Department of Homeland Security

Federal Emergency Management Agency Strategic Context



Fiscal Year 2024 Congressional Justification Strategic Context

Federal Emergency Management Agency Strategic Context

Component Overview

The Federal Emergency Management Agency (FEMA) supports our citizens and first responders to ensure that, as a nation, we work together to build, sustain, and mprove our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

neasures communicate results delivered for our agency mission and are considered our Government Performance and Results Act Modernization Act (GPRAMA) takeholders. DHS has integrated a mission and mission support programmatic view into a significant portion of the Level 1 Program, Project, or Activities (PPAs) or sesses, skills, technology, human capital, and other resources. Mission support programs are those that are cross-cutting in nature and support multiple mission n the budget. A mission program is a group of activities acting together to accomplish a specific high-level outcome external to DHS, and includes operational programs. Performance measures associated with FEMA's mission programs are presented in two measure sets, strategic and management measures. Strategic neasures. Additional supporting measures, known as management measures, are displayed to enhance connections to resource requests. The measure tables The strategic context presents the performance budget by tying together programs with performance measures that gauge the delivery of results to our ndicate new measures and those being retired, along with historical data if available. Education, Training, and Exercises: The Education, Training, and Exercises program comprises the National Exercise Program and the National Training and Division, which include the Emergency Management Institute, the Center for Domestic Preparedness, and the U.S. Fire Administration. These entities provide emergency management, response and recovery training, and exercise coordination to improve the knowledge, skills, and abilities of federal and state, ocal, tribal, and territorial emergency management personnel.

Measure Name:	Percent of supervisors of students	ors of students train	ed who believe their	staff are better pre	trained who believe their staff are better prepared as a result of National Fire Academy training	National Fire Acade	my training
Strategic Alignment:	5.4: Enhance Training and Readiness of First Responders	ing and Readiness	of First Responders				
Description:	The measure assess	ses the increase in the	ne level of students t	rained as reported l	The measure assesses the increase in the level of students trained as reported by individual first-line supervisors. These supervisors	e supervisors. Thes	e supervisors
	observe and report	through an on-line	survey how training	skills are being use	observe and report through an on-line survey how training skills are being used on-the-job and whether or not their subordinate is	ether or not their sul	oordinate is
	better prepared to r	espond to disasters	and emergencies as	a result of the Natic	better prepared to respond to disasters and emergencies as a result of the National Fire Academy training they received.	aining they received	-
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:	87.0%	87.0%	87.0%	87.0%	87.0%	87.0%	87.0%
Results:	90.9%	89.4%	92.2%	92.5%	93.3%	TBD	TBD
Explanation of Result: The National Fire Academy (NFA) continued in-person training and virtual training through FY 2022. A total of 7,915 students were	The National Fire	Academy (NFA) cor	ntinued in-person tra	ining and virtual tr	aining through FY 20	322. A total of 7,91	5 students were
	trained through 472	2 resident and off-ca	ampus offerings, as v	vell as 41,525 stude	trained through 472 resident and off-campus offerings, as well as 41,525 students in online platforms. During FY 2022, 488 out of	ms. During FY 202	2, 488 out of
	523 (93.3%) superv	visors stated that the	ir employees are be	tter prepared in thei	523 (93.3%) supervisors stated that their employees are better prepared in their jobs as a result of the NFA training. The NFA will	he NFA training. T	he NFA will
	continue to build new curriculum i	ew curriculum in FN	Y 2023, especially for	or Wildland Urban	in FY 2023, especially for Wildland Urban Interface training and the Executive Fire Officer	I the Executive Fire	Officer
	Program redesign.						

Management Measures

Measure Name:	Number of Organiz	zations that receive	Number of Organizations that receive continuity and preparedness training	redness training			
Strategic Alignment:	5.4: Enhance Training and Readiness of First Responders	ing and Readiness	of First Responders				
Description:	This measure repor	ts the number of un	This measure reports the number of unique organizations whose representatives attend a FEMA-led training related to continuity and	hose representative	s attend a FEMA-le	d training related to	continuity and
	preparedness in a given fiscal year.	iven fiscal year.					
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:		2,500	11,000	16,500	22,000	23,000	24,000
Results:		5,294	28,696	104,688	136,953	TBD	TBD
Explanation of Result: In FY 2022, an additional 32,265 organizations were trained in continuity bringing the total community and faith-based organized	In FY 2022, an add	litional 32,265 organ	izations were traine	d in continuity bring	ging the total comm	unity and faith-base	ed organized
•	trained since FY 2020 to 136,953.)20 to 136,953. FEI	FEMA continues to leverage its partnerships to promote the training across the nation. In 2021,	erage its partnership	s to promote the tra	ining across the nat	ion. In 2021,
	the Organizations I	reparing for Emerg	the Organizations Preparing for Emergency Needs (OPEN) expanded training in Spanish and various formats. By using the OPEN	expanded training	in Spanish and varic	ous formats. By usin	ng the OPEN
	Spanish resource m	naterials, FEMA Reg	Spanish resource materials, FEMA Region 2 and the Caribbean Area Office are providing the training to a variety of community	oean Area Office ar	e providing the train	ing to a variety of	community
	hubs, municipal en	nergency managers,	hubs, municipal emergency managers, and general volunteers from other organizations. Additionally, organizations like the U.S	ers from other organ	izations. Additiona	Illy, organizations I	ke the U.S.
	Small Business Ad	ministration are link	Small Business Administration are linking the training on their business readiness webpage. An increase in FEMA's social media	heir business readin	ess webpage. An ir	icrease in FEMA's	social media
	promotions for NPI	D/ICPD products, as	promotions for NPD/ICPD products, as well as ICPD partnering in nation-wide campaigns, like National Preparedness Month, have	ering in nation-wide	e campaigns, like Na	ational Preparednes	s Month, have
	been large contribu	tors to increasing th	been large contributors to increasing the number of organizations that receive continuity and preparedness training.	ations that receive o	ontinuity and prepa	redness training.	

Frants: The Grants program leads the Federal Government's financial assistance to state and local jurisdictions and regional authorities as they prepare, espond to, and recover from all hazards. The program provides grants to enhance jurisdictions' resiliency to man-made and other major disasters, and to inhance their homeland security strategies.

Measure Name:	Benefit to cost ration	Benefit to cost ratio of the Hazard Mitigation Grants	gation Grants				
Strategic Alignment:	5.2 : Strengthen National Resilience	ational Resilience					
Description:	This measure repor	rts the estimated ann	nal benefit to cost ra	atio of grants provic	This measure reports the estimated annual benefit to cost ratio of grants provided by the FEMA Hazard Mitigation Assistance	azard Mitigation As	sistance
	program to lessen to program works wit	the impact of disaste the state, tribal, territe	rrs. A value greater prial, and local (STT	than one indicates r L) governments en	program to lessen the impact of disasters. A value greater than one indicates more benefit was reaped than cost expended. The program works with state, tribal, territorial, and local (STTL) governments engaged in hazard mitigation planning to identify natural	ped than cost expengation planning to i	ded. The dentify natural
	hazards that impact	t them, identify strat	tegies and activities	to reduce any losses	hazards that impact them, identify strategies and activities to reduce any losses from those hazards, and establish a coordinated	, and establish a cod	ordinated
	approach to implementing the plan.	nenting the plan. Th	hese plans are the ba	isis for STTL grant	These plans are the basis for STTL grant requests. The FEMA team verifies that applicants used	A team verifies that	applicants used
	approved BCA too	Is and methodology	approved BCA tools and methodology and confirms the BCA is $>/=1$	CA is > = 1			
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:	1.5	1.6	1.6	1.6	1.6	1.6	1.6
Results:	1.6	1.7	1.9	1.8	1.7	TBD	TBD
Explanation of Result: The FEMA Hazard Mitigation Assistance (HMA) programs obligated funds for 400 projects for which a benefit-cost analysis (BCA)	The FEMA Hazard	l Mitigation Assistar	nce (HMA) program	is obligated funds fo	or 400 projects for w	hich a benefit-cost	analysis (BCA)
	was required. The	total estimated cost	(federal and non-fed	deral shared) of the	was required. The total estimated cost (federal and non-federal shared) of the projects totaled \$1.00 B with estimated benefits	0 B with estimated	benefits

(avoided future damages) of \$1.73 B, which equates to a 1.73 benefit-cost ratio (BCR) for the fiscal year. FEMA will continue to fund mitigation measures in the next fiscal year that exceed project costs and reduce the impacts of future events.

