistance processes more simple, clear, and accessible. Strategy 1.1.2: Engage with whole community partners to optimize existing local resources and reduce administrative impacts on survivors.
Objective 1.2: Provide support to local leaders and tribal officials to strengthen recovery and mitigation core capabilities	Key Outcome: Local leaders and tribal officials are better prepared and positioned for effective recovery and mitigation.	Performance Goal: Increase the National Preparedness Report score for recovery and mitigation core capabilities by 3 to 5 percentage points each year.	Accountable Executives: - Director, Federal Disaster Coordination - Director, National Integration Center Supporting: - Director, External Affairs - Regional Administrator (R-2) - Assistant Administrator, Recovery	Strategy 1.2.1: Promote a proactive approach toward working with local leaders – one that helps local leaders and decision-makers efficiently and effectively utilize programs to best meet local needs. Strategy 1.2.2: Provide local leaders with tools and resources for planning, organizing, and sharing accountability for successful disaster management. Strategy 1.2.3: Engage tribal officials on requirements to request and manage Stafford Act declarations (pursuant to recent legislation authorizing tribal governments to apply directly for Federal disaster assistance).
Objective 1.3: Increase disaster awareness and action by improving communication	Key Outcome: Individuals and communities know the steps to take, have the tools required, and take appropriate actions before, during, and after disasters.	Performance Goal: Increase households that participated in a preparedness exercise or drill at their workplace, school, home, or other community location in the past year by 8 percentage points by the end of 2018.	Accountable Executives: - Director, External Affairs - Assistant Administrator, National Preparedness Supporting: - Assistant Administrator, Recovery	Strategy 1.3.1: Encourage constructive use of communications mechanisms and messaging (e.g., social media) in the immediate aftermath of disasters. Strategy 1.3.2: Work with whole community partners (including survivors) and communications experts to develop, refine, and disseminate accessible and actionable messages directed toward survivors before, during, and after disasters. Strategy 1.3.3: Increase the emphasis on engagement of individuals and households through their existing connections with the larger community (e.g., workplace, schools, houses of worship, virtual networks).

STRATEGIC PRIORITY 2: Become an Expeditionary Organization



<p>Objective 2.1: Improve alignment of FEMA incident operations with the needs of state, local, tribal, and territorial partners</p>	<p>Key Outcome: Unified and coordinated Federal response and recovery operations successfully support and complement state, local, tribal, and territorial incident operations.</p>	<p>Performance Goal: Increase state assessment rating of FEMA's ability to integrate and coordinate partners' disaster relief activities by 2 percentage points each year (beginning in 2016 after establishing 2015 baseline).</p>	<p>Accountable Executives: - Regional Administrator (R-6) - Director, Readiness and Assessment</p>	<p>Strategy 2.1.1: Facilitate effective, integrated incident operations that align and synchronize key systems and processes with those of Federal partners and affected state, local, and tribal governments. Strategy 2.1.2: Develop a systematic approach for identifying, prioritizing, and executing operational improvements for critical (and commonly shared) issues.</p>
<p>Objective 2.2: Improve the individual and collective readiness and capabilities of FEMA's workforce</p>	<p>Key Outcome: 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.</p>	<p>Performance Goal: Increase the operational readiness and deployability rating of FEMA's workforce to 80 percent or greater by the end of 2018.</p>	<p>Accountable Executives: - Assistant Administrator, Response Supporting: - Superintendent, Emergency Management Institute - Regional Administrator (R-3)</p>	<p>Strategy 2.2.1: Develop and implement an effective cadre management system that improves governance, coordination structures, and guidance for managing, developing, and measuring the performance of the incident workforce. Strategy 2.2.2: Develop and continually improve a standardized education and training system for the workforce that complements FEMA's qualification system and facilitates professional growth and development.</p>
<p>Objective 2.3: Optimize the assignment of assets in support of incident operations</p>	<p>Key Outcome: Incident operations are efficient, timely, and predictable.</p>	<p>Performance Goal: By the end of 2018, deliver 95 percent of orders for required life-sustaining commodities (e.g., meals, water, tarps, plastic sheeting, cots, blankets, and generators) and key initial response resources by the targeted date.</p>	<p>Accountable Executives: - Assistant Administrator, Logistics Management Supporting: - Assistant Administrator, Response - Assistant Administrator, Recovery - Director, Federal Disaster Coordination</p>	<p>Strategy 2.3.1: Use data-driven decision-making to inform right-sizing of disaster staffing and operations, assess disaster resource needs to assign the right assets for the right amount of time, and ensure that FEMA resources are located strategically to ensure rapid delivery to supported communities. Strategy 2.3.2: Improve Agency-wide standard operating procedures for incident operations to better support the rapid mobilization and deployment of the workforce and enable the immediate employment of that force.</p>

