



FEMA

February 23, 2010

MEMORANDUM FOR: Deputy Administrator
Deputy Administrator for National Preparedness
Associate Administrators
Chief of Staff
Assistant Administrators
Acting Assistant Administrators
Chief Counsel
Chief Financial Officer
Regional Administrators
Acting Regional Administrators
Directors

FROM:  W. Craig Fugate
Administrator

SUBJECT: FEMA Administrator's Intent for Building the FY 2012-2016
Future Year Homeland Security Program (FYHSP)

The past eight months have been an exciting time for FEMA. I continue to be impressed with the caliber of commitment, imagination and initiative of the team at FEMA, and am grateful for the opportunity to serve as the FEMA Administrator at this time and in this Administration. From the adoption of the new FEMA Mission Statement to the realignment and reorganization of our agency and, most recently, the development of the FEMA Strategic Focus for 2010, all these changes have been made to refocus our energies and efforts on a central purpose: improving operational outcomes. I expect us to build on this momentum and complete our strategic realignment process later this year, when we formally revise the FEMA Strategic Plan to reflect our new approach.

Up to this point, these changes have been made to improve our performance planning rather than to accommodate our budget process. This is as it should be: establishing our priorities, defining our outcomes, developing our strategies, and then budgeting for our activities is the right way to create our financial plans. Our performance and implementation plans must drive our budgeting,

not the other way around. To ensure our future budgets and resources are aligned with the trajectory I have established for FEMA, attached is my "Administrator's Intent" for FY 2012-2016. This document is intended to serve as both a bridge to, and a foundation for, the development of the next FEMA Strategic Plan.

My expectations are high. I expect the following:

- FEMA's leaders – executives, managers, and staff alike – to use this Administrator's Intent as a guide to develop performance plans and budgets that will achieve results;
- An open dialog regarding priorities and available resources among the components of our agency and within those components themselves; and
- For the team to find a more efficient way to do everything.

I am confident that you all will exceed these expectations.

If you have any questions about the attached Administrator's Intent please contact the Office of Policy and Program Analysis.

Thank you for your service to this agency and our nation.

Attachment

cc: All FEMA Employees

**- Charting Our Course –
The FEMA Administrator’s Intent:
Fiscal Years (FY) 2012-2016**

The FEMA Mission:

“To support 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.”

Overview and Context

The capstone document for FEMA’s planning efforts is the National Security Strategy. The President has initiated a study that will culminate in a new National Security Strategy that will serve as a guide for all Departments and Agencies. While the new National Security Strategy is in the drafting phase, it will identify the concept of resilience as a foundation for U.S. National Security. This comports with the work of the Department of Homeland Security’s (DHS) first ever Quadrennial Homeland Security Review (QHSR), which focused on the importance of building a foundation and capacity for national resilience to the security of the nation.

DHS recently released the QHSR publically. This strategic document defines the future direction of homeland security in the United States. The QHSR will guide DHS for the next four years and inform homeland security policies, programs, and missions. The draft QHSR establishes a “Vision for Homeland Security” as well as five critical homeland security missions:

- Mission 1: Preventing and Protecting Against Terrorism
- Mission 2: Securing and Managing Our Borders
- Mission 3: Enforcing and Administering Our Immigration Laws
- Mission 4: Safeguarding and Securing Cyberspace
- Mission 5: Ensuring Resilience to Disasters

FEMA’s primary mission under the QHSR will be ensuring the nation’s resilience to disasters. The draft QHSR identifies the following four goals for resilience:

- 5.1: Mitigate Hazards: Strengthen capacity at all levels of society to withstand threats and hazards.
- 5.2: Enhance Preparedness: Engage all levels and segments of society in improving preparedness.
- 5.3: Ensure Effective Emergency Response: Strengthen response capacity nationwide.
- 5.4: Rapidly Recover: Improve the Nation’s ability to adapt and rapidly recover.

The FEMA Administrator has defined the FEMA Mission in a way that supports the goal of national resilience to all-hazards. Based on the strategic guidance received from DHS through the QHSR and the new FEMA mission statement, the Administrator has established five priorities for the Agency in FY 2012-2016:

1. Strengthen the Nation's resilience to disasters;
2. Build Unity of Effort among the entire emergency management team – Federal, State, local, tribal government, private sector, non government organizations (NGO), communities, and individuals;
3. Meet the needs of disaster survivors and effectively support recovery of disaster affected communities;
4. Work with our partners to address our most significant risks; and
5. Build, sustain, and improve FEMA's mission support and workforce capabilities.

