

Department of Homeland Security

Federal Emergency Management Agency

Strategic Context



Fiscal Year 2022

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

Measure: Percent of supervisors of students trained who believe their staff are better prepared as a result of National Fire Academy training							
Description: 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.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	86.5%	87.0%	87.0%	87.0%	87.0%	87.0%	87.0%
Results:	90.9%	85.2%	90.9%	89.4%	92.2%	TBD	TBD

Management Measures

Measure: Number of community and faith-based organizations that receive continuity and preparedness training							
Description: 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.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	5,500	11,000	16,500	22,000
Results:	---	---	---	5,294	28,696	TBD	TBD

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

Measure: Benefit to cost ratio of the Hazard Mitigation Grants							
Description: 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. Once grants are provided, program staff evaluate the benefit to cost ratio of the implementation of the plan to ensure that taxpayer dollars are spent effectively.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	1.3	1.4	1.5	1.6	1.6	1.6	1.6
Results:	1.6	1.6	1.6	1.7	1.9	TBD	TBD

Measure: Percent of funds provided to state, local, tribal, territorial, and other federal agencies for which data sets have been made publicly available and machine readable							
Description: This measure reports the fraction of the total amount of recorded agency spending in a given reporting period represented by the total funding of obligations with machine-readable amount and purpose data posted to a public-facing FEMA database during the same period.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	72%	78%	N/A	N/A
Results:	---	---	---	76%	N/A*	N/A	N/A

* This measure will be retired moving forward because of identified data inconsistencies. To monitor this activity moving forward, FEMA is considering the potential use of an Ombudsman – an official responsible for representing data related interests of the public. The Ombudsman’s role, in contrast to OpenFEMA, will be transferred as an actual position to represent the interests of the Agency. Among other responsibilities, this person will monitor and track priority data sets. FEMA will consider replacing this measure with a similar concept when the data set inconsistencies are reconciled.

Management Measures

Measure: Percent of capability building Homeland Security Grant Program projects that align to closing State, Territory, and Urban Area identified capability gaps							
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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	---	86.0%	87.5%	89.0%
Results:	---	---	---	---	79.5%	TBD	TBD

Measure: Percent of prime grant awards closed within 365 calendar days from the end date of the Period of Performance							
Description: 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.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	---	---	70%	72%
Results:	---	---	---	---	---	TBD	TBD

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

Measure: Percent of communities in high earthquake, flood, and wind-prone areas adopting disaster-resistant building codes							
Description: 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.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	62%	63%	64%	65%	34%	38%	40%
Results:	68%	67%	67%	56%	38%	TBD	TBD

Measure: Percent of U.S. population (excluding territories) covered by planned mitigation strategies							
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 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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	79.0%	79.0%	85.0%	85.0%	85.0%	85.0%	85.0%
Results:	81.0%	82.1%	87.3%	87.0%	84.4%	TBD	TBD

Measure: Total national investment in mitigation (in billions)							
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.' FY19 results for this measure will focus on expenditures for ten FEMA mitigation programs. Over time, FEMA will determine how to incorporate mitigation investments by other federal agencies and investments by non-federal entities. In both of these instances, FEMA will determine 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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	\$1.66	\$2.00	\$2.40	\$3.96
Results:	---	---	---	\$1.23	\$2.04	TBD	TBD

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

Measure: Number of properties covered with flood insurance (in millions)							
Description: This measure reports the number of flood insurance contracts in force for properties in the United States, using systems that capture information about policies issued by private insurance carriers who participate in the 'Write Your Own' segment of FEMA’s National Flood Insurance Program (NFIP). Insured survivors recover faster and more fully from a flood than uninsured survivors. With this in mind, NFIP has committed resources to increase public understanding of flood risks, while proactively encouraging insurance purchases to reduce losses from all hazards. FEMA will use results from this measure to assess the agency’s effectiveness in these regards.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	4.5	5.0	5.5	8.0
Results:	---	---	---	4.3	4.1	TBD	TBD

Management Measures

Measure: Percent of total floodplain mileage mapped with improved engineering standards							
Description: 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).							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	76.2%	78.5%	80.0%	80.0%
Results:	---	---	---	75.4%	80.6%	TBD	TBD

