

GOHSEP Summary: Strategic Action Plans (SAP)



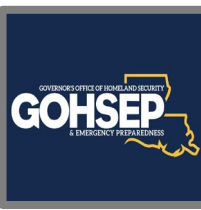


What does strategic change look like?

Key tasks and purposes form mission essential tasks

Mission essential tasks have countless sub tasks that are classified as **specified tasks** (what leaders are directed to do) and **implied tasks** (what leaders sense needs to be done) to support strategic change. This document lists mission essential tasks only. Each mission essential task has an individual strategic action plan that covers the **task, purpose, issue, discussion and recommendation** for the respective task.

Vision, Mission and Strategic Goals



- **Task:** The GOHSEP Director identified a need to refocus the organization with a new vision, mission statement and set of strategic goals.
- **Purpose (Center of Gravity):** The intent is to lead the agency with three strategic priorities that will establish the baseline of what is expected from day 1, through the first 100 days and into year one of eight consecutive years of governance:
 1. *Ensure that GOHSEP serves as the emergency arm of the Governor and works hand in hand with all emergency support/recovery function agencies as part of the U.S. National Response Framework and Louisiana Homeland Security, Emergency Assistance and Disaster Act in preparation, response, recovery, mitigation and prevention of crisis events. In short, we will show the Governor “he can take emergency management off of his worry list!”*
 2. *Ensure that all Municipalities, Parishes/Parish Organizations, Sub-Recipients and State Agencies have a voice and an agency to champion for them in obtaining maximum funds in all applicable federal and state programs in an expeditious manner. GOHSEP is an operational arm of the Governor and bridges the gap in bringing strategic concepts to operational programs through funding sources.*
 3. *Consistently review internal best business practices and potential for Improvements. It is essential to review the actual mission and output of internal departments to ensure elite levels of support to all stakeholders in Louisiana.*
- **Issue:** The previous GOHSEP Vision and Mission was incomplete, was not strategic in nature and did not have any strategic goals attached to the vision and mission statement. In addition, the vision was listed prior to the mission reflecting an incorrect understanding of how organizations perform. The most glaring mistake was the previous concept had no strategic goals therefore had no desired endstate or desired goals supporting the vision or mission. In short, GOHSEP had no identity.
- **Discussion:** Vision, by definition, is an enduring task and is the purpose. It defines the overall goal. A higher-level group should have a vision and their vision builds the tasks assigned to lower teams. In essence, it is the question: How do we want to be remembered? Vision is always placed before the mission because it describes the Center of Gravity (COG) or core of an agency. The COG ,by definition, is what must be done in order to accomplish the vision. So, in looking at the higher group’s vision statement, the question is “Does the vision clearly state the center of gravity of how we want to be remembered?” Is it simply a place holder for words or does it mean something? A Mission Statement is an extension of the vision. It should take the question of how we want to be remembered and apply key tasks and their respective purpose to it. A Goal by definition is the leader’s intent, should drive home the vision and is a demonstration of how the team should perform!
- **Recommendation:** The GOHSEP Director must be focused on the weekly process with three strategic priorities at the forefront. It is important to convey, we will be effective as a team. Leadership is not about personal achievement, it is about impact to those around us!

Vision, Mission and Strategic Goals



- **Vision:** To serve as an extension of the Office of the Governor and provide sound leadership during crisis events while also enhancing the day-to-day state agency programs servicing Louisiana residents, businesses and organizations.
- **Mission:** The mission of GOSHEP is to utilize three priorities to save lives, protect property and maintain infrastructure:
 - Ensure that GOHSEP serves as the emergency arm of the Governor and works hand in hand with all emergency support/recovery function agencies as part of the U.S. National Response Framework and the Louisiana Homeland Security, Emergency Assistance and Disaster Act in preparation, response, recovery, mitigation and prevention of crisis events.
 - Ensure that all Municipalities, Parishes/Parish Organizations, Sub-Recipients and State Agencies have a voice and an agency to champion for them in obtaining maximum funds in all applicable federal and state programs in an expeditious manner.
 - Consistently review internal best business practices and potential for Improvements. It is essential to review the actual mission and output of internal departments to ensure elite levels of support to all stakeholders in Louisiana.
- **Goals:**
 - GOHSEP will apply leadership directly towards lifesaving measures, mitigation efforts to protect public/private property and establish/maintain a safety net to protect, operate and improve our infrastructure.
 - GOHSEP will quickly and efficiently move resources through the emergency management cycle: preparation, response, recovery, mitigation and prevention. The definition of resources at each stage involves all five divisions and changes depending upon the stage. The five divisions will all operate in support of each other in a deliberate, synchronized fashion.
 - GOHSEP will internally hold ourselves accountable as an operational arm of government with a strategic directive: GOHSEP will be unwavering in our efforts to save lives, protect property and maintain infrastructure.
 - GOHSEP will standardize internal strategic concepts in a specific format to streamline communication into clear concise products. The format is task, purpose, issue, discussion and recommendation:
 - *Task- What is this situation?*
 - *Purpose- What is the real problem? What is likely to happen? What is the center of gravity of the issue?*
 - *Issue- How should I think about this situation to define the problem or opportunity? How could this situation happen? What do I know about situations like this? What do I not know that I should?*
 - *Discussion- What other situation is like this one? What is this situation not like? What else could this situation or solution be? How should I prepare for future situations?*
 - *Recommendation- What needs to be accomplished? What is the solution or plan? Is there a specific path to decide the solution? Does the solution support the purpose (center of gravity)?*

First 100 Days Concept



- **Task:** The GOHSEP Director has a need to conduct a series of internal executive leadership seminars as a transition in the “first 100 days” of the new administration of a Duly Elected Chief Executive for the State of Louisiana- Governor.
- **Purpose (Center of Gravity):** The intent is to quantify the process by which leadership should be applied in the first 100 days towards three strategic priorities and then repeat that success within GOHSEP. Despite the fact that the majority of GOHSEP funding is federal dollars, it is essential for GOHSEP to maintain its own identity in servicing our Louisiana communities. It is GOHSEP’s job to remove barriers and create success in all areas of the state.
- **Issue:** A new administration has not occurred in eight years. In the process of strategic change from one elected leader to another, there is no template. An election victory occurred with a full 60 days of transition to build an administration. It is essential to establish benchmarks for success week to week in the early stages of the Administration to ensure the Governor has visibility of the GOHSEP plan in moving forward for 100 days and then beyond.
- **Discussion:** The GOHSEP Director must use a “first 100 days” concept to begin the transition from a new administration to the sustained governance of a four year term with a second term to follow. This first 100 days concept is designed to assist all types of leaders (political leaders, civilian senior executives, non-profit executive directors, religious pastors and military leaders etc.) in the transition of leadership from one leader to another. This concept has been used by the military for decades and since 9/11 countless military veterans have applied it to modern agencies. In addition, Senior Defense Department Leaders have used it in assignments at the strategic level in their new careers in the private sector. The first 100 days concept blends with the three stages of team building (formation, enrichment and sustainment) for success. The seminars start on day one with the presentation of this plan and recur every week for 100 days with three strategic priorities in mind to establish a foundation for future strategic change and success.
- **Recommendation:** The GOHSEP Director must be focused on the weekly process with three strategic priorities at the forefront. It is important to convey, we will be effective as a team. Leadership is not about personal achievement, it is about impact to those around us!

