

**Governor's Office of Homeland Security
and Emergency Preparedness
State of Louisiana**

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Director Jacques Thibodeaux Strategic Plan for GOHSEP

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.

Decision: 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!

Background: GOHSEP is classified in the Louisiana Budget as agency 111 and has a 2023-2024 operating budget of \$3,132,866,422 (with 100 Louisiana Full Time Equivalents-FTE and 210 FTE tied to federal programs) from various sources. So 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:

Fund Breakdown

- | | |
|-------------------------------|------------------------------|
| • State General Fund (Direct) | \$70,943,906 |
| • Interagency Transfers | \$801,087 |
| • Fees & Self-generated | \$1,265,396 |
| • Statutory Dedications | \$101,500,000 |
| • Federal Funds | \$2,958,456,033 (94%) |

The GOHSEP Director must be able to manage the agency with three strategic priorities (in order of precedence) 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:

- **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 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!” As part of this priority, the partnership with the Louisiana Emergency Preparedness Association (who represents OEP Directors) will expand, with other Louisiana Associations to follow after the first 100 days.
- **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. Despite the fact the majority of funds are federal dollars, GOHSEP must still maintain its identity. GOHSEP is an operational arm of the Governor and bridges the gap in bringing strategic concepts to operational programs through funding sources.
- **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.

First 100 Days

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 for the next two weeks (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

Sixth 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

Seventh 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)

Eighth 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

Ninth 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**

Tenth 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

Eleventh 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

Twelfth 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)

Thirteenth 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

Fourteenth Week- Refine based on my intent

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

GOHSEP Vision, Mission and Goals Transition (Current to New)

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!

New Vision, Mission and 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:

- 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.

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)?

New Organization Chart Pending After the First 100 Days