Measure Name:	Percent of capabilit	Percent of capabilities where community capability is far less than national goal	ty capability is far lo	ess than national go	al		
Strategic Alignment:	5.2 : Strengthen National Resilience	tional Resilience					
Description:	This measure asses	This measure assesses the effectiveness of the Homeland Security Grant program. The Homeland Security Grant Program is a suite	of the Homeland S	ecurity Grant progr	am. The Homeland	Security Grant Prog	gram is a suite
	of risk-based grants to assist state, 1	s to assist state, local	l, tribal, and territor	ial efforts in preven	local, tribal, and territorial efforts in preventing, protecting against, mitigating, responding to and	nst, mitigating, resp	onding to and
	recovering from ac	recovering from acts of terrorism and other threats. This measure compares the combined community capability to national capability	ther threats. This n	neasure compares th	e combined commu	nity capability to na	tional capability
	targets and present	targets and presents a snapshot of the general state of preparedness at the national level. A capability is considered to have far less	eneral state of prepa	redness at the natic	nal level. A capabi	lity is considered to	have far less
	than the national go	than the national goal if affected communities report capability of less than 30% of the national goal necessary to manage catastrophic	unities report capab	ility of less than 30	% of the national go	al necessary to man	lage catastrophic
	scenarios. Because	scenarios. Because the national capabilities required to be reported each year may change, it may be necessary to provide additional	ities required to be	reported each year 1	nay change, it may l	be necessary to prov	ide additional
	context on the num	context on the number of national capabilities included in the reported measure score each year.	bilities included in t	he reported measur	e score each year.		
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:					-	< 47%	< 47%
Results:				1	1	TBD	TBD

Management Measures

Measure Name:	Percent of capability build identified capability gaps	y building Homelan ' gaps	id Security Grant Pr	ogram projects that	Percent of capability building Homeland Security Grant Program projects that align to closing State, Territory, and Urban Area identified capability gaps	te, Territory, and U	ban Area
Strategic Alignment:	5.2 : Strengthen National Resilience	tional Resilience					
Description:	This measure gauge	s the percent of Hor	meland Security Gr	ant Program (HSGI	This measure gauges the percent of Homeland Security Grant Program (HSGP) projects that align to capability gaps identified by	to capability gaps i	dentified by
	States, territories, an five mission areas (nd urban areas in th Prevention, Protecti	eır annual Stakehol Ion, Mitigation, Res	der Preparedness Ke ponse, and Recover	States, territories, and urban areas in their annual Stakeholder Preparedness Review (SPR) submissions. The capability gaps cover all five mission areas (Prevention, Protection, Mitigation, Response, and Recovery) which support national preparedness. This measure	sions. The capabili tional preparedness	ty gaps cover all This measure
	will gauge direction	of HSGP funds tov	vards projects desig	ned to close capabi	will gauge direction of HSGP funds towards projects designed to close capability gaps tied to threats and hazards. The percent value	ats and hazards. Th	e percent value
	represents how man	by of the total capab pabilities exist that	ility building HSGF were not operations	projects align to conducting the prior v	represents how many of the total capability building HSGP projects align to current capability gaps. Capability building projects are those where new capabilities exist that were not operational during the prior year. The results of this measure will support DHS's	s. Capability build his measure will su	ng projects are
	goal to enhance nat	ional preparedness	and build core capal	oilities across the N	goal to enhance national preparedness and build core capabilities across the Nation and help narrow capability gaps by driving grantee	w capability gaps b	y driving grantee
	alignment between their investment	their investment and	and national priorities.				
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:			86.0%	87.5%	%0.68	90.5%	92.0%
Results:			79.5%	91.9%	86.2%	TBD	TBD
Explanation of Result: In FY 2022, 3,087 out of 3,580 total	In FY 2022, 3,087 o	out of 3,580 total pro	ojects (86.2%) were	aligned to the Stak	projects (86.2%) were aligned to the Stakeholder Preparedness Review (SPR). The Nationa	ss Review (SPR). T	he National
	Preparedness and A	ssessments Division	n (NPAD) provided	in-person and virtu	Preparedness and Assessments Division (NPAD) provided in-person and virtual technical assistance and guidance to State, Local,	ce and guidance to	State, Local,
	Tribal, and Territori	ial stakeholders to ii	ncrease data reliabil	ity and improve the	Tribal, and Territorial stakeholders to increase data reliability and improve their understanding of the Threat and Hazard	the Threat and Haza	ırd
	Identification and Risk Assessment	isk Assessment (TF	HRA) and Stakehol	der Preparedness R	(THIRA) and Stakeholder Preparedness Review (SPR) reporting requirements. NPAD also	ng requirements. N	PAD also
	leveraged monthly 1	meetings with Regic	onal Preparedness A	nalysis and Plannii	leveraged monthly meetings with Regional Preparedness Analysis and Planning Officers (PAPOs) and Planning and Preparedness	and Planning and	reparedness
	Specialists (PAPS)	to share information	1. The results of thi	s measure support I	Specialists (PAPS) to share information. The results of this measure support FEMA's goal to close capability gaps by driving grantee	e capability gaps by	driving grantee
	alignment of Home	land Security Grant	Program (HSGP) ii	nvestments to addre	alignment of Homeland Security Grant Program (HSGP) investments to address gaps in preparedness capabilities.	ess capabilities.	

nue to work with grant recipients to understand requirements to align spending gaps identified in the SPR, as well as	e results through technical assistance with SLTT partners.
FEMA will continue to	communicate these resi
Corrective Action:	

Measure Name:	Percent of prime gr	Percent of prime grant awards closed within 365 calendar days from the end date of the Period of Performance	ithin 365 calendar o	lays from the end da	ate of the Period of	Performance	
Strategic Alignment: 5.1 : Coordinate Federal Response to Incidents	5.1 : Coordinate Fe	deral Response to Ir	icidents				
Description:	This measure gauge	This measure gauges FEMA's ability to close expired grant awards in a timely manner defined as 365 calendar days from the period	close expired gran	t awards in a timely	manner defined as	365 calendar days f	rom the period
	of performance (PC	of performance (POP) end date. "Expired grant awards" refers to any open grant or federal assistance provided from FEMA to a	ed grant awards" re	fers to any open gra	ant or federal assista	ince provided from	FEMA to a
	direct recipient that	direct recipient that is beyond the established POP end date. This does not include grants that have been issued by the direct recipient	lished POP end date	. This does not inc	lude grants that hav	e been issued by the	direct recipient
	to a sub-recipient.	to a sub-recipient. 2CFR 200.343 allows the recipient up to 90 days after the POP end date to submit all final reports, then allows the	vs the recipient up to	o 90 days after the I	OP end date to sub	mit all final reports,	then allows the
	federal awarding ag	federal awarding agency one year after the receipt and acceptance of all required final reports to complete all closeout actions. Timely	the receipt and acce	ptance of all requir	ed final reports to co	omplete all closeout	actions. Timely
	closeout of expired grant awards is	grant awards is an i	ndication of effectiv	e grant managemer	an indication of effective grant management and minimizes the amount of invalid obligated funds	e amount of invalid	obligated funds
	in our financial records for expired	ords for expired grants.	ıts.				
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:				%02	%CL	75%	%08