STRATEGIC PRIORITY 3: Posture and Build Capability for Catastrophic Disasters



<p>Objective 3.1: Strengthen capabilities with the greatest potential to change outcomes on the ground in catastrophic disasters</p>	<p>Key Outcome: Capability gaps are identified and addressed in National Preparedness System planning, training, and exercises.</p>	<p>Performance Goal: Increase the planning elements of core capabilities rated as proficient by states and territories by 6 percentage points by the end of 2018.</p>	<p>Accountable Executives:</p> <ul style="list-style-type: none"> - Deputy Associate Administrator, Response and Recovery - Assistant Administrator, National Preparedness - Assistant Administrator, National Continuity Programs <p>Supporting:</p> <ul style="list-style-type: none"> - Assistant Administrator, Response - Regional Administrator (R-4) - Regional Administrator (R-9) <p>Strategy 3.1.1: Continue to build and sustain the National Preparedness System.</p> <p>Strategy 3.1.2: Identify and address critical response and recovery capability gaps associated with catastrophic disaster scenarios.</p> <p>Strategy 3.1.3: Support efforts that ensure continuity of Federal government operations during a wide range of emergencies.</p>
<p>Objective 3.2: Operationalize resource-sharing opportunities for catastrophic disasters</p>	<p>Key Outcome: Partnerships, tools, and resources are in place to support national-scale response and recovery operations for catastrophic disasters.</p>	<p>Performance Goal: By the end of 2018, increase jurisdictions reported by states to have typed and inventoried their response and recovery resources and assets consistent with the National Incident Management System by 16 percentage points.</p>	<p>Accountable Executives:</p> <ul style="list-style-type: none"> - Deputy Associate Administrator, Response and Recovery - Director, National Integration Center <p>Supporting:</p> <ul style="list-style-type: none"> - Assistant Administrator, Response <p>Strategy 3.2.1: Formalize relationships and commitments with key partners who have the ability to contribute to catastrophic disaster response and recovery efforts.</p> <p>Strategy 3.2.2: Implement a national qualification system to facilitate deployment of a trained, credentialed, and qualified workforce in response to all-hazard incidents.</p>
<p>Objective 3.3: Lead the emergency management community in recognizing and supporting the immediate, independent actions of survivors, bystanders, and grassroots organizations in catastrophic events</p>	<p>Key Outcome: Survivors, bystanders, and grassroots organizations are better prepared and positioned to take immediate, independent response actions in catastrophic events.</p>	<p>Performance Goal: Increase the number of survivors reporting that they received information, education, or training (from FEMA or another source) that led them to take action in the immediate aftermath of a disaster by 8 percentage points by the end of 2018.</p>	<p>Accountable Executives:</p> <ul style="list-style-type: none"> - Deputy Associate Administrator, Response and Recovery - Assistant Administrator, National Preparedness <p>Supporting:</p> <ul style="list-style-type: none"> - Assistant Administrator, Response - Director, Federal Disaster Coordination - Director, National Integration Center - Director, External Affairs - Director, Center for Faith-based & Neighborhood Partnerships <p>Strategy 3.3.1: Ensure that emergency management policy, doctrine, and training recognize and promote the role of survivors and bystanders in response to catastrophic disasters.</p> <p>Strategy 3.3.2: Enable and expand the capacity of survivors, bystanders, and grassroots organizations to act in support of event stabilization.</p>

STRATEGIC PRIORITY 4: Enable Disaster Risk Reduction Nationally



<p>Objective 4.1: Provide credible and actionable data and tools to support risk-informed decision-making</p>	<p>Key Outcome: The whole community uses the best-available data and analytic tools to make better risk-informed decisions before, during, and after disasters.</p>	<p>Performance Goal: Increase community resilience-building actions by 2 percentage points each year (beginning in 2016 after establishing 2015 baseline).</p>	<p>Accountable Executive: - Deputy Associate Administrator for Mitigation and Insurance</p>	<p>Strategy 4.1.1: Modernize and promote FEMA's existing portfolio of risk assessment tools including Hazus, the Nation's flood maps, and the THIRA process for better integration and understanding across the whole community.</p> <p>Strategy 4.1.2: Build a baseline risk and threat exposure model with indicators to measure national performance in risk reduction.</p> <p>Strategy 4.1.3: Lead the development of a distributed, national all-hazard risk information and collaboration portal.</p> <p>Strategy 4.1.4: Advance risk management capability across the whole community.</p> <p>Strategy 4.1.5: Promote fire awareness, safety, and risk reduction across the whole community.</p>
<p>Objective 4.2: Incentivize and facilitate investments to manage current and future risk</p>	<p>Key Outcome: Whole community partners make resilient investments in development and rebuilding.</p>	<p>Performance Goal: By the end of 2018, increase the FEMA-funded disaster projects that provide mitigation above local, state, and Federal code requirements by 5 percentage points.</p>	<p>Accountable Executives: - Deputy Associate Administrator for Mitigation and Insurance - Regional Administrator (R-7) - Chief Counsel</p>	<p>Strategy 4.2.1: Align the 404 and 406 mitigation programs to assist communities in managing current and future risk.</p> <p>Strategy 4.2.2: Facilitate collaborations to strengthen risk standards, leverage market forces, and guide resilient investments.</p> <p>Strategy 4.2.3: Reshape funding agreements with states, tribal governments, and localities to expand cost-sharing and deductibles.</p> <p>Strategy 4.2.4: Establish a framework and incentive structure for increasing the level of private insurance coverage of all insurable property, and establish how best to transfer the risk created by uninsurable properties.</p>