These five priorities should be incorporated into the FEMA directorates' and offices' efforts to identify and develop planning and resource requirements for FY 2012-2016.

<p><i>Vision for Homeland Security (Per the QHSR)</i></p> <p>A safe, secure, and resilient homeland where American interests, aspirations, and way of life can thrive.</p>
<p>Homeland Security Missions (Per the QHSR)</p> <p>Mission 1: Preventing and Protecting Against Terrorism Mission 2: Securing and Managing Our Borders Mission 3: Enforcing and Administering Our Immigration Laws Mission 4: Safeguarding and Securing Cyberspace Mission 5: Ensuring Resilience to Disasters</p>
<p><i>FEMA Mission</i></p> <p>FEMA's mission is to support 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.</p>
<p>Administrator's Priorities for FY 2012-2016</p> <ol style="list-style-type: none">1. Strengthen the Nation's Resilience to Disasters;2. Build Unity of Effort Among the Entire Emergency Management Team – Federal, State, Local, Tribal Government, Private Sector; NGOs, Communities, and Individuals;3. Meet the Needs of Disaster Survivors and Effectively Support Recovery of Disaster Affected Communities;4. Work With Our Partners to Address Our Most Significant Risks; and5. Build, Sustain and Improve FEMA's Mission Support Capabilities.

Purpose

The FEMA Administrator's Intent is not a strategic plan or a performance plan. It is, however, a strategic document intended to inform budget development, including Regional resources, and assist in the identification of performance outcomes. The Intent outlines the Administrator's policy and planning priorities for the agency's FY 2012-2016 budgets. The Administrator's Intent is part of the strategic planning process and will inform future revisions to the FEMA Strategic and Performance Plans. The purpose of the Administrator's Intent is to:

- Convey the Administrator's priorities as Agency leaders – executives, managers and staff alike – begin their planning and budgeting for FY 2012-2016;
- Provide guidance for the budget building process and to inform organizations and teams charged with prioritizing funding requirements across organizational elements; and
- Show the linkage between DHS and FEMA planning and priorities, in particular how they support the draft *Quadrennial Homeland Security Review (QHSR)* and draft *DHS Integrated Planning Guidance*.

The fundamental purpose of the Intent is to provide broad guidance to the Agency to plan work and request resources needed to succeed in FY 2012-2016. This could include changes to existing programs, current or new initiatives, and anticipated new programs or program improvements, which will enable FEMA to develop a sustained multi-year commitment to build, sustain, and improve resilience to all-hazards. Successful implementation of these activities in FY 2012-2016 requires FEMA to effectively use the five-year Future Year Homeland Security Program (FYHSP) planning, programming, and budgeting process to properly explain and justify the future resource and staffing needs of those activities. Effective use of the FYHSP requires FEMA to clearly detail both its resource requirements and the expected results from these potential investments.

Administrator's Priorities for FY 2012-2016

FEMA remains committed to ensuring our nation's resilience to disasters. FEMA is further committed to supporting our citizens and first responders to build, sustain, and improve the efficiency and effectiveness of the nation's comprehensive emergency management system, including preparedness, protection, response, recovery, and mitigation. The Administrator's Priorities for FY 2012-2016 are designed to assure that the programs, policies, performance targets, and budget choices FEMA leaders make today for FY 2012-2016 will be in alignment with the Administrator's leadership priorities. This, in turn, will require FEMA to maintain and sustain robust partnerships with all stakeholders and ensure the most efficient leveraging of national expertise, resources, and capabilities in future responses to all-hazard events. Attached are examples of priority actions that support the Administrator's priorities and linkages with other strategic planning documents. These priority actions were identified by the Integrated Planning Guidance, Bottom-Up Review (BUR), the Quadrennial Homeland Security Review (QHSR), and the Senior Leadership. It is also important to note that the Administrator's three 2010 Strategic Initiatives – Workforce Development, Doctrine Development, and Catastrophic Event Preparedness – fully support the Administrator's 2012-2016 Priorities.