Fiscal Year:	FY 2018	FY 2019	$\rm FY~2020$	FY 2021	FY 2022	FY 2023	FY 2024
Targets:			-	%02	72%	75%	%08
Results:			:	75%	81%	TBD	TBD
Explanation of Result: In FY 2022, 1,155 out of 1,422 (81.	In FY 2022, 1,155	6.4	o) grant awards were	e closed within 365	2%) grant awards were closed within 365 calendar days from the period of performance end. The	the period of perfor	mance end. The
	success of achieving award closure	ig award closure is c	due to the continued	l coordination, overs	is due to the continued coordination, oversight and direct assistance between Regional, Grants	tance between Reg	ional, Grants
	Program Directorate and Office of	te and Office of the	Chief Financial Off	fice staff. The progr	f the Chief Financial Office staff. The program's performance results advance the agency's mission	esults advance the a	gency's mission

supports good stewardship of funds and ensures accurate status of the availability of resources. A focused strategy promoting the timely closure of awards continues the efforts of maintaining complete and accurate award obligation balances. by reducing the instances and number of invalid obligations withing the agency's financial records. Accurate obligation balance

Mitigation: The Mitigation program works to strengthen investments in mitigation nationwide to reduce the Nation's vulnerability to natural disasters or other esilient capacity in communities prior to a disaster supports the development of a culture of preparedness. The program supports activities that result in sound nsurance against flood risk. These areas work together to reduce the loss of life and property, to enable individuals to recover more rapidly from floods and isk management decisions by individuals, the private-sector, and public-sector entities by conducting three core activities: risk analysis, risk reduction, and mergencies, and to facilitate adoption and enforcement of up-to-date design and construction practices through state and local building codes. Developing other disasters, and to lessen the financial burden on taxpayers. These investments are implemented at the Headquarters and Regional levels to support ommunities in mitigation efforts.

strategic Measures

Measure Name:	Percent of communities in high-risk		as for earthquake, f	lood, and wind haz	areas for earthquake, flood, and wind hazards, adopting current or next most recent hazard-resistant	it or next most rece	nt hazard-resistant
	building codes						
Strategic Alignment:	5.2: Strengthen National Resilience	tional Resilience					
Description:	This measure report	This measure reports the percentage of high-risk communities in 50 states, the District of Columbia, and 5 territories (USVI, PR.	high-risk communit	ies in 50 states, the	District of Columbia	a, and 5 territories (USVI, PR,
	Guam, American Sa	Guam, American Samoa, CNMI) adopting building codes containing provisions that adequately address earthquake, flood, and wind	ing building codes	containing provision	ns that adequately ad	dress earthquake, f	ood, and wind
	hazards. FEMA tra	hazards. FEMA tracks the number of high-risk communities that have adopted disaster resistant building codes by working with the	igh-risk communiti	es that have adopted	l disaster resistant bi	uilding codes by we	rking with the
	Insurance Services	Insurance Services Office (ISO) Building Code Effectiveness Grading Schedule (BCEGS). ISO collects data from the BCEGS survey	ng Code Effectivene	ess Grading Schedu	le (BCEGS). ISO co	ellects data from the	BCEGS survey
	daily and evaluates	daily and evaluates and assigns a grade of 1 (exemplary commitment to building code enforcement) to 10 to gauge adoption of	of 1 (exemplary co	mmitment to buildi	ng code enforcement	t) to 10 to gauge ad	option of
	building codes. Ad	building codes. Adopting disaster-resistant building codes helps strengthen mitigation nationwide to reduce the Nation's vulnerability	tant building codes	helps strengthen m	itigation nationwide	to reduce the Natio	n's vulnerability
	to disasters.						
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:	64%	65%	34%	38%	40%	43%	46%
Results:	%19	%95	38%	36%	76%	TBD	TBD
Explanation of Result: In FY 2022, 5,889 out of 22,853 (26.0%) communities with high combined-hazard risk adopted hazard-resistant building and	In FY 2022, 5,889 o	out of 22,853 (26.0%	6) communities witl	h high combined-ha	zard risk adopted ha	zard-resistant build	ing and
	residential codes. Disaster-resistant	Disaster-resistant bui	lding codes are def	ined as the current	building codes are defined as the current or next most recent editions of International Building	ditions of Internatic	nal Building
	Code (IBC) or Inter	Code (IBC) or International Residential code (IRC). The decline in results is due to newer editions of the IBC and IRC codes. In	code (IRC). The d	lecline in results is	lue to newer editions	s of the IBC and IR	C codes. In
	2021, communities that had adopted	that had adopted the	2015 or 2018 editi	on of the code qual	the 2015 or 2018 edition of the code qualified as attaining this measurement. In 2022, the IBC	measurement. In 2	2022, the IBC
	and IRC updated th	and IRC updated the codes, and to attain the measure, SLTT partners were required to adopt the 2018 and 2021 edition of the codes.	n the measure, SLT	T partners were req	uired to adopt the 20	118 and 2021 edition	of the codes.

Measure Name:	Percent of U.S. population (excluding territories) covered by planned mitigation strategies
Strategic Alignment:	strategic Alignment: 5.2: Strengthen National Resilience
Description:	This is a point in time metric that determines the percent of U.S. population (excluding territories) covered by approved or approvable
	local Hazard Mitigation Plans. The population of each community with approved or approvable local Hazard Mitigation Plans is used
	to calculate the percentage of the national population. The FEMA Mitigation program gathers and analyzes critical data to aid in

In FY 2022, the FEMA Building Codes Strategy and FEMA Directive were published and the Building Code Program was stood up

Corrective Action:

to oversee implementation of the strategy. In FY 2023, FEMA will continue to implement this program by providing education and

resources to State, Local, Tribal, and Territorial (SLTT) partners. Additionally, the National Initiative to Advance Building Codes

was announced by the Biden-Harris Administration with the intent to better coordinate federal agencies to influence disaster-

resistance code adoption.

	future mitigation ef	future mitigation efforts and enable communities to be better informed and protected. FEMA Mitigation helps communities reduce	mmunities to be bett	ter informed and pro	tected. FEMA Mit.	igation helps commi	unities reduce
	risk through sound land-use plannin financial assistance.	land-use planning p	ng principles (such as planned mitigation strategies), floodplain management practices, and	lanned mitigation st	rategies), iloodplain	ı management practı	ces, and
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%
Results:	87.3%	87.0%	84.4%	83.2%	85.5%	TBD	TBD
Explanation of Recult Based on US Census data 276.2 million of the 322.9 million (85.5%) neonle in the nation are covered by a planned mitigation	Based on US Censi	oillin 276 millio	in of the 322 9 million	on (85 5%) neonle ii	n the nation are cover	ered by a planned m	itioation

based on US Census data, 2/0.2 million of the 322.9 million (83.3%) people in the nation are covered by a planned miligation strategy. To ensure plan coverage did not lapse in some jurisdictions, FEMA prioritized resources toward hazard miligation plan review and approvals, continued investment in mitigation through FEMA's Hazard Mitigation Assistance Grants, and provided training and technical assistance to SLTT jurisdictions. Expianation of Result:

Measure Name:	Total national inves	Total national investment in mitigation (in billions)	(in billions)				
Strategic Alignment: 5.2 : Strengthen National Resilience	5.2 : Strengthen Na	tional Resilience					
Description:	The Federal Insura	The Federal Insurance and Mitigation Administration (FIMA)—an element of FEMA—defines "mitigation investment" as an	Administration (FIN	1A)—an element of	FEMA—defines "n	nitigation investmen	ıt" as an
	expenditure of reso	expenditure of resources intended to avoid property damage, reduce the loss of life, or transfer natural-hazard risks in advance of a	oid property damag	e, reduce the loss of	flife, or transfer nat	ural-hazard risks in	advance of a
	disaster. This meas	disaster. This measure refers to such expenditures as "investments in mitigation." FY 2019 results for this measure focused on	penditures as "inve	stments in mitigatio	n." FY 2019 results	for this measure foc	snsed on
	expenditures for ter	expenditures for ten FEMA mitigation programs. Over time, FEMA incorporated mitigation investments by other federal agencies and	programs. Over tim	e, FEMA incorpora	ted mitigation invest	tments by other fede	eral agencies and
	investments by non-federal entities.		both of these instar	ices, FEMA determi	In both of these instances, FEMA determined how to value time or other non-monetary	ne or other non-mo	netary
	investments in miti	nvestments in mitigation. Such non-federal entities include private-sector firms, non-governmental organizations, non-profit	deral entities includ	le private-sector firr	ns, non-government	al organizations, no	n-profit
	organizations, as w	organizations, as well as state, local, tribal, and territorial governments.	bal, and territorial g	governments.			
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:		\$1.66	\$2.00	\$2.40	\$3.96	\$4.20	\$4.60
Es	-	\$1.23	\$2.04	\$1.55	\$2.71	TBD	TBD