First Week- Assume the GOHSEP Director Position: Immediately have a senior leadership meeting and use the Governor’s vision, mission and core values to establish some key departmental tasks (the first two meetings are top-down discussions to set the tone):

- Team introductions
- Cover strategic priorities with the senior leadership
- Provide guidance for future operations
- Structure input for various elements based on the three priorities
- Set initial goals for the future
- Ensure each person’s understanding of the role in the team and give my intent
- Ask for a copy of the current GOHSEP organization chart
- Prepare an employee climate sensing survey to go out to all employees to gauge morale

Second Week- Begin the organizational structure:

- Review the senior unclassified employees to determine their ability to serve moving forward
- Receive initial back brief on the three priorities
- Open the discussion with each HQ department and identify strategic projects, review the operational cycle and identify key tasks/purpose (begin to establish a calendar for operations)
- Conduct a budgetary review to see how pass through funding, procurement and spending works
- Conduct a Human Resources review of assigned employees, personnel actions and the HR process

Third Week- Start the process of gaining input:

- Establish a meeting with the leadership of the Louisiana Preparedness Association
- Ask each HQ supervisor for an internal assessment (key point- what changes were made in the last 180 days of the previous administration)
- Start to develop quantifiable goals in the short term 0-90 days, mid-term first 365 days and long term projects for the first four of eight consecutive years
 - Establish a field visitation schedule to the GOHSEP Regions

Fourth Week- Build the team understanding:

- Start to implement operational controls with supervisors and employees
- Drive home the point that the vision, mission and core values are a blueprint for success
- Begin to drill down into the organization chart and best business practices

Fifth Week- Develop my critical information requirements:

- What are the key items that I need to brief to the Governor and other Cabinet Officials
- What are the “wake up the boss” criteria for myself as well as the Governor? How do I do implement it during and outside of work hours
- What does the GOHSEP Senior staff need to brief in each meeting
- What should they know from the Governor’s intent each week
- Identify the operational cycle for what works and what does not

Sixth Week- Set the goals for the future:

- Finalize the quantifiable goals and develop an implementation plan
- Survive in the daily tasks by establishing a priority of work for each division based on key tasks, specified tasks and implied tasks
- Dig deep into each department for what they need versus what they want fiscally (determine how they operate and educate myself as a subject matter expert)



Seventh Week- Begin expanding success to all divisions:

- Start to explore possible changes to operations by exploiting success and discarding wasted effort
- Evaluate all processes for best business practices and begin to develop successful follow up tasks

Eighth Week- Begin to establish the operational tempo:

- How is the org chart working, does it require changes
- How can we streamline the administrative operations to use electronic systems
- Can we change the tempo and impact to employees for the better
- **Are we effective, how can we do better**

Ninth Week- Set the rhythm of operational tempo and exploit success:

- Adjust based on what I am looking for from supervisors, prepare them for potential changes
- Be prepared to update the strategic process and potential changes in the next 180 days
- Set a meeting schedule based on what I want, explore use of video meetings with outside agencies

Tenth Week- Begin the enrichment phase of team building:

- Implement employee welfare decisions based on future operations
- Speak specifically to the divisions to help them accept this new cycle as the way things will be done

Eleventh Week- Prepare for the sustainment phase of team building based on strategic goals:

- Have supervisors talk about departmental 180 day strategic goals
- Begin looking at improvements based on previous evaluations (enterprise software, best business practices, streamlining programs, maximization of social media and modern communications systems)

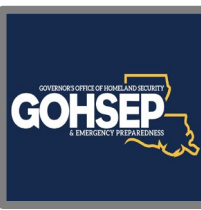
Twelfth Week- Sustainment phase and mid-term planning/operations begin:

- Determine fiscal needs based on the budget review
- Begin to look at website revisions and format

Thirteenth Week- Refine based on my intent

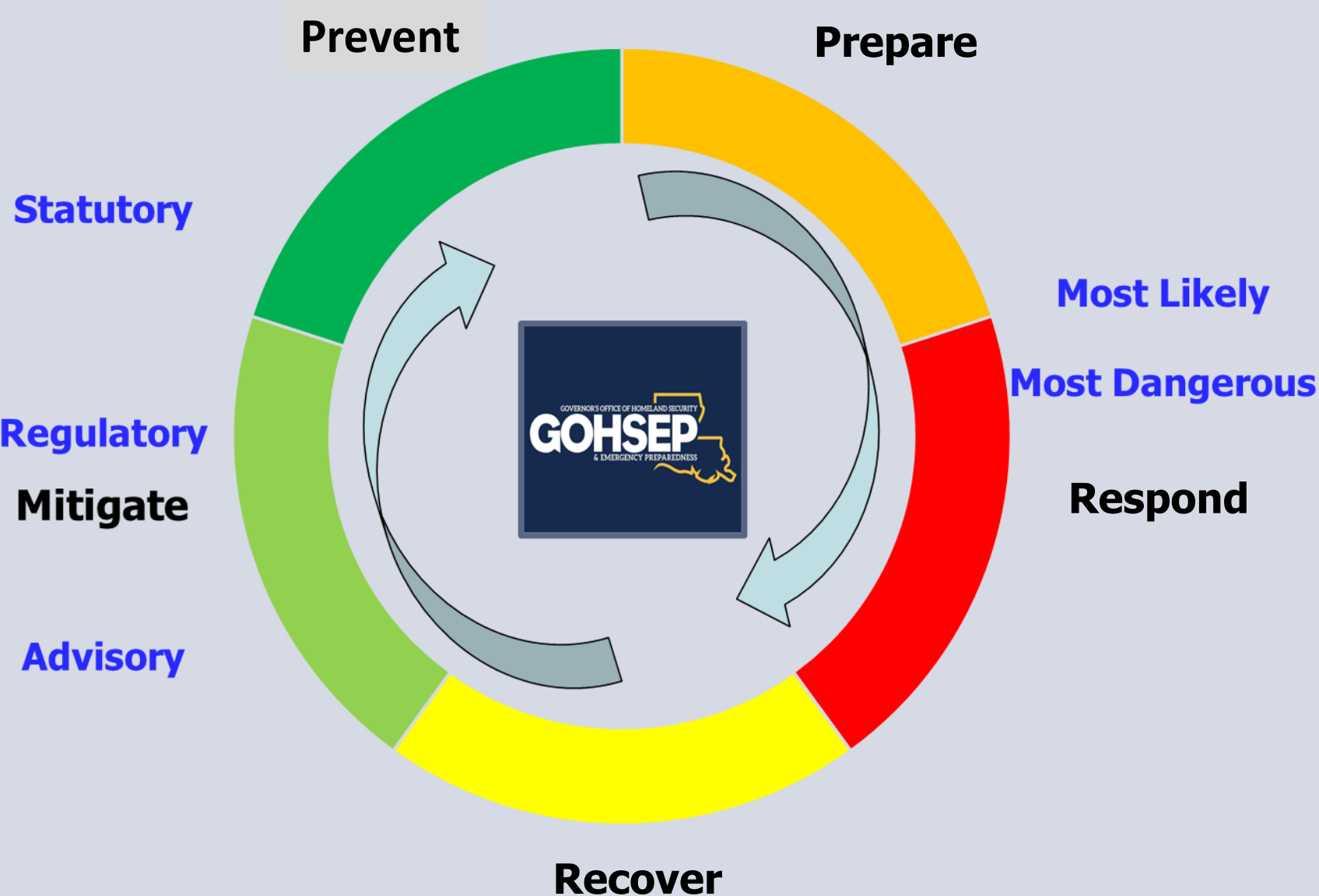
- Identify my improvement implementation intent
- Change quantifiable goals
- Make required changes

GOHSEP Organizational Restructuring



- **Task:** The GOHSEP Director identified a need to restructure the GOHSEP team to better support the future organizational needs of the Louisiana Executive Branch, Office of the Governor and all Emergency Support/Recovery Function agencies.
- **Purpose (Center of Gravity):** The intent is to streamline, improve and modernize the GOHSEP leadership team into a more efficient model that improves capabilities of individual departments to the organizations, businesses and residents in which we serve.
- **Issue:** A new administration has not occurred in eight years. In addition, the GOHSEP structure has not evolved over the past 17 years. This results in an organization that is compliant with regulatory requirements but a bureaucracy in nature. It is cumbersome and often slow in the decision process. In order to keep up with the speed of homeland security (HS) and emergency preparedness (EP) issues, the team must evolve into a faster, more agile agency.
- **Discussion:** The vision of GOHSEP is to serve as an extension of the Office of the Governor and provide sound leadership during crisis events while also enhancing the day-to-day state agency programs servicing Louisiana residents, businesses and organizations. The mission of GOHSEP is to utilize three priorities to save lives, protect property and maintain infrastructure: **Priority Number One:** Ensure that GOHSEP serves as the emergency arm of the Governor and works hand in hand with all emergency support/recovery function agencies as part of the U.S. National Response Framework and the Louisiana Homeland Security, Emergency Assistance and Disaster Act in preparation, response, recovery, mitigation and prevention of crisis events. **Priority Number Two:** Ensure that all Municipalities, Parishes/Parish Organizations, Sub-Recipients and State Agencies have a voice and an agency to champion for them in obtaining maximum funds in all applicable federal and state programs in an expeditious manner. **Priority Number Three:** Consistently review internal best business practices and potential for Improvements. It is essential to review the actual mission and output of internal departments to ensure elite levels of support to all stakeholders in Louisiana. GOHSEP will use a strategic response to the emergency management cycle of prepare, respond, recover, mitigate and prevent. In the prepare and response phases GOHSEP will focus on the most likely and most dangerous outcomes generated by a HS or EP event. In the recover, mitigate and prevent phases, GOHSEP will focus on the statutory (set by law), regulatory (set by policy), and advisory (set by SOPs) requirements to streamline, improve and modernize as a team. GOHSEP has an operating budget of \$3Bil dollars with 94% being federal pass through funds. GOHSEP must be able to maintain it's identity in moving resources through the cycle.
- **Recommendation:** The GOHSEP director will use a "first 100 days" concept to change start the process of strategically changing the organization as a whole. The endstate of this strategic action plan (SAP) is a new organizational chart and is the output product of this strategic action plan.