Overarching Principle. Regional Empowerment

An overarching principle that applies to all five of the priorities highlighted below is that of “Regional Empowerment.” Regional Empowerment is the idea that the Regional offices must have the staff, funding, and other resources required to implement FEMA programs. My intent is to continue pushing responsibility, authority, and resources to the Regions to enable them to be FEMA’s implementers, while Headquarters will focus on developing the guidance and obtaining the resources necessary for the Regions to implement FEMA’s programs (i.e., “rules” and “tools”). As we build our budgets for the upcoming years continuously evaluate what resources must remain at Headquarters and actively seek to move resources to our Regions to ensure our collective success in accomplishing FEMA’s missions.

Priority 1. Strengthen the Nation’s Resilience to Disasters

Despite our best efforts to protect this country and its citizens, major accidents and natural disasters, as well as deliberate attacks, will occur. The challenge is to build the capacity of American society to be resilient in the face of disasters and other crises. In this context, individuals, families, and communities must be able to withstand disruption, absorb or tolerate disturbance, act effectively in a crisis, adapt to changing conditions, and grow stronger over time, to minimize the effects of all-hazard incidents.

Members of the general public often play a far larger role in disasters than is typically recognized. Family members, friends, co-workers and neighbors conduct search and rescue, provide medical care, help with evacuation, and undertake many other critical response functions well before professional emergency responders arrive. Partnership with an informed public, then, is fundamental to achieving resilience; and this partnership must exist and must be strengthened before an incident so that the partnership itself can endure over the long term.

FEMA must foster an approach to emergency management nationally that is built upon a foundation of proactive engagement with neighborhood associations, businesses, schools, faith-based community groups, trade groups, fraternal organizations, ethnic centers, and other civic-minded organizations that can mobilize their networks to build community resilience and support local emergency management needs. These organizations have routine, direct ties and established trust with the individuals who live in their communities, and can be incredibly effective agents in helping to engage them in resilience building activities.

Working with members of the team, we have developed many excellent programs to marshal volunteers, encourage individual and family preparedness, and engage specific groups in emergency management activities. Our goal now is to foster a national approach to emergency management that further advances these efforts by also promoting engagement at the community level with the many groups and networks whose activities can help build societal resilience. Across a range of issues, from financial investments that impact community resilience to setting priorities, local communities must become fully integrated members of the team in making security and emergency management-related decisions to reduce vulnerability and mitigate risk. By becoming active team members in resilience building efforts, our citizens and our communities will become more capable of collective self care in times of crisis. Strengthening

this capacity for collective self care is essential if, as a team, we are to ensure that needed care and assistance is provided to the entire affected population in a disaster.

Priority 2. Build Unity of Effort Among the Entire Emergency Management Team – Federal, State, Local, Tribal Governments, Private Sector, NGOs, Communities, and Individuals

Unity of effort is the ultimate goal of a mature and strong homeland security enterprise. Cooperation and mutual aid are cornerstones of success for effective joint activity. A coordinated approach that promotes unity of effort will provide the strongest foundation to manage all-hazards and threats. To achieve unity of effort, the team will need clearly defined roles and responsibilities, access to information, and a shared understanding of how risks are managed and prioritized to inform the allocation of limited resources. The team (FEMA included) will also need clear, objectively measurable collaboratively developed performance metrics. These metrics will help to define the parameters of our collective unity of *purpose* – the foundation of our unity of effort. To support this, public-sector agencies and their private-sector partners will need an integrated framework to share information, understand threats, and assess and manage risks.

The importance of unity of purpose and unity of effort within the broader national emergency management team should be apparent in the doctrine, policies, programs, processes and practices of the Agency, as should a near-universal recognition that FEMA plays a support role in disaster operations. The 2010 Doctrine Development initiative will provide the strong foundation FEMA needs to help build unity of effort among the entire team. A national emergency management team can succeed only if all members of the team succeed; if any member (or level) of the team fails, the entire team fails. Success depends on how we each support all of our partners. For FEMA, this means recognizing that we play the ultimate support role to our partners on the team, any of which may be closer to the emergency response, more familiar with the facts on the ground, and more likely to be in command. Building unity of effort with the entire team requires FEMA to further empower the Regional offices who work daily with state, local, tribal, and community partners. The Administrator is committed to pushing additional responsibility and authority to the Regional Offices, along with the resources necessary, to ensure they can continue to build unity among the entire team.