Explanation of Result:	Explanation of Result: These numbers are reported on an annual basis with a one-year lag; therefore, these results represent the total nation investment in
	mitigation for FY 2021. Overall, allocations for funding increased over a majority of the 11 identified mitigation programs. FEMA
	continues to explore opportunities to effectively capturing State, Local, Tribal, and Territorial (SLTT) and non-government
	organization (NGO) investment in mitigation and mitigate inconsistence recording practices between different agencies or
	organizations.
Corrective Action:	The passing of the Infrastructure Investment and Jobs Act (IIJA) and Inflation Reduction Act (IRA) will increase future obligations.
	FEMA will also increase Public Assistance 406 mitigation investments by continuing to streamline processes and leverage
	partnerships between Federal Insurance and Mitigation Agency and the Office of Response and Recovery.

Vational Flood Insurance Fund: The National Flood Insurance Fund aims to reduce the impact of flooding on privately owned property by mapping areas provides technical assistance and monitors communities for compliance with the minimum National Flood Insurance Plan criteria. These actions reduce risk of flood risk, providing flood insurance, and encouraging communities to adopt and enforce sound floodplain management regulations. The program also rom flooding, accelerate recovery efforts, and mitigate future flood losses.

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Measure Name:	Number of properties covered with flood insurance (in millions)
Strategic Alignment:	Strategic Alignment: 5.2: Strengthen National Resilience
Description:	This measure assesses the effectiveness of FEMA's commitment to increase public understanding of flood risks while working with
	insurance agents and companies nationally to encourage the purchase of flood insurance. This measure counts the number of flood
	insurance policies in force (PIF). Flood insurance policies are issued by private insurance carriers who participate in the "Write Your
	Own' segment of FEMA's National Flood Insurance Program (NFIP), as well as policies sold by independent insurance agents
	through NFIP Direct. This measure aligns to the 2022-2026 FEMA Strategic Plan Goal 2: Lead Whole of Community in Climate
	Resilience which aims to build a climate resilient nation through risk reduction. Individual's lack of awareness of flood risk they face,
	lack of awareness of flood damage not covered in homeowner policies, and price of flood insurance could adversely impact the
	results.

Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:	-	4.5	5.0	5.5	8.0	2.0	5.2
Results:	-	4.3	4.1	4.0	3.8	TBD	TBD
Explanation of Result: The number of properties covered by flood insurance often decreases when there hasn't been a major flood event in recent years, as	The number of pro	perties covered by f	lood insurance ofter	The number of properties covered by flood insurance often decreases when there hasn't been a major flood event in recent years, a	ere hasn't been a ma	ajor flood event in r	

properties are covered by flood insurance. Individual's lack of awareness of flood risk, lack of awareness of flood damage not covered this can lead to a false sense of security among policyholders. While FEMA did not meet the target for FY 2022, over 3.8 million in homeowner policies, and price of flood insurance contributed to the number of flood insurance policies purchased.

ensures current policyholders are treated with care during claims handling. In FY 2023 will pursue several initiatives to increase flood insurance coverage, including, fully implementing Risk Rating 2.0 and introducing innovative products and business practices. In May FEMA works alongside the Write Your Own companies and National NFIP Direct to ensure policy growth, conducts policyholder 2022, DHS submitted to Congress 17 legislative reform proposals. To address flood insurance affordability concerns, the package acquisition and retention campaigns, leverages technology to transform business processes and enhance customer experience, and included a proposal for a Means-Tested Assistance Program. Corrective Action:

Janagement Measures

Measure Name.	Dercent of total floo	Demont of total floodulgin mileane manned with immoved engineering standards	bed with improved	engineering standar	300		
MICASAI CINAINO.	I CICCIII OI IOIAI IIOI	Jupiani mirage map	yped with miproved	Cirginocinig standa	ius		
Strategic Alignment:	5.2 : Strengthen National Resilience	tional Resilience					
Description:	This measure repor	This measure reports on the percentage of the total mileage charted in Flood Risk Insurance Maps produced by the program, for which	of the total mileage	charted in Flood R	isk Insurance Maps	produced by the pro	ogram, for which
	the program has con	the program has completed a technical review required every five years by statute; see 42 U.S.C. Subchapter III, §4101(e).	review required eve	ry five years by sta	tute; see 42 U.S.C. §	Subchapter III, §410	1(e).
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:		76.2%	78.5%	80.0%	%0.08	%0.08	80.0%
Results:		75.4%	%9.08	83.0%	%6.58	TBD	TBD
Explanation of Result: The measure helps to inform FEMA where Flood Insurance Rate Maps (FIRM) revisions may be needed by identifying stream miles	The measure helps	to inform FEMA wh	here Flood Insuranc	e Rate Maps (FIRM	1) revisions may be 1	needed by identifyir	ng stream miles
	that are no longer V	that are no longer Valid. By monitoring and investing in floodplain mapping with improved engineering standards, the Risk	g and investing in fl	oodplain mapping	with improved engin	neering standards, th	e Risk
	Management Direc	Management Directorate complies with Title 42 and strengthens the ability of local communities to make informed decisions about	n Title 42 and streng	thens the ability of	local communities t	o make informed de	cisions about
	reducing risk and b	reducing risk and building resilient infrastructure. In FY 2022, 1,008,471 miles out of the current 1,202,325 miles (83.9%) of	astructure. In FY 21	022, 1,008,471 milk	es out of the current	1,202,325 miles (83	3.9%) of
	riverine and coastal	riverine and coastal waterways or shoreline for the country were determined to have new, validated or updated engineering flood	line for the country	were determined to	o have new, validate	d or updated engine	ering flood
	hazard data associa	hazard data associated with them. Inventory assessments were conducted in a timely fashion and reflected the high rate of validating.	intory assessments v	vere conducted in a	timely fashion and	reflected the high ra	te of validating.

The FEMA Regional Offices were able to initiate enough new engineering studies to overcome the decay rate of the flood hazard information. Preparedness and Protection: The Preparedness program works to prepare the Nation for disasters of all kinds. Preparedness includes the management and Idministrative support functions associated with training and national exercise programs. Protection carries out a mandated mission to provide executive agent eadership to guarantee the survival of an enduring constitutional government by ensuring continuity of government, continuity of operations, and national ontingency programs.

