

# Department of Homeland Security

## *Federal Emergency Management Agency*

### *Strategic Context*



**Fiscal Year 2024**  
**Congressional Justification**

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 improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

The strategic context presents the performance budget by tying together programs with performance measures that gauge the delivery of results to our stakeholders. DHS has integrated a mission and mission support programmatic view into a significant portion of the Level 1 Program, Project, or Activities (PPAs) in 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 processes, skills, technology, human capital, and other resources. Mission support programs are those that are cross-cutting in nature and support multiple mission programs. Performance measures associated with FEMA's mission programs are presented in two measure sets, strategic and management measures. Strategic measures communicate results delivered for our agency mission and are considered our Government Performance and Results Act Modernization Act (GPRAMA) measures. Additional supporting measures, known as management measures, are displayed to enhance connections to resource requests. The measure tables indicate 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 Education 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, local, tribal, and territorial emergency management personnel.

Strategic Measures

<b>Measure Name:</b>	Percent of supervisors of students trained who believe their staff are better prepared as a result of National Fire Academy training						
<b>Strategic Alignment:</b>	5.4 : Enhance Training and Readiness of First Responders						
<b>Description:</b>	The measure assesses the increase in the level of students trained as reported by individual first-line supervisors. These supervisors observe and report through an on-line survey how training skills are being used on-the-job and whether or not their subordinate is better prepared to respond to disasters and emergencies as a result of the National Fire Academy training they received.						
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
<b>Targets:</b>	87.0%	87.0%	87.0%	87.0%	87.0%	87.0%	87.0%
<b>Results:</b>	90.9%	89.4%	92.2%	92.5%	93.3%	TBD	TBD
<b>Explanation of Result:</b>	The National Fire Academy (NFA) continued in-person training and virtual training through FY 2022. A total of 7,915 students were trained through 472 resident and off-campus offerings, as well as 41,525 students in online platforms. During FY 2022, 488 out of 523 (93.3%) supervisors stated that their employees are better prepared in their jobs as a result of the NFA training. The NFA will continue to build new curriculum in FY 2023, especially for Wildland Urban Interface training and the Executive Fire Officer Program redesign.						

<b>Measure Name:</b>	Number of Organizations that receive continuity and preparedness training						
<b>Strategic Alignment:</b>	5.4 : Enhance Training and Readiness of First Responders						
<b>Description:</b>	This measure reports the number of unique organizations whose representatives attend a FEMA-led training related to continuity and preparedness in a given fiscal year.						
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
<b>Targets:</b>	---	5,500	11,000	16,500	22,000	23,000	24,000
<b>Results:</b>	---	5,294	28,696	104,688	136,953	TBD	TBD
<b>Explanation of Result:</b>	In FY 2022, an additional 32,265 organizations were trained in continuity bringing the total community and faith-based organized trained since FY 2020 to 136,953. FEMA continues to leverage its partnerships to promote the training across the nation. In 2021, the Organizations Preparing for Emergency Needs (OPEN) expanded training in Spanish and various formats. By using the OPEN Spanish resource materials, FEMA Region 2 and the Caribbean Area Office are providing the training to a variety of community hubs, municipal emergency managers, and general volunteers from other organizations. Additionally, organizations like the U.S. Small Business Administration are linking the training on their business readiness webpage. An increase in FEMA’s social media promotions for NPD/ICPD products, as well as ICPD partnering in nation-wide campaigns, like National Preparedness Month, have been large contributors to increasing the number of organizations that receive continuity and preparedness training.						