Priority 3. Meet the Needs of Disaster Survivors and Effectively Support Recovery of Disaster Affected Communities

Ultimately, the purpose of the national emergency management team is to build, sustain and improve disaster resilience. Resilience is, in part, a function of how well the needs of disaster survivors are met. This includes survivors' ability to withstand the dangerous or damaging effects of an event, as well as their ability to adapt to the "new normal" of their lives as part of their community's recovery. This resilience challenge is greatest in the face of major disasters and catastrophic events, as is the role of FEMA and the federal government. In these events, despite the best efforts of prepared families, individuals, and communities and State, Local, and Tribal government, there will be individuals who will need Federal assistance. FEMA must

work in partnership with communities, non-governmental organizations, and the rest of the emergency management team to find even better ways to meet the needs of these survivors.

FEMA will draw on the results of the Catastrophic Event Preparedness effort (part of the FEMA Strategic Focus for FY 2010) and the direction provided by the Long Term Disaster Recovery Working Group, National Disaster Recovery Framework, National Disaster Housing Strategy and other related taskforces and workgroups to implement a more robust, efficient and cost-effective federal program to meet the needs of our citizens/survivors following major disasters and catastrophic events. Working with partners and stakeholders alike, FEMA, together with our Federal partners, will develop robust and responsible recovery programs that more seamlessly support affected communities and balance the assistance needs and desires of the states, communities, and individuals with the Agency's need to serve as good stewards of taxpayers' funds. FEMA will enhance our coordination in order to leverage and reduce duplication of activities of other key federal agencies that have the expertise and authority to support the ability of a community to restore its quality of life and increase resiliency against future hazards. FEMA will also improve our administrative processes and policies to better match state, community, and individual needs, while still safeguarding against duplications of payments and preventing waste, fraud, and abuse. FEMA must always remember that individual citizens are the ones most affected by disasters, and it must be our central focus to help meet the needs of these survivors in the most effective way possible.

Priority 4. Work With Our Partners to Address Our Most Significant Risks

Risk management is the cornerstone of effective emergency management. Accepting that risk cannot be totally eliminated, it is essential to develop a common understanding of risk to effectively plan, assess our gaps, mitigate, and build capabilities to address our risk-based requirements. The growing interconnectedness of our world, technological interdependencies, economic vulnerabilities, and the advent of new threats has made this challenge more difficult. Increasingly, and especially in the case of very large and complex disasters and new threats, we are faced with designing solutions to challenges that transcend both jurisdictional boundaries and levels of government. FEMA needs to focus on those issues that truly challenge our national response capabilities, while remembering these may not apply to every region of the country. These challenges involve operational interdependencies and overlapping vital interests among many actors that cannot be addressed by any single actor in isolation. Rather, they must be addressed together by the team.

The distributed nature of the homeland security enterprise means that openness, transparency and inclusiveness are needed to forge unity of effort, reduce impediments to cooperation, increase common awareness, build partner capacity, and enable disparate entities to collaborate effectively and develop trust. This necessitates that we collaboratively develop a shared understanding of the risks we face. FEMA's leadership and continuous engagement with our partners and stakeholders is crucial to joint efforts to assess risks, to synthesizing broad national risk perspectives with more discrete local and state level perspectives, and working together to develop joint objectives that address our most significant requirements. Our resources are robust, but not unlimited. FEMA must be effective and efficient, and that requires finding creative ways to apply our available tools and resources (e.g., mitigation efforts, planning,

training and exercises, logistical capabilities, and grants) in concert with those of our partners to accomplish these shared objectives.

Priority 5. Build, Sustain, and Improve FEMA’s Mission Support and Workforce Capabilities

Mission Support provides the backbone products, resources, and services that underpin and gird FEMA’s program components. However, the connections and synergy between Mission Support activities (Financial Services, Human Capital, Procurement, Information Technology, etc.) and operational program components must be improved, simplified, and streamlined to better enable FEMA to execute the programs and policies we use to achieve our mission. For perspective, consider how difficult (if not impossible) it would be to produce results in the other Priority Areas identified in this Administrator’s Intent without funding, staff, or contract support. As such, the work in the Mission Support areas must be fully aligned with and actively support the achievement of Priorities 1-4. This will require increased cooperation, coordination, communication, and trust among the program offices, the support offices, the Regions and Headquarters. Streamlining and standardization of processes, improved customer support, and the development and disciplined use of genuinely meaningful performance metrics. In short, an intra-FEMA “unity of effort” is required to build, sustain, and improve our supporting capabilities. A key component of this internal “unity of effort” is ensuring responsibility and authority for programs is placed appropriately in either the Region or at HQ.