Emergency Management Cycle



Field Visitation Schedule



- **Task:** The GOHSEP Director identified a need develop a field visitation schedule for the senior leadership team.
- **Purpose (Center of Gravity):** The intent is to establish a program that uses the GOHSEP vision as the foundation for future operations. The GOHSEP vision is to serve as an extension of the Office of the Governor and provide sound leadership during crisis events while also enhancing the day-to-day state agency programs servicing Louisiana residents, businesses and organizations.
- **Issue:** There was no previous expectation that senior leadership visit parishes, municipalities, state agencies and sub-applicants in the field. This has led to a situation where GOHSEP has isolated itself and diminished the identity as a state agency. Although \$3.1Bil is passing through GOHSEP to these agencies, there is a limited understanding of the true nature of what happens in the field.
- **Discussion:** GOHSEP Senior Leadership in this strategic action plan (SAP) is defined as the Director, Deputy Director (DD) and (5) Assistant Directors (AD). The GOHSEP Regional Support Team is defined as the Director Regional Support Operations, (3) Area Directors and (9) Regional Coordinators. There is an operational need for the senior leadership team and regional support team to respond directly to all 64 parishes, 304 municipalities and the countless number of state agencies/sub-applicants across the State of Louisiana. This process begins with the requirement that the senior leadership team must visit every Parish OEP Director at least once per year. The second step is for the senior leadership team to attend at least one event in at least all nine respective GOHSEP regions at least once per year. The GOHSEP Regional Support Team is expected to assist the senior leadership in these field visits. The GOHSEP state owned/leased vehicle policy supports the senior leadership and regional support team in the application of this SAP.
- **Recommendation:** The GOHSEP Senior Leadership Team and Regional Support Team must use this SAP in direct support of this GOHSEP strategic goal: GOHSEP will quickly and efficiently move resources through the emergency management cycle: preparation, response, recovery, mitigation and prevention. The definition of resources at each stage involves all five divisions and changes depending upon the stage. The five divisions will all operate in support of each other in a deliberate, synchronized fashion.