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

#### Strategic Measures

<b>Measure Name:</b>	Benefit to cost ratio of the Hazard Mitigation Grants						
<b>Strategic Alignment:</b>	5.2 : Strengthen National Resilience						
<b>Description:</b>	This measure reports the estimated annual benefit to cost ratio of grants provided by the FEMA Hazard Mitigation Assistance 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 hazards that impact them, identify strategies and activities to reduce any losses from those hazards, and establish a coordinated approach to implementing the plan. These plans are the basis for STTL grant requests. The FEMA team verifies that applicants used approved BCA tools and methodology and confirms the BCA is >/= 1..						
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
<b>Targets:</b>	1.5	1.6	1.6	1.6	1.6	1.6	1.6
<b>Results:</b>	1.6	1.7	1.9	1.8	1.7	TBD	TBD
<b>Explanation of Result:</b>	The FEMA Hazard Mitigation Assistance (HMA) programs obligated funds for 400 projects for which a benefit-cost analysis (BCA) was required. The total estimated cost (federal and non-federal shared) of the projects totaled \$1.00 B with estimated benefits						

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(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 capabilities where community capability is far less than national goal						
Strategic Alignment:	5.2 : Strengthen National Resilience						
Description:	This measure assesses the effectiveness of the Homeland Security Grant program. The Homeland Security Grant Program is a suite of risk-based grants to assist state, local, tribal, and territorial efforts in preventing, protecting against, mitigating, responding to and recovering from acts of terrorism and other threats. This measure compares the combined community capability to national capability targets and presents a snapshot of the general state of preparedness at the national level. A capability is considered to have far less than the national goal if affected communities report capability of less than 30% of the national goal necessary to manage catastrophic scenarios. Because the national capabilities required to be reported each year may change, it may be necessary to provide additional context on the number of national capabilities included in the reported measure score each year.						
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:	---	---	---	---	---	≤ 47%	≤ 47%
Results:	---	---	---	---	---	TBD	TBD
Management Measures							
Measure Name:	Percent of capability building Homeland Security Grant Program projects that align to closing State, Territory, and Urban Area identified capability gaps						
Strategic Alignment:	5.2 : Strengthen National Resilience						
Description:	This measure gauges the percent of Homeland Security Grant Program (HSGP) projects that align to capability gaps identified by 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 will gauge direction of HSGP funds towards projects designed to close capability gaps tied to threats and hazards. The percent value 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 goal to enhance national preparedness and build core capabilities across the Nation and help narrow capability gaps by driving grantee alignment between their investment and national priorities.						
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Targets:	---	---	86.0%	87.5%	89.0%	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 projects (86.2%) were aligned to the Stakeholder Preparedness Review (SPR). The National Preparedness and Assessments Division (NPAD) provided in-person and virtual technical assistance and guidance to State, Local, Tribal, and Territorial stakeholders to increase data reliability and improve their understanding of the Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) reporting requirements. NPAD also leveraged monthly meetings with Regional Preparedness Analysis and Planning Officers (PAPOs) and Planning and Preparedness Specialists (PAPS) to share information. The results of this measure support FEMA’s goal to close capability gaps by driving grantee alignment of Homeland Security Grant Program (HSGP) investments to address gaps in preparedness capabilities.						

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<b>Corrective Action:</b>	FEMA will continue to work with grant recipients to understand requirements to align spending gaps identified in the SPR, as well as communicate these results through technical assistance with SLTT partners.	
<b>Measure Name:</b>	Percent of prime grant awards closed within 365 calendar days from the end date of the Period of Performance	
<b>Strategic Alignment:</b>	5.1 : Coordinate Federal Response to Incidents	
<b>Description:</b>	This measure gauges FEMA's ability to close expired grant awards in a timely manner defined as 365 calendar days from the period of performance (POP) end date. "Expired grant awards" refers to any open grant or federal assistance provided from FEMA to a direct recipient that is beyond the established POP end date. This does not include grants that have been issued by the direct 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 federal awarding agency one year after the receipt and acceptance of all required final reports to complete all closeout actions. Timely closeout of expired grant awards is an indication of effective grant management and minimizes the amount of invalid obligated funds in our financial records for expired grants.	
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>
<b>Targets:</b>	---	---
<b>Results:</b>	---	---
<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
	70%	72%
	75%	81%
	TBD	TBD
<b>Explanation of Result:</b>	In FY 2022, 1,155 out of 1,422 (81.2%) grant awards were closed within 365 calendar days from the period of performance end. The success of achieving award closure is due to the continued coordination, oversight and direct assistance between Regional, Grants Program Directorate and Office of the Chief Financial Office staff. The program's performance results advance the agency's mission by reducing the instances and number of invalid obligations within the agency's financial records. Accurate obligation balance 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.	