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: Percent of adults that have set aside money for emergencies							
Description: This measure reports the share of all respondents to FEMA’s annual National Household Survey who answered affirmatively to questions assessing whether they have set aside money for use in case of emergencies. FEMA has noted that access to financial resources has proven a strong predictor of how well someone can cope in the aftermath of a disaster.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	71%	75%	71%	72%
Results:	---	---	---	69%	68%	TBD	TBD

Measure: Percent of adults that took multiple preparedness actions at their workplace, school, home, or other community location in the past year							
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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	48%	49%	50%	51%
Results:	---	---	---	62%	68%	TBD	TBD

Measure: 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							
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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
Results:	99.8%	99.9%	99.8%	99.5%	99.4%	TBD	TBD

Measure: Percent of U.S. population covered by FEMA-connected radio stations with electromagnetic-pulse 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-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.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	50.00%	62.00%	70.10%	74.00%
Results:	---	---	---	39.45%	47.21%	TBD	TBD

Measure: 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							
Description: 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.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	69.00%	71.00%	73.00%	75.00%
Results:	---	---	---	76.90%	78.10%	TBD	TBD

Management Measures

Measure: Deaths per million of the U.S. population due to fire in the U.S.							
Description: 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.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	≤ 9.6	≤ 9.5	≤ 10.7	≤ 10.9	≤ 10.9	≤ 10.9	≤ 10.9
Results:	10.2	10.5	10.4	11.2	11.3	TBD	TBD

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

Measure: Average annual percentage of administrative costs for major disaster field operations, as compared to total program costs							
Description: 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).							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	≤ 22.4%	≤ 20.4%	≤ 18.4%	≤ 17.9%	≤ 17.9%	≤ 17.9%	≤ 17.9%
Results:	23.2%	19.7%	26.3%	29.2%	25.9%	TBD	TBD

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

Measure: Average number of the incident staff to support small federally-declared disasters							
Description: 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.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	≤ 93	≤ 93	≤ 93	≤ 93
Results:	---	---	---	84	39	TBD	TBD

Measure: Average timeliness of the individual assistance awards of the Individuals and Households Program (in days)							
Description: 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.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	≤ 11.0	≤ 9.0	≤ 8.0	≤ 7.0
Results:	---	---	---	78.5	32.2	TBD	TBD

Measure: Percent achieved of Incident Management Workforce readiness targets							
Description: 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.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	---	67%	78%	85%
Results:	---	---	---	---	60%	TBD	TBD

Measure: Percent of applicants satisfied with simplicity of the Individuals and Households Program							
Description: 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 will use insights derived from survey results to help drive improvements to IHP. Feedback from disaster survivors will ensure that the program provides clear information and high-quality service in critical, public-facing agency activities.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	81.0%	83.0%	85.0%	87.0%
Results:	---	---	---	78.1%	82.0%	TBD	TBD

Measure: Percent of applicants satisfied with simplicity of the Public Assistance process							
Description: This measure gauges the percent of applicants for Public Assistance (PA) grant programs that are satisfied with the simplicity of the process throughout the recovery lifecycle. Simplicity is measured through an initial customer survey and later assessment on the dimensions of Public Assistance (PA) Staff Interactions, Satisfaction with PA Program, Simplicity of the PA process; Simplicity of the PA System, and Simplicity of PA policy. Customer satisfaction data is collected from phone interviews as well as electronic submission of responses through the WinCATI survey system. Satisfied customers represent scores of three or greater on all dimensions of the 23 composite survey questions. Customer experience information is collected to better identify root causes for low satisfaction (primarily in simplicity) to guide future process changes and guidance to provide a more client-focused and user-friendly experience.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	82.0%	84.0%	81.0%	81.5%
Results:	---	---	---	77.6%	73.8%	TBD	TBD

Measure: Percent of critical federal response teams supported by voice, video, and data connectivity using a fully-capable mobile emergency office vehicle							
Description: 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.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	81%	84%	88%	94%
Results:	---	---	---	75%	75%	TBD	TBD