Measure Name:	Percent of adults th	Percent of adults that took multiple preparedness actions at their workplace, school, home, or other community location in the past year	paredness actions at	their workplace, sc	hool, home, or other	r community location	on in the past year
Strategic Alignment: 5.2 : Strengthen National Resilience	5.2 : Strengthen Na	tional Resilience					
Description:	This measure reports the share of all	ts the share of all re	spondents to FEMA	's annual National	respondents to FEMA's annual National Household Survey who answered affirmatively to	ho answered affirm	natively to
	questions assessing	questions assessing whether they had taken more than one preparedness action in the past year, whether taking these actions at their	aken more than one	preparedness action	in the past year, wh	ether taking these a	ctions at their
	workplace, school,	workplace, school, home, or other community location. FEMA has noted that many Americans will experience a disaster or	munity location. FE	EMA has noted that	many Americans wi	ill experience a disa	ster or
	emergency at some	emergency at some point. FEMA emphasizes the importance of a national approach to preparedness, and will use results from this	hasizes the importan	ice of a national app	proach to preparedne	ss, and will use res	ults from this
	measure to assess the	neasure to assess the agency's effectiveness in this regard.	eness in this regard.				
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024

		,)				
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:		%87	46%	%05	51%	52%	53%
Results:	-	%79	%89	%65	55%	TBD	TBD
Explanation of Result: In FY 2022, 3,826 out of 6,962 (55%) households that provided a response to the National Households Survey reported they did three	In FY 2022, 3,826	out of 6,962 (55%) I	households that pro	vided a response to	the National Housel	olds Survey reporte	ed they did three
	or more preparedne	or more preparedness actions in the last year. Creation, enhancement, and effective management of FEMA's preparedness programs	t year. Creation, en	hancement, and effe	ective management	of FEMA's prepared	lness programs
	and initiatives are a	and initiatives are a critical component to ensuring the public has a variety of tools and resources to promote and sustain a ready and	to ensuring the pub	lic has a variety of 1	ools and resources t	to promote and sust	in a ready and
	prepared nation. F	prepared nation. FEMA continues efforts on social media promotions for taking action, as well as partnering in nation-wide	rts on social media	promotions for taki	ng action, as well as	partnering in nation	n-wide
	campaigns like Nat	campaigns like National Preparedness Month.	Month.				

Measure Name:	Percent of time the Integrated Public Alert and Warning System infrastructure is operating and available for use by federal, state, and
	local officials for the dissemination of emergency alerts
Strategic Alignment:	Strategic Alignment: 5.3 : Support Equitable Community Recovery
Description:	EO 13407 states: "It is the policy of the United States to have an effective, reliable, integrated, flexible, and comprehensive system to
	alert and warn the American people in situations of war, terrorist attack, natural disaster, or other hazards to public safety and well-
	being (public alert and warning system), taking appropriate account of the functions, capabilities, and needs of the private sector and
	of all levels of government in our Federal system, and to ensure that under all conditions the President can communicate with the
	American people." The Integrated Public Alert and Warning System (IPAWS) infrastructure provides alert and warning message
	collection and dissemination so that United States residents will receive authenticated emergency alert messages over as many
	communications paths as possible.

	communications pa	eaths as possible.					
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:	%6.66	%6.66	%6.66	%6.66	%6.66	%6.66	%6.66
Results:	%8.66	%5'66	99.4%	%6.66	%8.66	TBD	TBD

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Program observed significant system availability improvements due to the resilient AWS cloud infrastructure and AWS Service Level IPAWS-OPEN system availability was significantly impacted by 10 outages for a total of 16.58 hours downtime. All outages were the results of network issues or maintenance at the DHS Trusted Internet Connection (TIC) and IPAWS-OPEN's digital certificate Explanation of Result: |Following the successful IPAWS-OPEN system modernization and migration to the AWS cloud on April 13, 2021, the IPAWS Agreements (SLA). However, network connectivity issues outside of the IPAWS Program's control continue to be a concern. vendor disabling user certificates without notification.

In conjunction DHS OCIO, FEMA will develop courses of action that lead to increased connectivity stability and a TIC 3.0 roadmap. Corrective Action:

Measure Name:	Percent of U.S. population covered by FEMA-connected radio stations with electromagnetic-pulse resilience
Strategic Alignment:	5.2 : Strengthen National Resilience
Description:	This measure reports on the share of U.S. population within range of signals from FEMA-connected radio stations using transmitters
	hardened against an electromagnetic-mules (FMD) event. FFMA_connected private-sector radio stations comprise the National Dublic

nardened against an electromagneuc-puise (EMP) event. FEMA-connected, private-sector radio stations comprise the Ivational Fublic Warning System (NPWS), one element of FEMA's Integrated Public Alert and Warning System (IPAWS). In voluntary partnership with private stations' owners, FEMA maintains supplementary equipment at these stations to ensure that the President and state- and local-level authorities maintain a resilient capability to communicate with the public in all hazard conditions. FEMA will use results

	TLOID HIS INCASULE TO ASSESS THE ABO	Ε.	y s effectiveness in this regard.	ilis regard.			
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:		%00.05	%00.79	70.10%	74.00%	78.70%	80.00%
Results:		39.45%	47.21%	51.00%	71.40%	TBD	TBD
Explanation of Result: Since 2019, FEMA has completed	Since 2019, FEMA	has completed mod	dernization of 15 of	the original group c	modernization of 15 of the original group of 36 legacy PEP stations. Modernization of two stations	tions. Modernization	n of two stations

was completed in FY 2022. Planned PEP station modernization timelines and costs have been significantly impacted by the COVID-19 pandemic and the residual effects to supply chain, labor availability and cost, and material costs. Local construction permitting processes and approval timelines have been increased.

Corrective Action:	The program will continue to modernize legacy PEP stations constructed during the 1990's to add electromagnetic-pulse (EMP)
	resilience and replace aging equipment. FEMA will complete a detailed review on COVID-19 impacts and update the planned
	modernization schedule

Measure Name:	Percent of U.S. pop	ulation that is cove	Percent of U.S. population that is covered by a local-level authority authorized and registered to send alerts and warnings to the public	authority authorized	l and registered to se	end alerts and warni	ngs to the public
	using the Integrated Public Alert and Warning System	I Public Alert and V	Varning System				1
Strategic Alignment:	5.2 : Strengthen National Resilience	tional Resilience					
Description:	This measure tracks	s the share of U.S. p	This measure tracks the share of U.S. population under the jurisdiction of local authorities to which state governments have granted	jurisdiction of loca	l authorities to whic	h state governments	have granted
	authorized access to	o the Integrated Pub	authorized access to the Integrated Public Alert & Warning System (IPAWS), to allow these local authorities to send alerts and	g System (IPAWS),	to allow these local	authorities to send	alerts and
	warnings to the public.	olic.					
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:		69.00%	71.00%	73.00%	75.00%	77.00%	79.00%
Results:		76.90%	78.10%	81.30%	82.86%	TBD	TBD
Explanation of Result: In FY 2022, 77 new local-level authorities registered to send alerts to the public using IPAWs. The IPAWS Program continues to	In FY 2022, 77 new	v local-level authori	ties registered to ser	nd alerts to the publ	ic using IPAWs. Th	ne IPAWS Program	continues to
1	engage with State, I	Local, Tribal, and T	engage with State, Local, Tribal, and Territorial (SLTT) authorities to inform public safety agencies about IPAWS and the benefits of	thorities to inform	sublic safety agencion	es about IPAWS an	d the benefits of
	using it to effective	ly alert local popula	using it to effectively alert local populations. In addition to our current initiatives, activities and engagements, FEMA implemented	our current initiati	ves, activities and en	ngagements, FEMA	implemented
	virtual engagement	webinars and confe	virtual engagement webinars and conferences to continue outreach and training to local-level authorities.	outreach and trainin	g to local-level auth	orities.	