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**Mitigation:** The Mitigation program works to strengthen investments in mitigation nationwide to reduce the Nation's vulnerability to natural disasters or other emergencies, and to facilitate adoption and enforcement of up-to-date design and construction practices through state and local building codes. Developing resilient capacity in communities prior to a disaster supports the development of a culture of preparedness. The program supports activities that result in sound risk management decisions by individuals, the private-sector, and public-sector entities by conducting three core activities: risk analysis, risk reduction, and insurance 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 other disasters, and to lessen the financial burden on taxpayers. These investments are implemented at the Headquarters and Regional levels to support communities in mitigation efforts.

## Strategic Measures

<b>Measure Name:</b>	Percent of communities in high-risk areas for earthquake, flood, and wind hazards, adopting current or next most recent hazard-resistant building codes					
<b>Strategic Alignment:</b>	5.2 : Strengthen National Resilience					
<b>Description:</b>	This measure reports the percentage of high-risk communities in 50 states, the District of Columbia, and 5 territories (USVI, PR, Guam, American Samoa, CNMI) adopting building codes containing provisions that adequately address earthquake, flood, and wind hazards. FEMA tracks the number of high-risk communities that have adopted disaster resistant building codes by working with the Insurance Services Office (ISO) Building Code Effectiveness Grading Schedule (BCEGS). ISO collects data from the BCEGS survey daily and evaluates and assigns a grade of 1 (exemplary commitment to building code enforcement) to 10 to gauge adoption of building codes. Adopting disaster-resistant building codes helps strengthen mitigation nationwide to reduce the Nation's vulnerability to disasters.					
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
<b>Targets:</b>	64%	65%	34%	38%	40%	43%
<b>Results:</b>	67%	56%	38%	36%	26%	TBD
<b>Explanation of Result:</b>	In FY 2022, 5,889 out of 22,853 (26.0%) communities with high combined-hazard risk adopted hazard-resistant building and residential codes. Disaster-resistant building codes are defined as the current or next most recent editions of International Building Code (IBC) or International Residential code (IRC). The decline in results is due to newer editions of the IBC and IRC codes. In 2021, communities that had adopted the 2015 or 2018 edition of the code qualified as attaining this measurement. In 2022, the IBC and IRC updated the codes, and to attain the measure, SLTT partners were required to adopt the 2018 and 2021 edition of the codes.					
<b>Corrective Action:</b>	In FY 2022, the FEMA Building Codes Strategy and FEMA Directive were published and the Building Code Program was stood up 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.					
<b>Measure Name:</b>	Percent of U.S. population (excluding territories) covered by planned mitigation strategies					
<b>Strategic Alignment:</b>	5.2 : Strengthen National Resilience					
<b>Description:</b>	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					

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future mitigation efforts and enable communities to be better informed and protected. FEMA Mitigation helps communities reduce risk through sound land-use planning principles (such as planned mitigation strategies), floodplain management practices, and financial assistance.							
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 Result:	Based on US Census data, 276.2 million of the 322.9 million (85.5%) people in the nation are covered by a planned mitigation strategy. To ensure plan coverage did not lapse in some jurisdictions, FEMA prioritized resources toward hazard mitigation plan review and approvals, continued investment in mitigation through FEMA’s Hazard Mitigation Assistance Grants, and provided training and technical assistance to SLTT jurisdictions.						
Measure Name:	Total national investment in mitigation (in billions)						
Strategic Alignment:	5.2 : Strengthen National Resilience						
Description:	The Federal Insurance and Mitigation Administration (FIMA)—an element of FEMA—defines “mitigation investment” as an expenditure of resources intended to avoid property damage, reduce the loss of life, or transfer natural-hazard risks in advance of a disaster. This measure refers to such expenditures as “investments in mitigation.” FY 2019 results for this measure focused on expenditures for ten FEMA mitigation programs. Over time, FEMA incorporated mitigation investments by other federal agencies and investments by non-federal entities. In both of these instances, FEMA determined how to value time or other non-monetary investments in mitigation. Such non-federal entities include private-sector firms, non-governmental organizations, non-profit organizations, as well as state, local, tribal, and territorial 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:	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 inconsistency 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.						