Measure: Percent of incident management and support actions taken that are necessary to stabilize an incident that are performed within 72 hours or by the agreed upon time							
Description: This measure reflects FEMA's role in effectively responding to any threat or hazard, with an emphasis on saving and sustaining lives within 72 hours, in support of state, local, tribal and territorial governments. 'Actions necessary to stabilize an incident' are defined as those functions that must be initiated immediately following an incident in order to ensure the best outcomes for survivors. These actions include establishing joint federal/state incident objectives and interoperable communications between FEMA-supported incident sites, deploying urban search and rescue resources, rapidly activating response coordination centers, and issuing timely alerts, warnings, operations orders, and situation reports.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	100%	100%	100%	100%	100%	N/A	N/A
Results:	100%	100%	100%	100%	100%	N/A	N/A

Measure: Percent of Public Assistance project obligations completed within targeted timeframes							
Description: This measure evaluates the percent of the Public Assistance (PA) initial grant awards made to state and local government applicants following a Presidential disaster declaration within 189 days. The Timeliness to Initial Award is the time from the county designation date to initial obligation date at the project level (i.e. the time from when an Applicant is eligible for assistance until FEMA makes the Applicant’s first funds available to the Recipient for disbursement to the Applicant). Issuing timely public assistance grants reflects the priority of enabling the recovery process and providing assistance in a more efficient and timely manner.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	68%	72%	60%	62%
Results:	---	---	---	28%	35%	TBD	TBD

Measure: 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							
Description: 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.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
Results:	99.0%	0.0%	95.0%	95.0%	99.4%	TBD	TBD

Management Measures

Measure: Composite logistics readiness rate for moving, staging, and delivering commodities and equipment for catastrophic disasters							
Description: 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.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	93%	93%	93%	93%
Results:	---	---	---	69%	73%	TBD	TBD

Measure: Efficiency of deployment of non-FEMA personnel compared to FEMA personnel during a disaster							
Description: Analysts will compare the average time between the scheduled and actual arrival of FEMA and non-FEMA personnel. The targets represent the percent of all disasters declared by the President in a fiscal year to date, for which no significant variance occurs between the deployment of FEMA and non-FEMA personnel. In the measure name, 'deployment of non-FEMA personnel' refers to the deployment of members of the National Incident Workforce identified in the National Qualification System as holding qualifications necessary for a disaster-response role.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	40%	60%	N/A	N/A
Results:	---	---	---	1%	0%	N/A	N/A

Measure: Number of open disaster, emergency, and fire events closed in the given fiscal year							
Description: This measure will record the number of open disaster, emergency, and fire events that FEMA closes annually. A disaster is considered closed once the Chief Financial Officer confirms that the all funding has been reconciled. This measure will record the number of open events that FEMA closes annually. In order to reduce the agency's 'backlog' of open events FEMA needs to close at least as many events as it opens. The number of closures will be made up of closed disasters, emergencies, and fires. The target will be re-calculated each fiscal year based on the number of events opened and closed in the previous year. The agency is committed to reducing the backlog of open events and this target will ensure that the agency is held accountable.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	136	136	120	120	N/A	N/A
Results:	---	87	123	101	N/A	N/A	N/A

Measure: Percent of in-person federal inspections for those that applied for assistance under the Individuals and Households Program							
Description: When disaster survivors apply for assistance under the Individuals and Households Program (IHP), staff have traditionally conducted in-person inspections to confirm applicants' eligibility. This measure reports the percent of these and other federal inspections completed in-person, versus those leveraging technologies including satellite imagery or digital photos from applicants. Currently, survivors access disaster assistance through a range of programs administered by government and non-government entities, each requiring in-person damage assessment inspections from several different entities for housing assistance. In addition to IHP, the measure also includes inspections by the Small Business Administration (SBA); Substantial Damage Estimates (SDE); the National Flood Insurance Program (NFIP); and Sheltering & Temporary Essential Power (STEP). Managers will see whether the measure declines over time, indicating progress in a critical, public-facing agency activity.							
Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Targets:	---	---	---	≤ 92.0%	≤ 64.0%	≤ 61.0%	≤ 57.4%
Results:	---	---	---	95.3%	32.5%	TBD	TBD