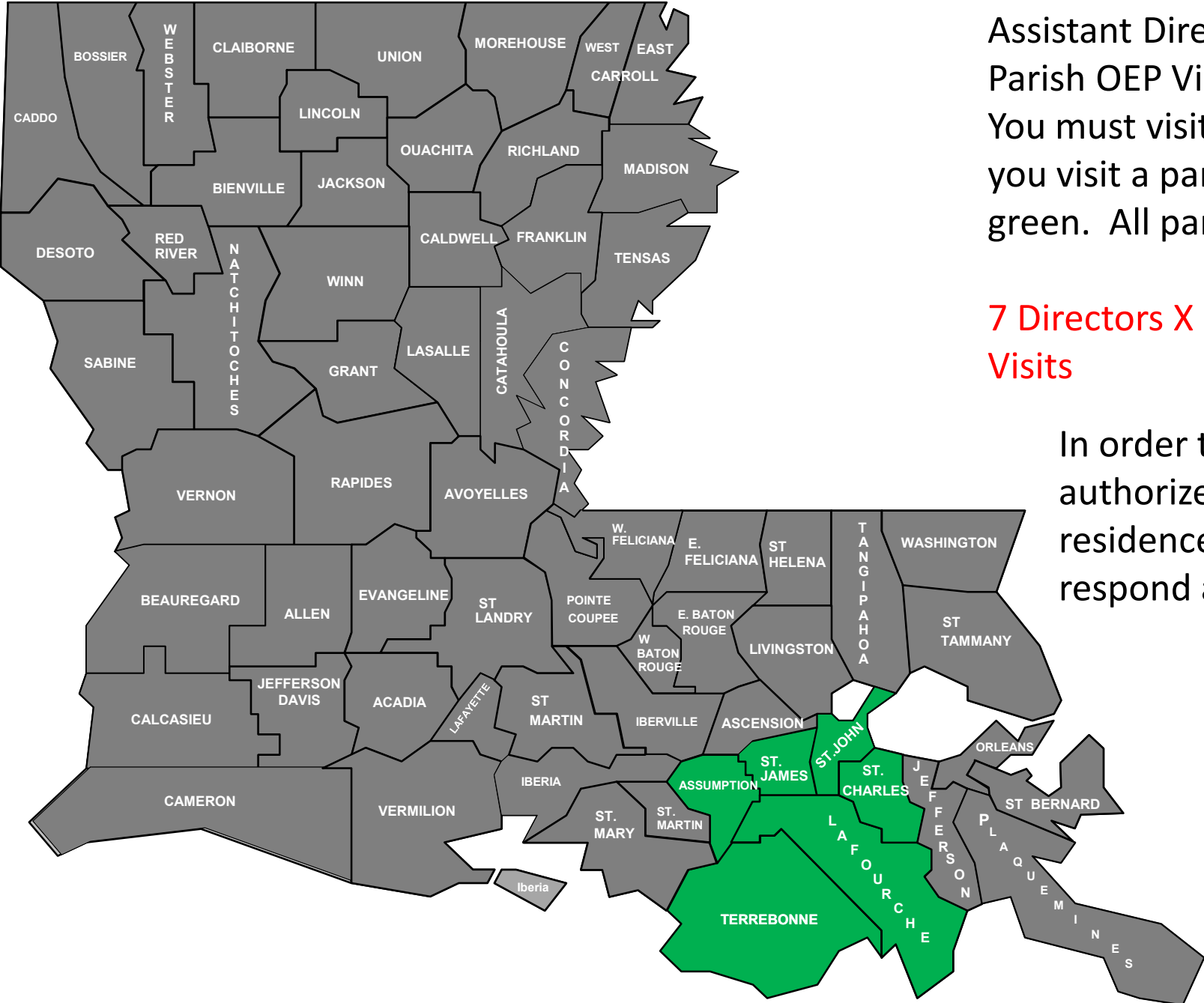
Assistant Director

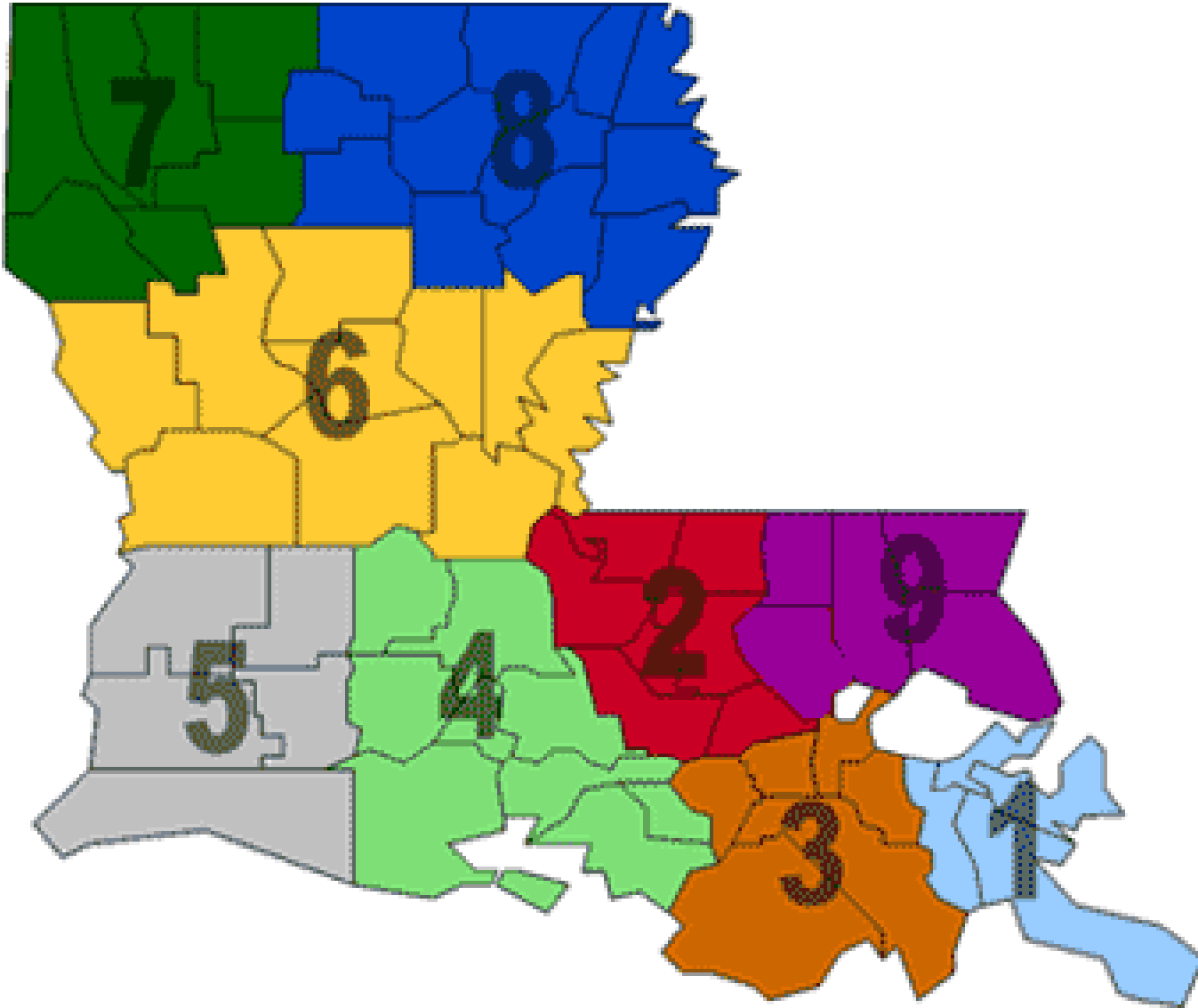
Parish OEP Visitation Checklist 2024-

You must visit every OEP Director. As you visit a parish change the fill to green. All parishes must be green.

7 Directors X 64 OEP Visits = 448 Field Visits

In order to have a state vehicle and be authorized to travel to and from a residence, there must be a need to respond and travel in the field.





Assistant Director
GOHSEP Regional Visitation Event Checklist 2024-
You must attend an event in each region. As you attend an event type it next to the region. At the end of the year every region must have an event listed.

- 1-
- 2-
- 3-
- 4-
- 5-
- 6-
- 7-
- 8-
- 9-

7 Directors X 9 Regional Events = 63 Regional Support Operational Events

Employee Engagement Program



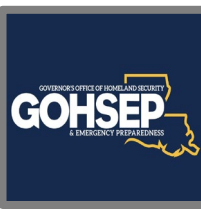
- **Task:** The GOHSEP Director identified a need to improve the GOHSEP employee engagement with the GOHSEP Senior Leadership.
- **Purpose (Center of Gravity):** The intent is to improve the team concept and process by which employees are engaged with respect to GOHSEP as an organization. It is essential that this strategic action plan (SAP) approach the team concept with four areas in mind: provide guidance for future operations, structure input from various elements, set goals for the future and ensure understanding of each person's role in the team.
- **Issue:** There was a limited mechanism for employees to provide input into the GOHSEP team structure. GOHSEP has not truly unleashed the power of the team due to the fact new ideas originated primarily from the executive level. The administrative, logistical, operational and strategic path for the team was not all inclusive. In changing the organization, we will empower all employees to be a part of the team.
- **Discussion:** An engagement concept must establish an initial baseline through leader intent, then should migrate to "in person" leadership seminars where employees can ask questions, be followed up with an employee sensing survey, then publish a document containing trends and attach a supporting action plan to fix issues raised by employees. The employee question sessions gives a quick indication of employee issues. The survey gauges current morale. Actions plans must do two things: first, exploit success/discard wasted effort and secondly, review the operations tempo impact to employees then change for the better. The mark of success of an action plan is the implementation of employee welfare decisions based on future operations. Successful engagement programs generate real results in short periods of time. For every operational decision we make, we should make one concerning the welfare of our teammates. Leaders can achieve success in numerous events without achieving the respect of their teammates and they are forgotten as soon as the event ends; or true leaders earn the respect of their teammates and watch as their teammates ensure an impact due to a desire to be an integral part of that success. In repeating success, employee engagement must be consistent. It is not a "one and done" event, it is a constant repetition of the leadership cycle. Leaders must have ownership in a plan that places employee welfare on the same level as organizational success.
- **Recommendation:** The GOHSEP Director must establish the baseline of how to treat employees and demonstrate the expectations to the senior management team (which now includes two dozen senior leaders in the executive section, five divisions and regional support operations). The expansion of the senior strategic team is a critical mechanism to turn employee engagement from a restricted, singular approach to a broad continuous application of teamwork. This process will be repeated yearly and will be supplemented with team building events throughout each year.

90 10% Payment Process



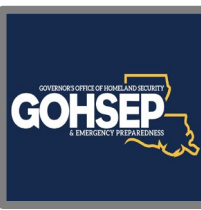
- **Task:** The GOHSEP Director and Assistant Directors (AD) for Public Assistance (PA) and Hazard Mitigation (HM) identified a need to expedite the reimbursement process for disaster and mitigation related expenses and provide financial relief to affected communities.
- **Purpose (Center of Gravity):** The intent is to streamline, improve and modernize the GOHSEP processes into a more efficient model that improves capabilities of individual departments servicing the organizations, businesses and residents in which we serve.
- **Issue:** The AD of the respective PA and HM Divisions are very knowledgeable and effective at leading their programs. GOHSEP has an average operating budget of over \$3Bil. In looking at the GOHSEP funding it is important to highlight the fact that U.S. Governmental Agencies use GOHSEP as a “pass-through” for federal dollars. This establishes a series of requirements that GOHSEP must follow. Statutory requirements are federal and state laws. Regulatory requirements are federal and state policies. Advisory requirements are federal and state standard operational procedures. The respective Director, AD-PA and AD-HM identified the potential to change an internal regulatory policy to improve capabilities.
- **Discussion:** PA currently has an active Express Pay system in place and will make the revisions required to accommodate this change. HM does not currently have an active Express Pay system in place. The AD-HM will develop an Express Pay system modeled after the PA process and will establish an implementation timeline for expedited payments as quickly as possible. Details of any expedited payment processes are/will be detailed in PA and HM Standard Operating Procedures (advisory). This strategic action plan (SAP) is a demonstration of how to utilize the regulatory and advisory requirements and make the better for the agencies. This SAP is applied directly towards GOHSEP goal: GOHSEP will internally hold ourselves accountable as an operational arm of government with a strategic directive: GOHSEP will be unwavering in our efforts to save lives, protect property and maintain infrastructure. Under this new process, once federal funds are obligated, and an Express Pay process is in place, eligible sub-recipients can utilize the system to request reimbursement. The AD of HM and PA will then have the authority to use the GOHSEP Express Pay process to pay 90% of the federal share of the total amount requested. The remaining 10% of the federal share will be released as the paperwork is approved through detailed review. This will allow sub-recipients to receive the majority of their reimbursement funds in a timely manner and continue their recovery efforts.
- **Recommendation:** The GOHSEP Director, AD-PA and AD-HM will implement this SAP as an overall process improvement measure.