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

*Strategic Measures*

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<b>Measure Name:</b>	Number of properties covered with flood insurance (in millions)							
<b>Strategic Alignment:</b>	5.2 : Strengthen National Resilience							
<b>Description:</b>	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 12: 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.							
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	
<b>Targets:</b>	---	4.5	5.0	5.5	8.0	5.0	5.2	
<b>Results:</b>	---	4.3	4.1	4.0	3.8	TBD	TBD	
<b>Explanation of Result:</b>	The number of properties covered by flood insurance often decreases when there hasn't been a major flood event in recent years, as 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 properties are covered by flood insurance. Individual's lack of awareness of flood risk, lack of awareness of flood damage not covered in homeowner policies, and price of flood insurance contributed to the number of flood insurance policies purchased.							
<b>Corrective Action:</b>	FEMA works alongside the Write Your Own companies and National NFIP Direct to ensure policy growth, conducts policyholder acquisition and retention campaigns, leverages technology to transform business processes and enhance customer experience, and 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 2022, DHS submitted to Congress 17 legislative reform proposals. To address flood insurance affordability concerns, the package included a proposal for a Means-Tested Assistance Program.							

### Management Measures

<b>Measure Name:</b>	Percent of total floodplain mileage mapped with improved engineering standards							
<b>Strategic Alignment:</b>	5.2 : Strengthen National Resilience							
<b>Description:</b>	This measure reports on the percentage of the total mileage charted in Flood Risk Insurance Maps produced by the program, for which the program has completed a technical review required every five years by statute; see 42 U.S.C. Subchapter III, §4101(e).							
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	
<b>Targets:</b>	---	76.2%	78.5%	80.0%	80.0%	80.0%	80.0%	
<b>Results:</b>	---	75.4%	80.6%	83.0%	83.9%	TBD	TBD	
<b>Explanation of Result:</b>	The measure helps to inform FEMA where Flood Insurance Rate Maps (FIRM) revisions may be needed by identifying stream miles that are no longer Valid. By monitoring and investing in floodplain mapping with improved engineering standards, the Risk Management Directorate complies with Title 42 and strengthens the ability of local communities to make informed decisions about reducing risk and building resilient infrastructure. In FY 2022, 1,008,471 miles out of the current 1,202,325 miles (83.9%) of riverine and coastal waterways or shoreline for the country were determined to have new, validated or updated engineering flood hazard data associated with them. Inventory assessments were conducted in a timely fashion and reflected the high rate of validating.							



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	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 administrative support functions associated with training and national exercise programs. Protection carries out a mandated mission to provide executive agent leadership to guarantee the survival of an enduring constitutional government by ensuring continuity of government, continuity of operations, and national contingency programs.

*Strategic Measures*

Measure Name:	Percent of adults that took multiple preparedness actions at their workplace, school, home, or other community location in the past year					
Strategic Alignment:	5.2 : Strengthen National Resilience					
Description:	This measure reports the share of all respondents to FEMA’s annual National Household Survey who answered affirmatively to questions assessing whether they had taken more than one preparedness action in the past year, whether taking these actions at their workplace, school, home, or other community location. FEMA has noted that many Americans will experience a disaster or emergency at some point. FEMA emphasizes the importance of a national approach to preparedness, and will use results from this measure to assess the agency’s effectiveness in this regard.					
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets:	---	48%	49%	50%	51%	52%
Results:	---	62%	68%	59%	55%	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 or more preparedness actions in the last year. Creation, enhancement, and effective management of FEMA’s preparedness programs and initiatives are a critical component to ensuring the public has a variety of tools and resources to promote and sustain a ready and prepared nation. FEMA continues efforts on social media promotions for taking action, as well as partnering in nation-wide campaigns like National Preparedness 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:	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.					
Fiscal Year:	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets:	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
Results:	99.8%	99.5%	99.4%	99.9%	99.8%	TBD