In addition to improving the “hardware” of mission support – processes, procedures, and infrastructure – FEMA must also build, sustain, and improve our most important resource – our people. FEMA’s strength and success comes from the quality of people we have on our team. Our ability to develop our work force will be the single most important driver to FEMA’s future success. It is therefore critical for FEMA to create and implement a new strategic approach to developing the Agency’s existing talent into future leaders, recruiting and hiring the best talent available, and strengthening skill sets across the work force in support of FEMA’s core mission. This long-term effort will build upon the 2010 “Workforce Development” strategic initiative.

Measuring Performance Impacting the Administrator’s Intent

This is a strategic document intended to drive budget development and assist in the identification of performance outcomes. As such, FEMA will produce measurable objectives that enable us to better understand the impact of our contributions to State and local governments, communities, and regions for the survivors affected by a disaster. FEMA intends to deliver consistently substantive and excellent emergency management outcomes, not simply a statistically polished report on process that loses sight of the intent of performance metrics. We want and need to be about results-oriented management as we pursue the five priorities outlined in this document.

That means that FEMA will develop meaningful metrics that do not merely measure the processes that support disaster response and short-term recovery, but will further measure the actual outcomes of our disaster and response programs. We are under no illusions about how difficult this task will be. It is easy to measure a process, but it is quite another thing to measure how that process has positively impacted a family or a community.

This emphasis by the Administrator will be supported by the measurement requirements of the Quadrennial Homeland Security Review (QHSR) and the on-going Bottom-Up Review (BUR). By 2012, we expect that the work begun in Fiscal Year 2010 to link budgets to performance would continue and be refined, so that we can in fact articulate to the American public what their dollars are delivering in terms of impact and outcomes.

To that end, FEMA developed a High Priority Performance Goal (HPPG) - Strengthen disaster preparedness and response by improving FEMA's operational capabilities and strengthening State, local and private citizen preparedness. From this goal, three high priority performance measures were developed and along with other performance metrics will be used to determine FEMA's effectiveness. The HPPG goal and measures are intended to complement, the agency's strategic planning process. The goal was developed as a result of a June 11, 2009, Office of Management and Budget letter requesting that agencies develop a set of high-priority performance goals, which would be the first step toward developing the President's agenda for building a high-performing government. Consequently, the high priority performance measures for FEMA are as follows:

- Percentage of shipments arriving with the requested materials at the requested location by the validated/agreed upon delivery date;
- Percent of disaster households up to a capacity of 500,000 able to be temporarily housed within 60 days; and
- Percent of respondents reporting they are better prepared to deal with disasters and emergencies as a result of training

Additionally, as FEMA continues to increase the responsibility, authority, and resources of the Regions, we must also ensure our performance outcomes link both Regional and HQ performance against the strategic priorities.

Conclusion

In planning for the FY 2012–2016 budgets, we need to resource our anticipated priorities. While the Administrator's Intent provides guidance for FEMA that should be reflected in each budget submission, it also serves as an important reference for each Directorate and Office as they design their strategies, tactics, policies, programs, and processes, which enable our Agency to achieve our Mission:

“To support 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.”