Website Redevelopment



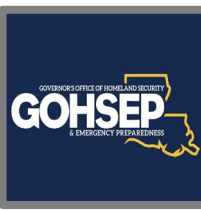
- **Task:** The GOHSEP Director identified a need to redevelop the website and streamline the site into a more effective media platform.
- **Purpose (Center of Gravity):** The intent is to improve GOHSEP's ability to convey information to the parishes, municipalities, state agencies, sub-recipients, organizations, businesses and residents through a website design that is clear, concise and user friendly.
- **Issue:** Internet systems are ever evolving in the production of municipal services to citizens. In order to remain relevant, they must be evaluated and refreshed in order to stay effective in the use of communication. GOHSEP has effective communication processes, but the base outward facing portal is in need of modernization.
- **Discussion:** The most essential aspect of an agency's website is the ability to convey information in a method that flows easily while also being an aesthetic asset to the user. It is how GOHSEP appears electronically to the outside world. The website is the hub of a wagon wheel of information with all of the additional pieces functioning the spokes. The new website will use visual measures to streamline, modernize and display the vision of the organization: To serve as an extension of the Office of the Governor and provide sound leadership during crisis events while also enhancing the day-to-day state agency programs servicing Louisiana residents, businesses and organizations.
- **Recommendation:** The OTS personnel assigned to GOHSEP will develop a new website and go live within the first 120 days.

Quality Control Monitor Position



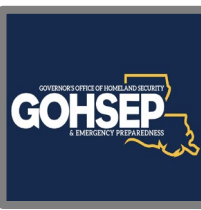
- **Task:** The GOHSEP Director identified a need to establish a new position within GOHSEP for a Quality Control (QC) Monitor.
- **Purpose (Center of Gravity):** The intent is to utilize the new GOHSEP vision: *to serve as an extension of the Office of the Governor and provide sound leadership during crisis events while also enhancing the day-to-day state agency programs servicing Louisiana residents, businesses and organizations.* This strategic action plan goes direct to the mission, specifically priority number three: *Consistently review internal best business practices and potential for Improvements. It is essential to review the actual mission and output of internal departments to ensure elite levels of support to all stakeholders in Louisiana.*
- **Issue:** GOHSEP has the potential to streamline, improve and modernize into a more efficient model that improves capabilities of individual departments to the organizations, businesses and residents in which we serve. The five divisions currently do not have the internal capability to view, gauge and document strategic change. Simply put, we don't know what works and what does not.
- **Discussion:** This position description is one that can be described as a special projects officer. Every agency, team, church, business, school, non-profit, organization or group uses a special project concept in some form. This position is one that is responsible for any special projects assigned by one of the five Assistant Directors (AD) including but not limited to, process improvement and special administrative directives. They will function as a force multiplier in order to turn strategic concepts into operational programs that benefit the internal five respective GOHSEP divisions. A few examples of force multipliers are facilitating leadership programs, conducting program reviews to identify best management practices and providing overall leadership to special projects. The QC Monitors will be non-supervisory subject matter experts (equal in pay to section chief positions) that focus on success within the organization. They should be the people that GOHSEP identifies as potential individuals who are capable of being section chiefs or executive officers within the five divisions. Their job is to generate success by getting to "yes" in supporting parishes, municipalities, state agencies and sub-recipients. These QC Monitors must serve as a resource to the senior leadership to speed up preparation, response, recovery, mitigation and prevention efforts.
- **Recommendation:** Each of the five ADs will collaborate on a job description and begin to identify the best and brightest of GOHSEP employees for these positions. They will work directly for the AD and Executive Officer (XO) of each division.

30 Day Financial Payments



- **Task:** The GOHSEP Deputy Director (DD) and Assistant Directors (AD) for Grants & Administration (GA), Public Assistance (PA) and Hazard Mitigation (HM) identified a need to expedite the process of payments on validated invoices/projects.
- **Purpose (Center of Gravity):** The intent is to streamline, improve and modernize the GOHSEP processes into a more efficient model that improves capabilities of individual departments servicing the organizations, businesses and residents in which we serve.
- **Issue:** GOHSEP has an average operating budget of over \$3Bil. The DD, AD-GA, AD-PA and AD-HM identified the potential to change an internal regulatory policy to improve capabilities. The ability to pay promptly simply became an oversight due to the volume of funds passing through GOHSEP.
- **Discussion:** GOHSEP has traditionally maintained the ability to pay bills within a 30 day timeframe. In the course of an administration change, the GOHSEP Team used a mission priority to review best business practices: *Consistently review internal best business practices and potential for Improvements. It is essential to review the actual mission and output of internal departments to ensure elite levels of support to all stakeholders in Louisiana.* In looking at ourselves, it was determined that GOHSEP had outstanding bills in excess of 180 days. The intent is to return to the ability to pay vendors, sub recipients and agencies within 30 days of invoice validation. The GOHSEP DD implemented a policy of invoice review for all items over 120 days as the priority, then 90-120 days, then 60-90 days and finally getting to 30-60 days. It is important to clarify that this process is targeting validated invoices/projects. The PA, HM and Non-Disaster validation process remains unchanged.
- **Recommendation:** The GOHSEP DD and AD GA will implement this SAP as an overall process improvement measure. GOHSEP will maintain the ability to pay invoices with 30 days in the future. The GOHSEP AD GA will review payments twice per year to ensure compliance with this quality control measures.

Quarterly Reporting to Annual Certification



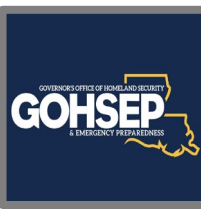
- **Task:** The GOHSEP Director identified a need to change an internal regulatory policy to provide administrative relief to GOHSEP agencies, parishes, municipalities and sub-recipients.
- **Purpose (Center of Gravity):** The intent is to streamline, improve and modernize the GOHSEP processes into a more efficient model that improves capabilities of individual departments servicing the organizations, businesses and residents in which we serve.
- **Issue:** GOHSEP is required by federal statute (CFR) to certify work progress on a quarterly basis to federal agencies. In looking at the GOHSEP budget roughly \$2.8Bil of \$3.1Bil are federal funds and must be certified quarterly to ensure compliance with federal statutory, regulatory and advisory guidelines. As a matter of practice GOHSEP has a respective dashboard for Public Assistance (PA), Hazard Mitigation (HM) and Non-Disaster (ND) Grants. These dashboards facilitate quarterly reporting as an element of the GOHSEP regulatory process to sub-recipients. This process is a GOHSEP internal process, is not required by federal agencies and has become an intensive burden on operations at all levels.
- **Discussion:** GOHSEP has redundant systems to maintain contact with sub-recipients with quarterly reporting being only one area. GOHSEP has State Applicant Liaisons, Team Leads, Branch Chiefs, Section Chiefs, Executive Officers and Assistant Directors that are all required to participate in their respective daily processes of supporting sub-recipient agencies. GOHSEP is generating almost 2000 quarterly reports each quarter between PA, HM and ND grants. In some a cases, a quarterly report is generated that indicates no action occurred. In addition, the GOHSEP organizational structure is designed with redundant levels of leadership interacting with the sub-recipients daily. These quarterly reports are compounded with an out of date electronic database. The end result is that quarterly reports are being generated and not reviewed. GOHSEP employees are using their daily/weekly interaction with sub-recipients as the foundation for federal quarterly reporting. GOHSEP must evolve and streamline to improve. This goes directly to mission priority number two: *Ensure that all Municipalities, Parishes/Parish Organizations, Sub-Recipients and State Agencies have a voice and an agency to champion for them in obtaining maximum funds in all applicable federal and state programs in an expeditious manner.*
- **Recommendation:** All GOHSEP ADs will begin to transition away from PA, HM and ND quarterly reporting in the Federal FY2024- 3rd Quarter (April 1, 2024) and transition to an end of the Federal FY2024 annual certification NLT September 30, 2024. The annual certification period will open in the Federal 4th Quarter (July 1, 2024) and must be completed by September 30, 2024. This will repeat each year as a new GOHSEP advisory (SOP) process. Federal quarterly reporting will continue as required using the daily levels of interaction between agencies as the basis of reporting.