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<b>Explanation of Result:</b>	Following the successful IPAWS-OPEN system modernization and migration to the AWS cloud on April 13, 2021, the IPAWS Program observed significant system availability improvements due to the resilient AWS cloud infrastructure and AWS Service Level Agreements (SLA). However, network connectivity issues outside of the IPAWS Program’s control continue to be a concern. 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 vendor disabling user certificates without notification.						
<b>Corrective Action:</b>	In conjunction DHS OCIO, FEMA will develop courses of action that lead to increased connectivity stability and a TIC 3.0 roadmap.						
<b>Measure Name:</b>	Percent of U.S. population covered by FEMA-connected radio stations with electromagnetic-pulse resilience						
<b>Strategic Alignment:</b>	5.2 : Strengthen National Resilience						
<b>Description:</b>	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-pulse (EMP) event. FEMA-connected, private-sector radio stations comprise the National Public 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 from this measure to assess the agency’s effectiveness in this regard.						
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
<b>Targets:</b>	---	50.00%	62.00%	70.10%	74.00%	78.70%	80.00%
<b>Results:</b>	---	39.45%	47.21%	51.00%	71.40%	TBD	TBD
<b>Explanation of Result:</b>	Since 2019, FEMA has completed modernization of 15 of the original group of 36 legacy PEP stations. Modernization 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.						
<b>Corrective Action:</b>	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.						

<b>Measure Name:</b>	Percent of U.S. population that is covered by a local-level authority authorized and registered to send alerts and warnings to the public using the Integrated Public Alert and Warning System						
<b>Strategic Alignment:</b>	5.2 : Strengthen National Resilience						
<b>Description:</b>	This measure tracks the share of U.S. population under the jurisdiction of local authorities to which state governments have granted authorized access to the Integrated Public Alert & Warning System (IPAWS), to allow these local authorities to send alerts and warnings to the public.						
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
<b>Targets:</b>	---	69.00%	71.00%	73.00%	75.00%	77.00%	79.00%
<b>Results:</b>	---	76.90%	78.10%	81.30%	82.86%	TBD	TBD
<b>Explanation of Result:</b>	In FY 2022, 77 new local-level authorities registered to send alerts to the public using IPAWS. The IPAWS Program continues to engage with State, Local, Tribal, and Territorial (SLTT) authorities to inform public safety agencies about IPAWS and the benefits of using it to effectively alert local populations. In addition to our current initiatives, activities and engagements, FEMA implemented virtual engagement webinars and conferences to continue outreach and training to local-level authorities.						

### Management Measures

<b>Measure Name:</b>	Deaths per million of the U.S. population due to fire in the U.S.						
<b>Strategic Alignment:</b>	5.1 : Coordinate Federal Response to Incidents						
<b>Description:</b>	This measure reports civilian fire deaths occurring within the U.S. during a calendar year per 1 million people in the U.S. population, estimated for the same year.						
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
<b>Targets:</b>	≤10.7	≤10.9	≤10.9	≤10.9	≤10.9	≤10.9	≤10.9
<b>Results:</b>	10.4	11.2	11.3	10.6	11.4	TBD	TBD
<b>Explanation of Result:</b>	The estimates of civilian fire fatalities increased in 2022 contributing to the overall fire death rate of 11.4 deaths per million population. There are factors outside of the U.S. Fire Administration's (USFA) control that impact fire death rates. Fire prevention programs established and implemented by the USFA and other fire service organizations are designed to reduce the number of annual fire deaths. USFA programs add a key piece of public and professional education, research, data collection and analysis. There are other factors that influence annual fire death rates that make it difficult to attribute changes in the measure to the effectiveness of USFA programs alone. These factors include, but are not limited to: building code adoption and enforcement, data reporting issues, fire detection and suppression issues, geographic, demographic and socioeconomic factors, development of new consumer products, building materials, and electrical wiring.						
<b>Corrective Action:</b>	In FY 2023, FEMA will undertake socio-economic impact studies to evaluate the relationship with fire loss. FEMA will also develop new support and outreach initiatives to engage and educate stakeholders.						