Management Measures

Measure Name:	Deaths per million	of the U.S. populati	Deaths per million of the U.S. population due to fire in the U.S.	U.S.			
Strategic Alignment:	5.1 : Coordinate Fe	5.1 : Coordinate Federal Response to Incidents	ncidents				
Description:	This measure repor	ts civilian fire death	This measure reports civilian fire deaths occurring within the U.S. during a calendar year per 1 million people in the U.S. population,	he U.S. during a cal	endar year per 1 mil	lion people in the U	J.S. population,
	estimated for the same year.	ime year.					
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:	≤10.7	≤10.9	≤10.9	≤10.9	≤10.9	≤10.9	≤10.9
Results:	10.4	11.2	11.3	10.6	11.4	TBD	TBD
Explanation of Result: The estimates of civilian fire fatalities increased in 2022 contributing to the overall fire death rate of 11.4 deaths per million	The estimates of ci	vilian fire fatalities i	increased in 2022 co	ntributing to the ov	erall fire death rate o	of 11.4 deaths per n	illion
	population. There are factors outsid	are factors outside	le of the U.S. Fire Administration's (USFA) control that impact fire death rates. Fire prevention	ninistration's (USFA	v) control that impac	t fire death rates. F	ire prevention
	programs establishe	ed and implemented	programs established and implemented by the USFA and other fire service organizations are designed to reduce the number of annual	ther fire service org	anizations are desig	ned to reduce the m	umber of annual
	fire deaths. USFA	programs add a key	fire deaths. USFA programs add a key piece of public and professional education, research, data collection and analysis. There are	professional educat	ion, research, data c	ollection and analys	sis. There are
	other factors that in	ifluence annual fire	other factors that influence annual fire death rates that make it difficult to attribute changes in the measure to the effectiveness of	e it difficult to attrik	oute changes in the r	neasure to the effec	tiveness of
	USFA programs al	one. These factors i	USFA programs alone. These factors include, but are not limited to: building code adoption and enforcement, data reporting issues,	imited to: building	code adoption and en	nforcement, data re	porting issues,
	fire detection and s	uppression issues, g	fire detection and suppression issues, geographic, demographic and socioeconomic factors, development of new consumer products,	phic and socioecond	omic factors, develo	pment of new consu	imer products,
	building materials,	building materials, and electrical wiring.	ρ.				
Corrective Action:	In FY 2023, FEMA	will undertake soci	In FY 2023, FEMA will undertake socio-economic impact studies to evaluate the relationship with fire loss. FEMA will also develop	studies to evaluate	the relationship with	i fire loss. FEMA v	ill also develop
	new support and ou	treach initiatives to	new support and outreach initiatives to engage and educate stakeholders.	stakeholders.			

Regional Operations: The Regional Operations program includes the leadership, management, and mission support functions of the 10 FEMA regions across he Nation. The program works with communities to help reduce the impacts of natural disasters; prepare families and individuals for all possible hazards; and upport state, local, and tribal partners with technical assistance and grants for projects that aim to reduce risks, improve public safety, and protect the nvironment.

strategic Measures

Measure Name:	Average annual per	centage of administ	trative costs for maj	or disaster field ope	rations, as compared	Average annual percentage of administrative costs for major disaster field operations, as compared to total program costs	sts
Strategic Alignment:	5.3 : Support Equitable Community Recovery	able Community Re	covery				
Description:	This measure gauge	es FEMA's efficien	cy in providing disa	ster assistance by in	dicating what share	This measure gauges FEMA's efficiency in providing disaster assistance by indicating what share of its disaster expenditures are	ditures are
	administrative costs	s compared to the sl	nare disseminated as	s grants to survivors	as assistance. It he	administrative costs compared to the share disseminated as grants to survivors as assistance. It helps FEMA know if the agency is	ne agency is
	being efficient in th	e way it provides d	isaster assistance. T	This measure is for F	EMA's most comm	being efficient in the way it provides disaster assistance. This measure is for FEMA's most common disasters of less than \$50M	han \$50M
	(Level III).						
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:	$\leq 18.4\%$	<17.9%	<17.9%	<17.9%	<17.9%	<17.9%	$\leq 17.9\%$
Results:	26.3%	29.2%	25.9%	26.4%	17.7%	TBD	TBD
Explanation of Result: FEMA met the target for the first time in six years. FEMA made significant adjustments to the Public Assistance project application	FEMA met the targ	et for the first time	in six years. FEMA	A made significant ac	fjustments to the Pu	blic Assistance proj	ect application
	that promoted effici	iencies by consolida	ating and simplifyin	g information and d	ocumentation requir	that promoted efficiencies by consolidating and simplifying information and documentation requirements into a streamlined project	nlined project
	application.						

ead among federal agencies, state and local governments, and representatives of non-governmental organizations to support individuals and communities with the nfrastructure in communities throughout the Nation that have been overwhelmed by the impact of a major disaster or an emergency. The program also takes the Response and Recovery: The Response and Recovery program helps to ready the Nation for catastrophic disasters leveraging resources from various sources goal of reducing losses, improving recovery operations, and promoting resilience. This program works with residents, emergency management practitioners, ncluding the Disaster Relief Fund (DRF). This includes efforts to coordinate the core federal response capabilities used to save lives and protect critical organizational and community leaders, and government officials to mature the National Disaster Recovery Framework, enhance logistics and disaster ommunications, and improve the overall disaster survivor and grantee experience.

Measure Name:	Applicants' confide	Applicants' confidence rate for FEMA's Individuals and Households Program application process	's Individuals and H	Iouseholds Program	application process		
Strategic Alignment: 5.3 : Support Equitable Community	5.3 : Support Equita		Recovery				
Description:	This measure repor	ts a five-year averag	ge number of incide	nt staff deployed to	support small feder	his measure reports a five-year average number of incident staff deployed to support small federally-declared disasters. For this	ers. For this
	measure, the program uses internal	um uses internal data	a provided by inforr	nation systems used	to manage financia	data provided by information systems used to manage financial and human resources deployed in	ces deployed in
	declared disasters.						
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:						%0 <i>L</i>	72%
Regults:	-					UBL	TRD

Measure Name:	Average timeliness	of the individual as	sistance awards of the	he Individuals and	Average timeliness of the individual assistance awards of the Individuals and Households Program (in days)	(in days)	
Strategic Alignment:	5.3 : Support Equita	5.3 : Support Equitable Community Recovery	covery)		
Description:	This measure assess	ses how quickly the	program provides d	isaster relief to qua	This measure assesses how quickly the program provides disaster relief to qualified individuals and households. Specifically, for	d households. Spec	fically, for
	number of days bet	enoids receiving ass ween the submission	astance from the inc n of an application a	not the first receipt	individuals of nouseholds receiving assistance from the individuals and nouseholds frogram (1017), this measure reports the average number of days between the submission of an application and the first receipt of an award. By evaluating how quickly disaster), uns measure repo luating how quickly	rts ine average disaster
	survivors receive fi mission.	nancial assistance, t	he program can asse	ss the effectiveness	survivors receive financial assistance, the program can assess the effectiveness of a critical, customer-facing element of the agency's mission.	ner-facing element c	f the agency's
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:		≤11.0	<9.0	<8.0	<7.0	<7.0	<6.0
Results:		78.5	32.2	29.0	167.9	TBD	TBD
Explanation of Result: FEMA provided first assistance to 514,117 Individual and Households Program applicants within on average 167.9 days. Meeting the	FEMA provided fir	st assistance to 514,	117 Individual and	Households Program	n applicants within	on average 167.9 da	ys. Meeting the
	target this year was related disasters (de	hindered due to the sclared in FY 2020 (documentation veri 33) for funeral assis	fication for funeral tance accounts for :	target this year was hindered due to the documentation verification for funeral assistance for the COVID-19 disasters. COVID-19 related disasters (declared in FY 2020 Q3) for funeral assistance accounts for 50.6% (260,301 of 514,117) of applicants that received	OVID-19 disasters. 14,117) of applicant	COVID-19 s that received
	first assistance in FY 2022. The av	Y 2022. The averag	ge number of days to	receive first assist	rerage number of days to receive first assistance is 97.7 days. Providing assistance to applicants	roviding assistance	to applicants
	from older FY 2017	7-2021 disasters, spe	scifically assistance	that requires addition	from older FY 2017-2021 disasters, specifically assistance that requires additional documentation, also significantly impacted the	also significantly in	npacted the
	results.						
Corrective Action:	FEMA will fully in	nplement Enhanced	Application Service	s (EAS), which est	FEMA will fully implement Enhanced Application Services (EAS), which establishes a dedicated team of staff in the filed to assist	team of staff in the	filed to assist
	applications with no	avigating the assista	nce process, provide	e referrals to meet in	applications with navigating the assistance process, provide referrals to meet immediate and unmet needs, and to help transition them	needs, and to help	transition them
	to disaster case illar	agement service pr	to disaster case management service providers, in necessary.	•			