Emergency Hiring Procedures



- **Task:** The GOHSEP Director (GD), Deputy Director(DD) and Assistant Directors (AD) identified the need to establish emergency hiring procedures to address vacancies when the staffing percentage drops below 85% agency wide and when the senior staff (AD- 5 and Executive Officer- 6) has any two or more vacancies open at the same time.
- **Purpose (Center of Gravity):** The intent is to ensure that GOHSEP has the required amount of employees needed to accomplish the mission. Staffing percentages/levels must constantly be tracked to avoid shortfalls in the GOHSEP mission of saving lives, protecting property and maintaining infrastructure.
- **Issue:** GOHSEP as an organization consists of all unclassified positions broken down into the core task organizational (TO) positions and federal program related positions. Due to the nature of unclassified service with the combination of the mission difficulty, GOHSEP is rarely staffed at full strength. This causes a major issue in homeland security and emergency preparedness arenas (see historical summary slide). Senior staff must have the tools available to find the right people to serve in this mission.
- **Discussion:** Although GOHSEP is not bound by the civil service rules in hiring new employees, there is a general procedure of mirroring the civil service process: announce positions for a period of time, gather applications, conduct interviews and develop the best candidates. The reason why GOHSEP has unclassified employees is because of the nature of the vision and mission: **Vision-** To serve as an extension of the Office of the Governor and provide sound leadership during crisis events while also enhancing the day-to-day state agency programs servicing Louisiana residents, businesses and organizations. **Mission-** The mission of GOSHEP is to utilize three priorities to save lives, protect property and maintain infrastructure:
 1. Ensure that GOHSEP **serves as the emergency arm of the Governor** and works hand in hand with all emergency support/recovery function agencies as part of the U.S. National Response Framework and the Louisiana Homeland Security, Emergency Assistance and Disaster Act in preparation, response, recovery, mitigation and prevention of crisis events.
 2. Ensure that all Municipalities, Parishes/Parish Organizations, Sub-Recipients and State **Agencies have a voice and an agency to champion for them** in obtaining maximum funds in all applicable federal and state programs in an expeditious manner.
 3. Consistently **review internal best business practices and potential for Improvements**. It is essential to review the actual mission and output of internal departments to ensure elite levels of support to all stakeholders in Louisiana.

Emergency Hiring Procedures



- **Recommendation:** The GD and DD will authorize the emergency hiring procedures as required to maintain correct staffing percentages/levels. The emergency hiring procedure is held at the AD level and they have the option to go straight to a direct hiring process when staffing levels are below the desired the percentages/levels. That means the AD can forego the announcements, gathering the applications and conducting the interviews to follow a direct hiring method. When above 85% agency wide, the normal process will be in place unless directed by the GD or DD to utilize emergency hiring procedures. This strategic action plan (SAP) comes down to the core of why this agency is staffed the way it is.
- **Historical Summary on January 8, 2024:**
 - GOHSEP had 87 vacancies overall (43 TO and 44 Federal Positions) leaving GOHSEP staffed at 72%.
 - Two of the five Assistant Directors were vacant for extended periods of time, leaving the senior leadership levels at 60% of assigned strength.
 - Of the five divisions and executive division- one Executive Officer position was vacant with two divisions structurally without positions available, leaving three of the six Executive Officers vacant, meaning the Executive Officer Staffing was at 50%.
 - All 11 School Safety positions were vacant, including the Director of the Center for School Safety. This is despite the fact that the Louisiana Legislature created the Center for School Safety under GOHSEP's purview, with a status report due on May 1, 2024 and no action taken on the personnel side. There was also no effort to allocate the appropriated \$5Mil to schools.
 - All five of the GOHSEP Cyber positions were vacant despite the continuous cyber-attacks across the state. In addition, the Cyber program was not aligned with the National Response Framework and therefore not NIMS complaint, potentially putting federal funds at risk for all programs. ESF-17 does not exist within NIMS.
- This historical summary represents an executive leadership void in understanding how agency leadership, especially how emergency agency leadership works. GOHSEP was woefully understaffed with employees (72%) and the senior staff below half (45%) of authorized numbers. The previous hiring process is an indication of the lack of staffing. Senior staff were not given the ability to hire as required. They were restricted in mirroring the civil service hiring process, creating a limited ability to prepare for, respond to, recover from, mitigate and prevent future homeland security and emergency preparedness crisis events. This SAP is designed to correct historical leadership mistakes.

GOHSEP Procurement Restructuring



- **Task:** The GOHSEP Director identified a need to review and then restructure the GOHSEP procurement process to become more efficient, accountable, transparent and productive.
- **Purpose (Center of Gravity):** The intent is to ensure that Executive Leadership Team (identified as the six Executive Officers, five Assistant Directors, Deputy Director and Director are the primary leaders in the procurement of large scale goods and/or services contracts (single award of \$1Mil total or per year) or emergency contracts/proposals.
- **Issue:** The procurement process at GOHSEP has evolved to the point of limited Executive involvement in the overall process. There are two main issues with the previous GOHSEP procurement system. First, GOHSEP has relied upon mid level managers for the administrative actions pertaining to large scale/emergency procurement programs. This means other than Executive Leaders are writing procurement documents with another set of personnel often scoring/rating these proposals/contracts. Secondly, the expertise in the agency is not being utilized correctly. Subject matter expert Executives with the decision authority are often arbitrarily left out of the process.
- **Discussion:** Louisiana establishes GOHSEP, the power of director, officers of the agency under Louisiana RS29:725: *The governor shall designate the Governor's Office of Homeland Security and Emergency Preparedness as the state homeland security and emergency preparedness agency. The office shall be an independent agency in the office of the governor and, through its director, shall report directly to the governor. The office shall have authority for and shall be responsible for its own accounting and budget control, procurement and contract management, personnel management, and grants management and shall carry out these functions either directly or through authorized assignment to another state agency or department. The office shall have authority to enter into contracts and agreements necessary in carrying out its functions and responsibilities.* The GOHSEP large scale and/or emergency procurement must evolve to meet the new Director's intent. In the future the GOHSEP procurement documents will be written by the subject matter experts at the Branch Chief (BC) level, then submitted to the respective Executive Officer (XO) for presentation to the presiding Assistant Director (AD). The AD will then present the document to either the Deputy Director (DD) or GOHSEP Director for advancement to the Office of State Procurement. The scoring team will always consist of a minimum of four of the five following personnel: GD or DD, AD- Financial Operations & Administration and the respective AD/XO. In addition, there is the option to apply to handle requests for proposals internally. It is based on the state procurement handbook chapter 35- *Most approved RFP's under La. R.S. 39:1595 are handled by the Office of State Procurement, although exempt agencies may be granted approval by the Director of State Procurement to handle RFP's.* Any actions in this realm are on a case by case basis and are reserved at the DD or GD level.
- **Recommendation:** The GOHSEP AD- Public Assistance is the proponent for change in this arena. She has been tasked to develop a policy (regulatory) and procedure (advisory) that establishes how GOHSEP will proceed with large scale and emergency procurement. The plan must be completed by July 1, 2024 with implementation by December 31, 2024. In the interim, the GD authorizes emergency contracts to continue until new contracts can be completed via this process. The memorandum to vendors is attached to this strategic action plan (SAP) as supporting documentation.

LABEOC Partnership Expansion



- **Task:** The GOHSEP Director (GD) found a need to enhance the partnership between GOHSEP and the LABEOC to create a unity of effort between these two agencies.
- **Purpose (Center of Gravity):** The intent is to use the vision of each agency towards a common mission in order to improve the emergency operational capability provided to the organizations, businesses and residents in our state.
- **Issue:** The Louisiana Business Emergency Operations Center (LABEOC) was established in 2010 at the University of Louisiana at Lafayette. The LABEOC has been an underutilized partner agency in emergency preparedness activities. This strategic action plan (SAP) is designed to correct the issue.
- **Discussion:** GOHSEP, the Louisiana Economic Development (LED) Agency and the National Incident Management Systems & Advanced Technologies (NIMSAT) Institute @ UL Lafayette have a partnership in preparedness, communications, resource needs/staffing and the ability to improve capabilities. The GOHSEP concept is to use the LABEOC to expand the partnership and fully realize the potential of the LABEOC. It is also critical to note that the LABEOC serves as the alternate state EOC in the event the primary EOC is incapacitated or unable to activate due to a disaster. GOHSEP plans on supporting the LABEOC in the intended fashion of a true partnership. GOHSEP will utilize the LABEOC to link the Executive Management with Law Enforcement in the Parishes and Municipalities. GOHSEP has established a business liaison officer on the organizational chart as well as a collateral duty for the respective GOHSEP Area Director collocated with the LABEOC. These two moves are essential in the path forward. In addition, GOHSEP will use the LABEOC to establish a “preferred” vendor list. It is called a preferred list as GOHSEP will refer businesses to register with the LABEOC and create a preferred list that can easily be provided to Parishes, Municipalities, State Agencies and Sub-Applicants. In addition, GOHSEP will provide adjunct instructors to NIMSAT and the LABEOC for training courses in the future.
- **Recommendation:** GOHSEP will conduct a partnership briefing with the LABEOC in April 2024 (end of the first 100 days concept) and begin to build the partnership in strategic steps. The concept slide and case study is contained as part of this recommendation.