## Federal Emergency Management Agency

## Strategic Context

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

### Strategic Measures

<b>Measure Name:</b>	Average annual percentage of administrative costs for major disaster field operations, as compared to total program costs					
<b>Strategic Alignment:</b>	5.3 : Support Equitable Community Recovery					
<b>Description:</b>	This measure gauges FEMA's efficiency in providing disaster assistance by indicating what share of its disaster expenditures are administrative costs compared to the share disseminated as grants to survivors as assistance. It helps FEMA know if the agency is being efficient in the way it provides disaster assistance. This measure is for FEMA's most common disasters of less than \$50M (Level III).					
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
<b>Targets:</b>	≤18.4%	≤17.9%	≤17.9%	≤17.9%	≤17.9%	≤17.9%
<b>Results:</b>	26.3%	29.2%	25.9%	26.4%	17.7%	TBD
<b>Explanation of Result:</b>	FEMA met the target for the first time in six years. FEMA made significant adjustments to the Public Assistance project application that promoted efficiencies by consolidating and simplifying information and documentation requirements into a streamlined project application.					

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

### Strategic Measures

<b>Measure Name:</b>	Applicants' confidence rate for FEMA's Individuals and Households Program application process					
<b>Strategic Alignment:</b>	5.3 : Support Equitable Community Recovery					
<b>Description:</b>	This measure reports a five-year average number of incident staff deployed to support small federally-declared disasters. For this measure, the program uses internal data provided by information systems used to manage financial and human resources deployed in declared disasters.					
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
<b>Targets:</b>	---	---	---	---	---	70%
<b>Results:</b>	---	---	---	---	TBD	TBD

<b>Measure Name:</b>	Average timeliness of the individual assistance awards of the Individuals and Households Program (in days)						
<b>Strategic Alignment:</b>	5.3 : Support Equitable Community Recovery						
<b>Description:</b>	This measure assesses how quickly the program provides disaster relief to qualified individuals and households. Specifically, for individuals or households receiving assistance from the Individuals and Households Program (IHP), 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 survivors receive financial assistance, the program can assess the effectiveness of a critical, customer-facing element of the agency's mission.						
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
<b>Targets:</b>	---	≤11.0	≤9.0	≤8.0	≤7.0	≤7.0	≤6.0
<b>Results:</b>	---	78.5	32.2	29.0	167.9	TBD	TBD
<b>Explanation of Result:</b>	FEMA provided first assistance to 514,117 Individual and Households Program applicants within on average 167.9 days. Meeting the 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 first assistance in FY 2022. The average number of days to receive first assistance is 97.7 days. Providing assistance to applicants from older FY 2017-2021 disasters, specifically assistance that requires additional documentation, also significantly impacted the results.						
<b>Corrective Action:</b>	FEMA will fully implement Enhanced Application Services (EAS), which establishes a dedicated team of staff in the field to assist applications with navigating the assistance process, provide referrals to meet immediate and unmet needs, and to help transition them to disaster case management service providers, if necessary.						
<b>Measure Name:</b>	Percent achieved of Incident Management Workforce readiness targets						
<b>Strategic Alignment:</b>	5.4 : Enhance Training and Readiness of First Responders						
<b>Description:</b>	This measure captures FEMA's Incident Management (IM) workforce readiness toward established workforce planning factors required to manage the expected disaster activity across the nation. These models were developed by historical data and subject matter expert inputs. The agency established a planning factor for the number of IM staff in each position and level of qualification necessary to sufficiently manage expected disaster workloads. The workforce planning factors of staffing and qualification, if achieved, will allow FEMA to cover 89% of the nation's typical routine disaster risk workload requirements. The IM workforce is critical in providing direct survivor assistance.						
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
<b>Targets:</b>	---	---	67%	78%	69%	79%	84%
<b>Results:</b>	---	---	60%	62%	62%	TBD	TBD
<b>Explanation of Result:</b>	FEMA had an incident management force strength of 11,325 with an average qualification rate of 73.0%. FEMA continues to see movement in qualification but has not grown beyond regular attrition and turnover in force strength.						
<b>Corrective Action:</b>	FEMA will establish hiring and qualification strike teams to support FY 2023 net growth goals. In addition, the Regional Force Structure Review conducted over the next three years will further help to align and balance more accurate force structure. Finally, the Civilian Reservist Emergency Workforce (CREW) Act will enable FEMA to recruit and retain Reservists from a broader 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.						