Objective 4.3:
Enhance the effectiveness, financial stability, and affordability of the National Flood Insurance Program

Key Outcome:
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.

Performance Goal:
By the end of 2018, increase the overall cost benefit ratio of the National Flood Insurance Program by 5 percentage points.

Accountable Executive:
- Deputy Associate Administrator for Mitigation and Insurance

Strategy 4.3.1: Strengthen implementation by prioritizing NFIP reforms under BW-12, the Homeowner Flood Insurance Affordability Act of 2014, and the Hurricane Sandy Rebuilding Task Force.

Strategy 4.3.2: Improve the solvency of the NFIP by creating a more accurate actuarial standard and by focusing on cost-saving mitigation measures.

Strategy 4.3.3: Address affordability within the NFIP by implementing a framework that reflects the National Academy of Sciences' findings and by providing stakeholders with the tools to minimize their exposure to risk.

Strategy 4.3.4: Improve stakeholder interface with the NFIP by empowering the Flood Insurance Advocate to provide greater access to information on risk, insurance, and mitigation.

Strategy 4.3.5: Prepare for reauthorization of the NFIP by identifying solutions to further the implementation of other strategies in this Plan.

Priority 5: Strengthen FEMA's Organizational Foundation



Objective 5.1: Build, manage, and strengthen the FEMA workforce	Key Outcome: FEMA has a qualified, effective, and engaged workforce recognized for its excellence.	Performance Goal: By the end of 2018, increase the percentage of FEMA employees on an established performance work plan within 30 days of joining the Agency, starting a new position, or at the beginning of a new performance cycle to 95 percent.	Accountable Executives: - Co-Chairs, Human Capital Governance Board Supporting: - Regional Administrator (R-7) - Deputy Regional Administrator (R-4)	Strategy 5.1.1: Build the FEMA workforce through planning, transparent processes, and strategic staffing. Strategy 5.1.2: Manage the workforce through established processes, practices, systems, and performance-based culture. Strategy 5.1.3: Strengthen employees' skills through competency development, training, and growth opportunities.
Objective 5.2: Work smarter through data analytics	Key Outcome: Integrated analytics capabilities support effective and efficient operations and greater consistency and transparency in decision-making.	Performance Goal: By the end of 2018, reduce the average annual percentage of administrative costs for field operations, as compared to total program costs, by 5 percentage points.	Accountable Executives: - Deputy Administrator - Associate Administrator, Policy, Program Analysis, and International Affairs Supporting: - Regional Administrator (R-5) - Director, Federal Disaster Coordination	Strategy 5.2.1: Build a solid foundation for working smarter through analytics by establishing standards, policies, governance structures, tools, training, and an authoritative inventory of data and source systems. Strategy 5.2.2: Demonstrate the value of data-driven decision-making by applying coordinated analytical pressure to targeted projects with large returns on investment. Strategy 5.2.3: Connect citizens and employees with the information they need and increase the transparency and accessibility of data.
Objective 5.3: Strengthen the linkages among strategy, budget, execution, and performance through a comprehensive resource management system	Key Outcome: FEMA's strategy, resources, and performance outcomes align to maximize mission impact.	Performance Goal: Achieve a completion rate of 100 percent across FEMA's Strategic Plan Performance Goals by the end of 2018.	Accountable Executives: - Associate Administrator, Policy, Program Analysis, and International Affairs - Chief Financial Officer Supporting: - Regional Administrator (R-3) - Regional Administrator (R-10)	Strategy 5.3.1: Modify current Planning, Programming, Budgeting, and Execution (PPBE) process to increase predictability and more directly link strategic direction, resources, and performance outcomes.

Objective 5.4:
Streamline and
strengthen
FEMA's business
processes and
systems

Key Outcome:
Business
processes are
transparent and
produce consistent,
high-quality results.

Performance Goal:
Increase employee
assessment rating for
having the tools
necessary to do their
jobs effectively by 3
percentage points each
year (beginning in 2016
after establishing
baseline in 2015).