Linking
Emergency
Management

Via the
Private Sector

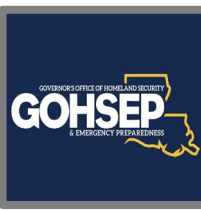
To Law
Enforcement

GOHSEP LABEOC Case Study



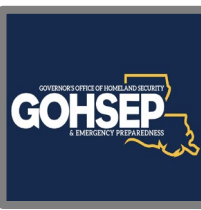
- Agency A sustained damages from Hurricane Ida. Faith based organization with offices, schools and worship centers in three different parishes.
 - \$100Mil in protective measures/damages
 - \$75Mil bond (10 years)
 - \$50Mil blanket insurance payment
- 32 months after Hurricane Ida
 - The consultant had facilitated 3 of the 106 projects- \$360k
 - 4 additional projects totaling \$12Mil were obligated
 - Only \$250k requested for reimbursement.
- GOHSEP action:
 - Met with the agency and identified the issues
 - Referred the agency/issues to the LABEOC
 - LABEOC referred an element of the preferred vendor list to the Agency to help the process move forward
- ?

Cyber Program Restructuring

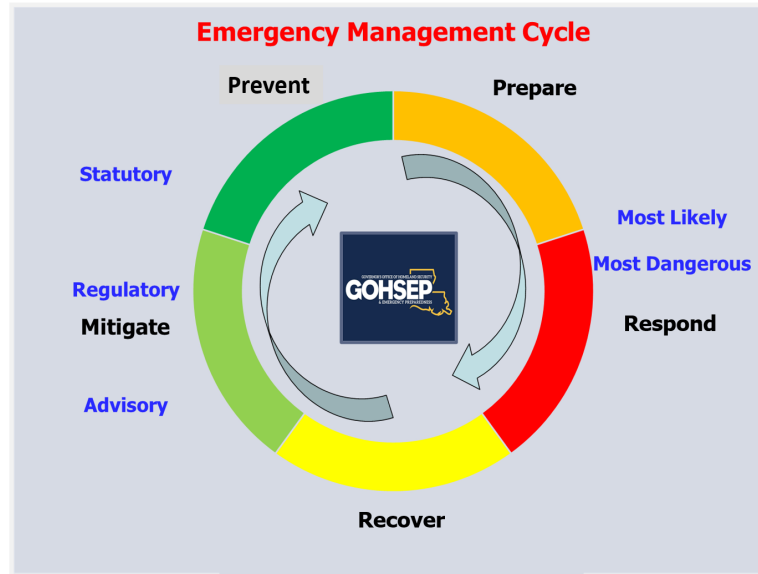


- **Task:** The GOHSEP Director identified a need to restructure the State Cyber Program (SCP) into a clear, concise initiative that not only follows, but is also supported by federal/state statutory, regulatory and advisory requirements.
- **Purpose (Center of Gravity):** The intent is to use the National Response Framework (NRF) and Louisiana Disaster Act as the baseline to facilitate a cyber program that has the ability to prepare for, respond to, recover from, mitigate and then prevent future adverse cyber attacks in the State of Louisiana.
- **Issue:** Cyber attacks became prevalent in the past five years, forcing Louisiana to respond as a state with local and parish agencies also responding respectively. The need for a response facilitated the current status of the Cyber Program. The key issue is that the program never evolved to fully embrace the emergency management cycle and has remained in a response mode. From an operational standpoint the Cyber Team (comprised of LANG, OTS, LSP & GOHSEP) responded effectively; however, the executive leaders at GOHSEP never developed a strategic plan with a vision and mission that each agency could use with common statutory (legal), regulatory (policy) and advisory (SOPs) methods. The cyber tasking and methods varied depending upon the individual agency legal interpretations, policy guidelines and internal SOPs. There also was no standard method of After Action Reviews (AAR) or template used, creating a void in lessons learned.
- **Discussion:** The vision of GOHSEP is to serve as an extension of the Office of the Governor and provide sound leadership during crisis events while also enhancing the day-to-day state agency programs servicing Louisiana residents, businesses and organizations. The mission of GOHSEP is to utilize three priorities to save lives, protect property and maintain infrastructure. GOHSEP will use this vision and mission to do several things. First and most importantly, GOHSEP will correctly place the SCP in compliance with the NRF by aligning it under ESF-2 Cyber. Secondly, GOHSEP and OTS have agreed to a strategic partnership where the administrative, logistical and operational structure will now fall under the GOHSEP purview. GOHSEP has a relationship with all ESFs and is the primary agency in ESF-5 Emergency Management. As the concept develops, GOHSEP has adjusted the State Emergency Operations Plan (SEOP) to reflect the mission alignment, administrative, logistical and operational correctly and accurately. The GOHSEP Assistant Director - Security and Interoperability (AD-SI) will serve as the executive leader of the SCP. The AD-SI already has a similar statewide mission, as the Chair of the Statewide Interoperability Executive Committee. This program manages the Louisiana Wireless Information Network (LWIN). The program utilizes secure 700 mhz radio communications to facilitate 13Mil push to talk actions from over 122k radios in all 64 parishes every month. It should be noted that 70% of the 122k users are from local jurisdictions. First responder communications is one of the major success stories of how a program evolves and consistently saves lives, protect property and maintain infrastructure. GOHSEP will use the lessons learned in the SIEC & LWIN evolution and apply them to ESF-2 Cyber, which will grow and enhance state cyber capabilities.

Cyber Program Restructuring

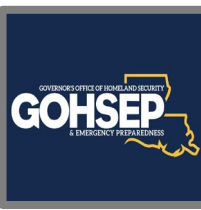


- **Concept of Operation:** The Strategic Action Plan (SAP) is designed to talk concepts only and deliberately will not address specifics due to operational and security concerns in the cyber arena. The SEOP lists the ESF-2 Cyber Annex and is considered to be a regulatory document, meaning it is policy related. The SOPs will be held internal to agencies performing the cyber mission in each stage of the emergency management cycle. They are listed in order of mission receipt and mission priority:
 - LSP: ESF-13 Public Safety (Cyber Criminal Activity) Prepare, Respond, Recover
 - GOHSEP HQ: ESF-5 Emergency Management Prepare, Respond, Recover, Mitigate, Prevent
 - LANG J3-6: Cyber Quick Reaction Force Prepare, Respond, Recover
 - GOHSEP SI: ESF-2 Cyber Team Mitigate, Prevent, Prepare, Respond, Recover
 - OTS: ESF-2 Cyber State Agency Support Respond, Recover (State Agencies Only)