<b>Measure Name:</b>	Percent of applicant's confidence in FEMA						
<b>Strategic Alignment:</b>	5.3 : Support Equitable Community Recovery						
<b>Description:</b>	This measure assesses the program's ability to assist people before, during, and after disasters by measuring an applicant's confidence in FEMA after applying for disaster assistance. The application process is the first step in providing disaster assistance through specific FEMA Individual Assistance programs. The measure utilizes data from responses to a question in the FEMA Customer Experience Survey (OMB Control Number: 1601-0029) administered electronically to applicants with an email address. Respondents rate how strongly they agree with the statement "This interaction increased my confidence in FEMA." All responses are included in the results. The insights derived from survey results will help drive improvements for FEMA policies and programs. However, the results will not be used to generalize the data beyond the scope of the sample.						
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
<b>Targets:</b>	---	---	---	---	---	68%	70%
<b>Results:</b>	---	---	---	---	---	TBD	TBD
<b>Measure Name:</b>	Percent of applicants satisfied with simplicity of the Individuals and Households Program						
<b>Strategic Alignment:</b>	5.3 : Support Equitable Community Recovery						
<b>Description:</b>	This measure provides program managers with disaster survivors' impressions about the simplicity of the procedures required to receive disaster relief from the Individuals and Households Program (IHP). The program collects survivors' impressions of their interactions with IHP using standard surveys, administered by telephone, at three touchpoints of their experience with FEMA. The program sets a threshold for survivors' responses to survey questions to qualify for an overall rating of "satisfied," and the measure indicates the share 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 Likert-type scale). Managers use insights derived from survey results to help drive improvements to IHP. Feedback from disaster survivors ensures that the program provides clear information and high-quality service in critical, public-facing agency activities.						
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
<b>Targets:</b>	---	81.0%	83.0%	85.0%	87.0%	90.0%	91.0%
<b>Results:</b>	---	78.1%	82.0%	80.0%	76.6%	TBD	TBD
<b>Explanation of Result:</b>	In FY 2022, there were 17,934 responses from 22 disasters for the five questions that comprise this measure. The customer experience with inspections continues to hit its target for the last four years. FEMA providing easy to understand disaster assistance information is the area where improvement is needed the most (decreased 6.9% from FY 2021).						
<b>Corrective Action:</b>	FEMA is committed to improving customer experience through Executive Order 14058: <i>Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government</i> , by designing and delivering a streamlined application process. Individual Assistance will release a simpler, more intuitive application process that will allow applicants to select their specific Individuals and Households needs, easily see their progress within the application process, navigate instructions that highlight section where required information is missing, and review and edit all the information submitted in their entire application from a single screen before submission.						