Accountable Executives:
- Deputy Chief Financial Officer
- Chief, Mission Support
Enterprise Business Unit
- Regional Administrator (R-9)

Strategy 5.4.1: Review existing Information
Technology resources and focus on investments that
enhance efficiency, accessibility, resilience, and
critical capabilities while reducing cost.

Strategy 5.4.2: Improve FEMA's financial and grants
management systems, including development of a
system for managing all FEMA grants from
application through close-out.

Strategy 5.4.3: Institutionalize the pursuit of
excellence within the Agency's business processes
by implementing an improvement structure with
criteria for performance.

Appendix B: Doctrine, Policy, and Directive Focus

The following are doctrine, policy, and directives for particular focus from senior leadership due to their importance in clarifying, advancing, and institutionalizing key strategic initiatives and Agency practices. These initiatives are a subset of the more than 90 doctrine, policy, and directive initiatives that will be pursued in FY 2016.

Strategic Priority	Target	Lead	Title	Description
P1/P3/P4	Q1	PNP	Presidential Policy Directive 8: Refresh [Interagency]	FEMA is coordinating the refresh of the National Preparedness Goal and each of the five National Planning Frameworks.
P1	Q1	ORR	Public Assistance Program and Policy Guide	This guide will combine all existing Public Assistance Policy and applicant guidance into one book. The book will supersede the Public Assistance Guide, Policy Digest, Debris Management Guide, Applicant Handbook, Pilot Guides, and the 9500 series policy documents.
P1	Q1	ORR	Tribal Declaration Pilot Guidance	This guidance will establish criteria to evaluate declaration requests from tribal governments.
P1	Q4	ORR	Individuals and Households Programs Unified Guidance	This guidance will provide FEMA staff, emergency management partners, the general public, and constituents with a single, comprehensive reference containing policy statements and eligibility criteria for all forms of Individuals and Households Programs assistance.
P2	Q2	ORR	Assignment of Incident Level Directive	This directive will establish a consistent understanding of purposes, processes, and record-keeping related to the assignment of incident levels.
P2	Q4	ORR/MS	Every Employee is an Emergency Manager	This policy will establish FEMA's overarching policy guiding every employee is an emergency manager.
P3/P5	Q4	OCFO	Disaster Relief Fund Manual	This manual will consolidate policy on the use of the Disaster Relief Fund and initiate guidance on frequently asked questions to establish consistency in use of funds for the sustainment of the Disaster Relief Fund.
P4	Q1	FIMA	Implementation of Climate Resilient Infrastructure under the Hazard Mitigation Assistance Programs	This document provides parameters for mitigation projects that will reduce losses due to the effects of drought. It will include necessary parameters for technical feasibility, National Environmental Policy Act compliance, and cost effectiveness in order to be eligible for funding under the Pre-Disaster Mitigation program and the Hazard Mitigation Grant Program.

Strategic Priority	Target	Lead	Title	Description
P4	Q4	ORR	Lifecycle Operational Business Model Guidance Package	This guidance will provide agency-wide guidance related to tracking and evaluating the effectiveness and efficiency of the disaster lifecycle. This guidance will link all components of disaster assistance delivery (grants delivery, policy, leadership priorities, etc.) over the entire disaster lifecycle into a comprehensive and defined model of assistance to standardize the way FEMA conducts business.
P4	Q4	FIMA	Federal Flood Risk Management Standard Policy	The policy will establish how FEMA will select from the approaches in the Federal Flood Risk Management Standard to define the floodplain for compliance with Executive Order 11988 for agency actions.
P4	Q4	FIMA	Federal Seismic Risk Mitigation Standard [Interagency]	This product will update Executive guidance to align standards with current national consensus model building code and standards provisions, and with Federal standards for existing buildings. This guidance will address standards for all Federally owned, leased, assisted, or regulated buildings.
P4	Q4	FIMA	Maximizing Risk Reduction through Public Assistance and Hazard Mitigation Grant Program	This product will revise Public Assistance policy to maximize the use of nationally recognized codes and standards to promote resiliency and achieve risk reduction.
P4	Q2	ORR	Information Management Manual	The goal of this document is to apply best practices and process rigor to information management that supports operational decision-making.
P5	Q1	OPPA	The Federal Emergency Management Agency Publication 1 (Pub 1)	Pub 1 communicates who and what FEMA is, what we do, and how we can better accomplish our missions. Pub 1 defines our principles and culture, and describes our history, mission, purpose, and ethos.
P5	Q2	MS	Information Technology Governance and Security	This product will define the roles and responsibilities of the Collaboration and Communication Portal Program Office, Office of the Chief Information Officer, the Office of External Affairs, and FEMA program offices utilizing the FEMA intranet. This document will define the governance structure to effectively delivery an enterprise portal methodology and content structure.