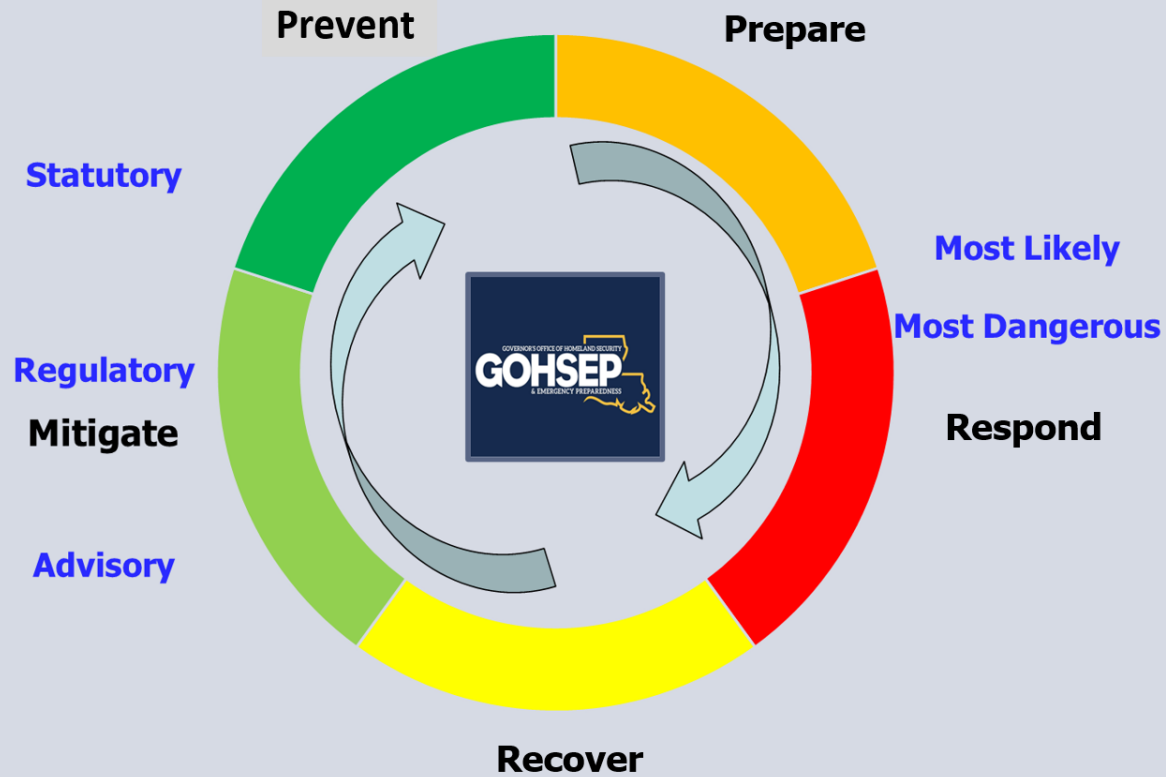
- **Recommendation:** GOHSEP will utilize the statutory NRF & the Louisiana Disaster Act, the regulatory SIEC & LWIN lessons learned & SEOP ESF-2 Cyber Annex in conjunction with advisory internal SOPs to maximize federal and state funding in a comprehensive cyber program. In clear terms, the SCP will evolve into a proactive homeland security and emergency preparedness platform!

Emergency Management Cycle Evolution



- **Task:** The GOHSEP Executive Team identified a need to evolve and quantify how the emergency management cycle is employed in Louisiana.
- **Purpose (Center of Gravity):** The intent is to perform the GOHSEP Mission of utilizing three priorities to save lives, protect property and maintain infrastructure:
 - Ensure that GOHSEP serves as the emergency arm of the Governor.
 - Ensure that all agencies have a voice and an agency to champion for them.
 - Consistently review internal best business practices and potential for improvements to ensure elite levels of support.
- **Issue:** A new administration has not occurred in eight years. In addition, the GOHSEP structure has not evolved over the past 17 years. This results in an organization that is compliant with regulatory requirements but a bureaucracy in nature. It is cumbersome and often slow in the decision process as applied to parishes, municipalities, state agencies and sub-applicants. In order to keep up with the speed of homeland security (HS) and emergency preparedness (EP) issues, the GOHSEP team must evolve into a faster, more agile agency.
- **Discussion:** The vision of GOHSEP is to serve as an extension of the Office of the Governor and provide sound leadership during crisis events while also enhancing the day-to-day state agency programs servicing Louisiana residents, businesses and organizations. It is essential to review the actual mission and output of internal departments to ensure elite levels of support to all stakeholders in Louisiana. GOHSEP will use a strategic response to the emergency management cycle of prepare, respond, recover, mitigate and prevent. In the prepare and response phases GOHSEP will focus on the most likely and most dangerous outcomes generated by a HS or EP event. In the recover, mitigate and prevent phases, GOHSEP will focus on the statutory (set by law), regulatory (set by policy), and advisory (set by SOPs) requirements to streamline, improve and modernize as a team. GOHSEP must be able to maintain its identity in moving resources through the cycle. GOHSEP must be able to blend the requirements of saving lives, protecting property and maintaining infrastructure. There are a set of tools in the GOHSEP toolbox and all must be used to deliver a comprehensive emergency management strategy. A few of the key tools are state/federal emergency declarations, emergency/recovery support functions, pre-scripted procurement measures, state office closures, federal/state policies and SOPs. In looking at the emergency cycle it is essential to determine if the event, whether natural or manmade, has a regional or statewide impact. No emergency event is the same, so that means that GOHSEP must approach each event from the standpoint of flexibility and speed. In order to move faster, GOHSEP must get better with each event. The State of Louisiana is traditionally very good at preparation and response, where we struggle is in the recovery, mitigation and prevention elements of emergency management. This strategic action plan (SAP) is designed to address the challenge areas while also enhancing strengths to provide elite levels of leadership during a crisis. GOHSEP will quickly and efficiently move resources through the emergency management cycle.

Emergency Management Cycle



Emergency Action Levels

Level I: In progress - response activities required

Incident requiring full augmentation of EOC with all ESFs, supporting organizations & FEMA

Level II: Event in progress - major impact

Incident requiring full augmentation of EOC with all ESFs, supporting organizations & FEMA as needed

Level III: Potential or actual threat

Incident requiring activation of CAT with potential augmentation from selected ESFs

Level IV: Normal operations

Staffing is in accordance with authorized manning levels and may include the CAT

- **Case Study:** A line of storms is moving across the state of Louisiana and will take 72 hours to clear the state. Severe weather is expected statewide that includes the possibility of high wind, rain, hail, flash flooding and tornadoes. Based on the previous discussion points this weather event would bring state wide weather effects with regional impacts based on severity. GOHSEP completed an assessment on the most likely and most dangerous outcomes:
 - Most likely- Severe weather statewide with regionalized impacts including tornadoes and localized flash flooding.
 - Most Dangerous- Tornadoes along the I20 and or I10 Corridors, with one string occurring then the second string occurring less than 24 hours later.

Emergency Management Cycle Evolution



- **Previous Process:** This non-hurricane related weather event would have resulted in a statewide emergency declaration. State office buildings would close for 24-48 hours of the total 72 hour period. What would it do:
 - Turned on fiscal measures that allowed for emergency procurement and emergency spending for all state agencies.
 - Removed all state non-essential personnel from the emergency management cycle of prepare and respond.
 - Created a possible funding source for all parishes, municipalities and sub-applicants with the hopes of a federal emergency declaration.
 - This process is flawed as it places a major element of fiscal responsibility upon the state with no delineation between major and minor damages by parish and/or municipality.
 - It is exactly opposite of how the federal government (FEMA) responds. FEMA allocates Category (A-G) reimbursement based on the hardest hit areas.
- **Process Used:** GOHSEP monitored the event and remained at crisis action level four. GOHSEP forecasted the center timeframe of the event would be the most dangerous and the DOA closed state office for the center 24 hours of the event. GOHSEP handled the emergency management internally with no UCG activation or pre-event state declaration. GOHSEP drafted a regionalized emergency declaration based on the most dangerous elements of the weather event. It was signed by the Governor five days after the weather event. What did it do:
 - Kept state employees safe and utilized the entire workforce for the beginning 24 hours, essential personnel in the most dangerous time period and then the entire workforce for the last 24 hours.
 - Forced state agencies to use their internal operational budgets to respond.
 - Established a 75/25% Cost Share (Cat A & B) to the Parishes affected by the most dangerous effects (tornadoes)- Four Parishes.
 - Baseline Parameters- Tornado touchdown, 50% w/o power, FEMA parish threshold target for parishes as a baseline.
- **Recommendation:** The State of Louisiana will use a most likely and/or most dangerous course of action to establish a set of parameters to determine if it is a statewide or regional response, then act accordingly. If there is a regional response, it will be based on the FEMA model of the hardest hit area gets the majority of commitment of resources. This type of response puts pressure on GOHSEP to produce based on the intent of the Louisiana Legislature when they created the State Emergency Response Fund (SERF). GOHSEP will quickly and efficiently move resources through the emergency management cycle: preparation, response, recovery, mitigation and prevention. In short, GOHSEP will meet the challenge!