<b>Measure Name:</b>	Percent of applicants satisfied with the Public Assistance process and customer service						
<b>Strategic Alignment:</b>	5.3 : Support Equitable Community Recovery						
<b>Description:</b>	This measure assesses the program's ability to evaluate Public Assistance (PA) applicants' satisfaction with the PA program and customer service. The PA Assessment survey collects satisfaction information from applicants after they received an award. These applicants have progressed from requesting assistance to developing projects and then obtaining the award. The measure utilizes data from responses to a question in the FEMA Customer Experience Survey (OMB Control Number: 1601-0029) administered electronically to applicants with an email address. Respondents rate how strongly they agree with the statement "I am satisfied with the service I received from FEMA." All responses are included in the results. The insights derived from survey results will help drive improvements for FEMA policies and programs. However, the results will not be used to generalize the data beyond the scope of the sample.						
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
<b>Targets:</b>	---	---	---	---	---	77%	78%
<b>Results:</b>	---	---	---	---	---	TBD	TBD
<b>Measure Name:</b>	Percent of critical federal response teams supported by voice, video, and data connectivity using a fully-capable mobile emergency office vehicle						
<b>Strategic Alignment:</b>	5.1 : Coordinate Federal Response to Incidents						
<b>Description:</b>	The program has identified on-scene availability of a mobile platform for voice, video, and data connectivity as a critical capability for Federal teams managing response and recovery operations. The program has procured Mobile Emergency Office Vehicles (MEOVs) to provide these capabilities for these teams. Using data from systems employed to track and manage the agency's physical assets, this measure indicates the share of all teams managing response and recovery operations with access to an MEOV during a given fiscal year.						
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
<b>Targets:</b>	---	81%	84%	88%	94%	100%	100%
<b>Results:</b>	---	75%	75%	100%	97%	TBD	TBD
<b>Explanation of Result:</b>	FEMA added 7 Next-Generation Mobile Emergency Office Vehicles (MEOVs) bringing the total fleet to 19. Additionally, 7 rack-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.						
<b>Measure Name:</b>	Percent of shipments for required life-sustaining commodities (meals, water, tarps, plastic sheeting, cots, blankets, and generators) and key initial response resources delivered by the agreed upon date						
<b>Strategic Alignment:</b>	5.1 : Coordinate Federal Response to Incidents						
<b>Description:</b>	This measurement evaluates the percent of shipments from FEMA Distribution Centers or logistics partners that arrive at the specified location by the validated and agreed upon delivery date.						
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
<b>Targets:</b>	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
<b>Results:</b>	95.0%	95.0%	99.4%	97.0%	98.8%	TBD	TBD
<b>Explanation of Result:</b>							

Federal Emergency Management Agency		Strategic Context
	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

<b>Measure Name:</b>	Composite logistics readiness rate of commodities and equipment for catastrophic disaster response					
<b>Strategic Alignment:</b>	5.3 : Support Equitable Community Recovery					
<b>Description:</b>	This measure captures the readiness for moving, staging, and delivering commodities and equipment for catastrophic disasters. Four critical factors of logistics readiness are included, each weighted equally at 25% each: commodities; contracts; human capital; and operating capabilities. Each critical factor is a summation of weighted subcategories based upon life-saving, life-sustaining requirements, along with urgency of need. These planning factors have been identified based upon analyses from previous disasters and disaster scenarios such as the California Cascadia Subduction Zone Earthquake and Tsunami Response Plan. The ability to move and deliver commodities and equipment in a timely manner enables a swift and appropriate response to disasters.					
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
<b>Targets:</b>	---	93%	93%	93%	93%	81%
<b>Results:</b>	---	69%	73%	76%	79%	TBD
<b>Explanation of Result:</b>	In FY 2022, FEMA increased stockage levels of Disaster Commodities and increased operation capabilities from Human Capital, Strategic Contracts and Equipment. These increases are due to increased efficiencies in racking and space utilization at FEMA Distribution Centers and the award of strategic Outside of Continental United States (OCONUS) transportation contracts.					
<b>Corrective Action:</b>	In FY 2023, FEMA will continue to increase space utilization at Distribution Centers.					

<b>Measure Name:</b>	Percent of Public Assistance projects obligated within 365 days from applicant's request					
<b>Strategic Alignment:</b>	5.1 : Coordinate Federal Response to Incidents					
<b>Description:</b>	This measure assesses the efficiency of FEMA obligating Public Assistance funds to applicants who have submitted a Request for Public Assistance through the Public Assistance Program. The Public Assistance Program provides financial assistance to states, tribes and territories when authorized as part of a presidential declaration. A Request for Public Assistance (RPA) is the applicant's formal request for Public Assistance financial assistance. Measuring and achieving success in the delivery of the assistance is important to aiding State, Local, Tribal, and Territorial (SLTT) applicants toward their own recovery after an event. Applicants and SLTTs drive the period before the applicants Request for Public Assistance. FEMA's activity in the development of projects primarily begins after the receipt of the applicant's Request for Public Assistance. FEMA will use the results of this measure to drive process improvements.					
<b>Fiscal Year:</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
<b>Targets:</b>	---	---	---	---	---	60%
<b>Results:</b>	---	---	---	---	---	TBD