Administrator's Intent: Priorities for FY2012-2016

BUR	Integrated Planning Guidance (Draft)	PRIORITY ACTION				
		Priority 1	Priority 2	Priority 3	Priority 4	Priority 5
	Develop, enhance and maintain the National Incident Management Doctrine (IPG)		X		X	
	Revise the National Response Framework and the Catastrophic Incident Annex (IPG)		X		X	
	Establish requirements for citizen and community preparedness and resiliency (IPG)	X	X	X	X	
	Strengthen local command and control within the National Incident Management Structure (IPG)		X	X		
	Revise capabilities-based planning for national preparedness with risk based tiers and outcomes (IPG)		X		X	
	Develop and maintain a modern computational modeling and simulation capability to predict and assess potential damages from natural and man-induced events (IPG)	X	X	X	X	
	Ensure alignment of grant funding incident management priorities to core incident capabilities (IPG)		X	X	X	
	Initiate an Improved Nuclear Device (IND) & Radiological Dispersal Device program (IPG)		X		X	X
	Establish a Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) response and recovery program (IPG)		X			
	Provide sustainable sheltering to 500,000 disaster survivors in 60 days	X	X	X	X	X
	Improve measurement of desired mission outcomes and contribution of programs, activities and resources to these mission outcomes (BUR)					X
	Better cost estimating of programs and activities (BUR)					X
	Increased comparability of programs, activities and resources within and across components (BUR)					X

Draft Quadrennial Homeland Security Review (QHSR)

PRIORITY ACTION	Administrator's Intent: Priorities for FY2012-2016				
	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5
Reduce Individual and Family Vulnerability (Draft QHSR)	X				
Set Community Capability and Capacity Standards (Draft QHSR)	X	X			X
Mitigate Risks to Communities (Draft QHSR)	X	X			
A standard for general community hazard mitigation is collaboratively developed and adopted by all communities (Draft QHSR)	X	X		X	
Individuals and families understand their responsibilities and a plan to fulfill these responsibilities (Draft QHSR)	X				
Preparedness standards for life safety, law enforcement, mass evacuation and shelter -in-place, public health, mass care, and public works capabilities, including capacity levels for catastrophic incidents, have been developed and are used by all jurisdictions (Draft QHSR)		X			
Maintain and Sustain Equipment and Capabilities (Draft QHSR)		X			
Enhance Military-Homeland Security Relationship (Draft QHSR)		X			
Provide Timely and Accurate Information (Draft QHSR)		X		X	
Institutionalize National Homeland Security Planning (Draft QHSR)		X		X	X
Enhance Systems for Training, Exercising and Evaluating Capabilities (Draft QHSR)		X			X
Build Homeland Security Professional Discipline (Draft QHSR)		X			
Promote Regional Response Capacity (Draft QHSR)		X			
Strengthen Private Sector Relationships (Draft QHSR)		X		X	
Expand and Extend International Partnerships (Draft QHSR)		X		X	
All jurisdictions have agreements in place to participate in local, regional, and interstate mutual aid (Draft QHSR)		X		X	
All organizations with incident management responsibilities utilize the <i>National Incident Management System</i> , including the Incident Command System, on a routine basis and for all federally declared disasters and emergencies (Draft QHSR)		X		X	
Provide Timely and Appropriate Disaster Assistance (Draft QHSR)			X		
Enhance Recovery Capabilities (Draft QHSR)			X		
Ensure Continuity of Essential Services and Functions (Draft QHSR)			X		
Enhance Preparedness: Strengthen Capabilities (Draft QHSR)	X	X	X	X	X
Ensure Real-Time Awareness: Conduct national-level homeland security risk assessments (Draft QHSR)	X				X
Build Capable Communities: Set capability and capacity standards (Draft QHSR)					
Foster Unity of Effort: Further enhance the military-homeland security relationship (Draft QHSR)		X	X		
Foster Innovative Approaches and Solutions Through Leading-edge Science and Technology: Scientifically study threats and vulnerabilities (Draft QHSR)				X	X
Homeland Security National Risk Assessment (Draft QHSR)				X	X
HS Planning and Capabilities Development System (Draft QHSR)		X	X	X	X

		Administrator's Intent: Priorities for FY2012-2016				
		Priority 1	Priority 2	Priority 3	Priority 4	Priority 5
Senior Leaders Meeting	PRIORITY ACTION					
	Develop a FEMA doctrine		X	X	X	X
	Create a strategic approach to work force development					X
	Improve catastrophic event preparedness	X	X	X	X	X
	Percentage of shipments arriving with the requested materials at the requested location by the validated/agreed upon delivery date			X	X	
High Priority Performance Measures	Percent of disaster households up to a capacity of 500,000 able to be temporarily housed within 60 days			X	X	
	Percent of respondents reporting they are better prepared to deal with disasters and emergencies as a result of training	X		X	X	