Measure Name:	Percent achieved of	FIncident Managem	Percent achieved of Incident Management Workforce readiness targets	ness targets			
Strategic Alignment:	5.4 : Enhance Train	ing and Readiness	5.4 : Enhance Training and Readiness of First Responders				
Description:	This measure captu	res FEMA's Incide	This measure captures FEMA's Incident Management (IM) workforce readiness toward established workforce planning factors) workforce readine	ss toward establishe	d workforce plannir	ng factors
	required to manage	the expected disast	required to manage the expected disaster activity across the nation. These models were developed by historical data and subject	nation. These mo	dels were developed	by historical data a	nd subject
	matter expert input	s. The agency estab	matter expert inputs. The agency established a planning factor for the number of IM staff in each position and level of qualification	ctor for the number	of IM staff in each	position and level or	f qualification
	necessary to suffici	ently manage expec	necessary to sufficiently manage expected disaster workloads. The workforce planning factors of staffing and qualification, if	ds. The workforce	planning factors of	staffing and qualific	ation, if
	achieved, will allow	v FEMA to cover 89	achieved, will allow FEMA to cover 89% of the nation's typical routine disaster risk workload requirements. The IM workforce is	pical routine disast	er risk workload req	uirements. The IM	workforce is
	critical in providing	critical in providing direct survivor assistance.	istance.				
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:			%29	78%	%69	%62	84%
Results:		-	%09	62%	62%	TBD	TBD
Explanation of Result: FEMA had an incident management force strength of 11,325 with an average qualification rate of 73.0%. FEMA continues to see	FEMA had an incid	lent management fo	rce strength of 11,32	25 with an average	qualification rate of	73.0%. FEMA con	tinues to see
	movement in qualif	ication but has not	movement in qualification but has not grown beyond regular attrition and turnover in force strength.	ar attrition and turn	over in force strengt	h.	
Corrective Action:	FEMA will establis	th hiring and qualifi	FEMA will establish hiring and qualification strike teams to support FY 2023 net growth goals In addition, the Regional Force	o support FY 2023	net growth goals In	addition, the Regior	nal Force
	Structure Review o	onducted over the n	Structure Review conducted over the next three years will further help to align and balance more accurate force structure Finally, the	further help to align	and balance more a	ccurate force struct	ure Finally, the
	Civilian Reservist F	Emergency Workfor	Civilian Reservist Emergency Workforce (CREW) Act will enable FEMA to recruit and retain Reservists from a broader and more	l enable FEMA to r	ecruit and retain Res	servists from a broa	der and more

experience talent pool of individuals seek public service opportunities, including some of the most in-demand FEMA missions, such as IT, logistics, supply chain management, and other critical mass care roles.

Measure Name:	Percent of applicant's confidence in	t's confidence in FE	FEMA				
Strategic Alignment: 5.3 : Support Equitable Community Recovery	5.3 : Support Equita	able Community Re	covery				
Description:	This measure asses	reasure assesses the program's ability to assist people before, during, and after disasters by measuring an applicant's confidence	lity to assist people	e before, during, an	1 after disasters by 1	neasuring an applica	int's confidence
	in FEMA after applying for disaster	lying for disaster ass	sistance. The applic	ation process is the	first step in providi	assistance. The application process is the first step in providing disaster assistance through	e through
	specific FEMA Ind	specific FEMA Individual Assistance programs. The measure utilizes data from responses to a question in the FEMA Customer	rograms. The meas	ure utilizes data fro	m responses to a qu	estion in the FEMA	Customer
	Experience Survey	Experience Survey (OMB Control Number: 1601-0029) administered electronically to applicants with an email address. Respondents	nber: 1601-0029) ad	Iministered electron	ically to applicants	with an email addres	ss. Respondents
	rate how strongly th	rate how strongly they agree with the statement "This interaction increased my confidence in FEMA." All responses are included in	tatement "This inter	action increased my	confidence in FEM	IA." All responses	re included in
	the results. The ins	the results. The insights derived from survey results will help drive improvements for FEMA policies and programs. However, the	survey results will h	elp drive improvem	ents for FEMA poli	cies and programs.	However, the
	results will not be u	results will not be used to generalize the data beyond the scope of the sample.	e data beyond the so	cope of the sample.			
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:						%89	70%
Results:		-	-	-		TBD	TBD

Measure Name:	Percent of applican	Percent of applicants satisfied with simplicity of the Individuals and Households Program	plicity of the Indivi	duals and Househol	ds Program		
Strategic Alignment: 5.3 : Support Equitable Community Recovery	5.3 : Support Equit	able Community Re	covery				
Description:	This measure provi	This measure provides program managers with disaster survivors' impressions about the simplicity of the procedures required to receive	ers with disaster sur	vivors' impressions	s about the simplicit	y of the procedures	required to receive
	disaster relief from	disaster relief from the Individuals and Households Program (IHP). The program collects survivors' impressions of their interactions	Households Progra	m (IHP). The progr	am collects survivo	rs' impressions of tl	heir interactions
	with IHP using star	with IHP using standard surveys, administered by telephone, at three touchpoints of their experience with FEMA. The program sets a	nistered by telephon	ie, at three touchpoi	nts of their experien	ce with FEMA. Th	e program sets a
	threshold for survivors' responses t	vors' responses to su	rvey questions to qu	ualify for an overall	to survey questions to qualify for an overall rating of "satisfied," and the measure indicates the share	" and the measure in	ndicates the share
	of all questions ans	of all questions answered and scored in the reporting period that meet the threshold (i.e., scores of four or five points on the five-point	the reporting perio	d that meet the three	shold (i.e., scores of	four or five points	on the five-point
	Likert-type scale).	Likert-type scale). Managers use insights derived from survey results to help drive improvements to IHP. Feedback from disaster	its derived from sur	vey results to help of	lrive improvements	to IHP. Feedback f	rom disaster
	survivors ensures that the program	hat the program prov	vides clear informat	ion and high-quality	provides clear information and high-quality service in critical, public-facing agency activities.	public-facing agenc	y activities.
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:	-	81.0%	83.0%	85.0%	%0.78	%0.06	91.0%
Dogulter		79 10%	70U C8	700 08	709 92	TBD	пат

experience with inspections continues to hit its target for the last four years. FEMA providing easy to understand disaster assistance IBD Explanation of Result: In FY 2022, there were 17,934 responses from 22 disasters for the five questions that comprise this measure. The customer information is the area where improvement is needed the most (decreased 6.9% from FY 2021). %9.9/ 80.08 82.0% /8.1%

FEMA is committed to improving customer experience through Executive Order 14058: Transforming Federal Customer Experience Households needs, easily see their progress within the application process, navigate instructions that highlight section where required Assistance will release a simpler, more intuitive application process that will allow applicants to select their specific Individuals and and Service Delivery to Rebuild Trust in Government, by designing and delivering a streamlined application process. Individual information is missing, and review and edit all the information submitted in their entire application from a single screen before submission. Corrective Action:

Measure Name:	Percent of applicants satisfied with	its satisfied with the	the Public Assistance process and customer service	rocess and custome	r service		
Strategic Alignment:	5.3 : Support Equita	5.3 : Support Equitable Community Recovery	covery				
Description:	This measure asses:	This measure assesses the program's ability to evaluate Public Assistance (PA) applicants' satisfaction with the PA program and	ility to evaluate Put	olic Assistance (PA) applicants' satisfa	ction with the PA pr	ogram and
	customer service.	customer service. The PA Assessment survey collects satisfaction information from applicants after they received an award. These	survey collects satis	sfaction information	ı from applicants afı	ter they received an	award. These
	applicants have pro	applicants have progressed from requesting assistance to developing projects and then obtaining the award. The measure utilizes data	ting assistance to de	eveloping projects a	and then obtaining th	ne award. The meas	ure utilizes data
	from responses to a question in the	η duestion in the FEΝ	AA Customer Exper	ience Survey (OM	3 Control Number:	FEMA Customer Experience Survey (OMB Control Number: 1601-0029) administered	tered
	electronically to applicants with an		vil address. Respond	dents rate how stror	igly they agree with	email address. Respondents rate how strongly they agree with the statement "I am satisfied with	satisfied with
	the service I receive	the service I received from FEMA." All responses are included in the results. The insights derived from survey results will help drive	ll responses are inclu	uded in the results.	The insights derive	d from survey result	ts will help drive
	improvements for F	improvements for FEMA policies and programs. However, the results will not be used to generalize the data beyond the scope of the	programs. However	, the results will no	t be used to general	ize the data beyond	the scope of the
	sample.						
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:						77%	78%
Results:			-	-	-	TBD	TBD

Measure Name:	Percent of critical federal response office vehicle		ns supported by voic	ce, video, and data o	eams supported by voice, video, and data connectivity using a fully-capable mobile emergency	fully-capable mobil	e emergency
Strategic Alignment:	5.1: Coordinate Federal Response t	deral Response to In	o Incidents				
Description:	The program has id	entified on-scene av	vailability of a mobil	le platform for voic	The program has identified on-scene availability of a mobile platform for voice, video, and data connectivity as a critical capability	nnectivity as a criti	cal capability
	for Federal teams m	nanaging response a	nd recovery operation	ons. The program h	for Federal teams managing response and recovery operations. The program has procured Mobile Emergency Office Vehicles	Emergency Office	Vehicles
	(MEOVs) to provid	le these capabilities	for these teams. Us	ing data from syster	(MEOVs) to provide these capabilities for these teams. Using data from systems employed to track and manage the agency's physical	k and manage the a	gency's physical
	assets, this measure	indicates the share	of all teams managi	ng response and rec	assets, this measure indicates the share of all teams managing response and recovery operations with access to an MEOV during a	th access to an ME	OV during a
	given fiscal year.						
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:	-	81%	84%	%88	94%	100%	100%
Results:		75%	75%	100%	%16	TBD	TBD
Explanation of Result: FEMA added 7 Next-Generation Mobile Emergency Office Vehicles (MEOVs) bringing the total fleet to 19. Additionally, 7 rack-	FEMA added 7 Nev	xt-Generation Mobi	le Emergency Office	e Vehicles (MEOVs	bringing the total f	leet to 19. Addition	nally, 7 rack-

Measure Name:	Percent of shipmen	ts for required life-s	Percent of shipments for required life-sustaining commodities (meals, water, tarps, plastic sheeting, cots, blankets, and generators) and	ies (meals, water, ta	urps, plastic sheeting	g, cots, blankets, and	d generators) and
	key initial response	resources delivered	key initial response resources delivered by the agreed upon date	date			
Strategic Alignment: 5.1 : Coordinate Federal Response to	5.1 : Coordinate Fe	deral Response to In	o Incidents				
Description:	This measurement	evaluates the percen	This measurement evaluates the percent of shipments from FEMA Distribution Centers or logistics partners that arrive at the specified	FEMA Distribution	1 Centers or logistics	s partners that arriv	e at the specified
	location by the valid	location by the validated and agreed upon delivery date.	on delivery date.				
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:	%0'56	%0.26	95.0%	95.0%	95.0%	%0.26	95.0%
Results:	95.0%	95.0%	99.4%	97.0%	98.8%	TBD	TBD
Explanation of Result:							

ready MEOVs have been received and undergone communications package integration. Significant delays in production and delivery to supply chain issues have negatively impacted the projected timeline for delivery of mission-ready units to the field.

In FY 22, FEMA delivered 7,128 out of 7,216 (98.8%) shipments by the agreed upon time. FEMA's institution of an internal Standard Tender of Service (STOS) system continues to improve performance. FEMA continues to meet the target despite the fact the transportation enterprise experienced capacity challenges due to truck driver shortages and limited equipment availability.

Management Measures

Measure Name:	Composite logistics	readiness rate of c	ommodities and equ	ipment for catastrop	Composite logistics readiness rate of commodities and equipment for catastrophic disaster response	o	
Strategic Alignment:	5.3 : Support Equitable Community Recovery	able Community Re	scovery				
Description:	This measure captures the readiness	res the readiness fo	r moving, staging, a	nd delivering comm	for moving, staging, and delivering commodities and equipment for catastrophic disasters. Four	ent for catastrophic	disasters. Four
	critical factors of logistics readiness		e included, each we	ighted equally at 25	are included, each weighted equally at 25% each: commodities; contracts; human capital; and	s; contracts; human	capital; and
	operating capabilities	es. Each critical fa	ctor is a summation	of weighted subcate	operating capabilities. Each critical factor is a summation of weighted subcategories based upon life-saving, life-sustaining	fe-saving, life-sust	uining
	requirements, along	with urgency of ne	sed. These planning	gractors have been i	requirements, along with urgency of need. These planning factors have been identified based upon analyses from previous disasters	analyses from pre	vious disasters
	and disaster scenari	os such as the Calif	ornia Cascadia Sub	duction Zone Eartho	and disaster scenarios such as the California Cascadia Subduction Zone Earthquake and Tsunami Response Plan. The ability to move	Response Plan. The	ability to move
	and deliver commo	dities and equipmer	nt in a timely manne	r enables a swift an	and deliver commodities and equipment in a timely manner enables a swift and appropriate response to disasters.	se to disasters.	
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:		93%	%86	93%	93%	81%	85%
Results:		69%	73%	9/9/	%62	TBD	TBD
Explanation of Result: In FY 2022, FEMA increased stockage levels of Disaster Commodities and increased operation capabilities from Human Capital,	In FY 2022, FEMA	increased stockage	elevels of Disaster (Commodities and in	creased operation ca	pabilities from Hur	nan Capital,
	Strategic Contracts and Equipment.		nese increases are di	ue to increased effic	These increases are due to increased efficiencies in racking and space utilization at FEMA	d space utilization	at FEMA
	Distribution Centers and the award	s and the award of s	strategic Outside of	Continental United	of strategic Outside of Continental United States (OCONUS) transportation contracts.	ansportation contra	cts.
Corrective Action:	In FY 2023, FEMA will continue to increase space utilization at Distribution Centers.	will continue to in	crease space utilizat	ion at Distribution (Jenters.		

Measure Name:	Percent of Public /	Percent of Public Assistance projects obligated within 365 days from applicant's request	bligated within 365	days from applican	t's request		
Strategic Alignment: 5.1: Coordinate Federal Response to Incidents	5.1 : Coordinate Fe	ederal Response to Ir	ncidents				
Description:	This measure asses	This measure assesses the efficiency of FEMA obligating Public Assistance funds to applicants who have submitted a Request for	FEMA obligating F	ublic Assistance fu	nds to applicants wh	to have submitted a	Request for
	Public Assistance 1	Public Assistance through the Public Assistance Program. The Public Assistance Program provides financial assistance to states,	ssistance Program.	The Public Assista	nce Program provid	es financial assistar	ice to states,
	tribes and territorie	tribes and territories when authorized as part of a presidential declaration. A Request for Public Assistance (RPA) is the applicant's	s part of a president	ial declaration. A F	Request for Public A.	ssistance (RPA) is 1	the applicant's
	formal request for	formal request for Public Assistance financial assistance. Measuring and achieving success in the delivery of the assistance is	nancial assistance.	Measuring and achive	eving success in the	delivery of the assi-	stance is
	important to aiding	important to aiding State, Local, Tribal, and Territorial (SLTT) applicants toward their own recovery after an event. Applicants and	, and Territorial (SL	TT) applicants tow	ard their own recove	ry after an event. A	applicants and
	SLTTs drive the pe	SLTTs drive the period before the applicants Request for Public Assistance. FEMA's activity in the development of projects	icants Request for P	ublic Assistance. F	EMA's activity in the	he development of	projects
	primarily begins af	primarily begins after the receipt of the applicant's Request for Public Assistance. FEMA will use the results of this measure to drive	applicant's Request	t for Public Assistan	nce. FEMA will use	the results of this 1	neasure to drive
	process improvements.	ents.					
Figor Voor:	EV 2018	EV 2010	DC 7070	EV 2021	CC 1011	EV 2023	100 AA

Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:				-	;	%09	%09
Results:				;	;	TBD	TBD