

# **Department of Homeland Security**

*Federal Emergency Management Agency  
Salaries and Expenses*

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Fiscal Year 2013  
Congressional Justification

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# **BUDGET REQUEST AND SUPPORTING INFORMATION**

## **Federal Emergency Management Agency Salaries and Expenses**

### **I. Appropriation Overview**

#### **A. Mission Statement:**

The FEMA Salaries and Expenses (S&E) appropriation (formerly Management and Administration) provides core mission funding for the development and maintenance of an integrated, nationwide capability to prepare for, mitigate against, respond to, and recover from the consequences of major disasters and emergencies regardless of cause, in partnership with other Federal agencies, State, local, and tribal governments, volunteer organizations, and the private sector. The account supports core operations for all FEMA organizations, providing resources for mission activities and administrative support. S&E resources are directed to both headquarters and regional operations.

#### **B. Budget Activities:**

Activities are organized according to the following program/project/activity (PPA) structure:

- Administrative and Regional Offices (ARO)
- Preparedness and Protection
- Response
- Recovery
- Mitigation
- Mission Support
- Centrally Managed Accounts

In accordance with the Joint Explanatory Statement accompanying P.L 112-74, the above PPAs supersede the three PPAs used in the previous Management and Administration appropriation:

- Operating Activities – included in all seven of the new PPAs
- Urban Search and Rescue – included in the new Response PPA
- National Capital Region Coordination (NCRC) – included in the Administrative and Regional Offices PPA

#### **B.1 Administrative and Regional Offices**

ARO incorporates the essential command and control functions of the Agency. Administrative coordinates all policy, strategic planning, resources, managerial, and administrative actions to include the Federal Coordinating Officers, NCRC, and the Evaluations and Assessment Program. Regional Operations includes the leadership, management, and mission support functions of the 10 FEMA Regions. The Regions execute the operational direction received from headquarters to ensure that FEMA can execute its primary mission: preparedness, protection, response, recovery, and mitigation.

## **B.2 Preparedness and Protection**

*Preparedness.* The preparedness mission seeks to reduce the loss of life and property and protect the Nation by planning, training, exercising, and building the emergency management profession. As manager and coordinator of the preparedness cycle, FEMA provides assistance, support, and leadership to help Federal, State, tribal, and local governments and the private sector build the operational capabilities needed to implement preparedness strategies successfully.

*Protection.* The protection mission seeks to protect our Nation's constitutional form of government and ensures that a system is in place to warn our citizens of impending hazards. FEMA is responsible for supporting the enhancement of protection capabilities for all hazards, which in turn helps to integrate the tools and mechanisms for capability building across mission areas; streamlines the delivery of assistance to State, tribal, and local governments, as well as nongovernmental entities; and leverages existing intergovernmental coordination infrastructures. FEMA's primary continuity business lines and associated continuity activities include: Continuity Planning, Continuity Training and Exercises, and Continuity Operations.

## **B.3 Response**

The Response mission seeks to conduct emergency operations to save lives and property through positioning emergency equipment, personnel, and supplies; evacuating survivors; providing food, water, shelter, and medical care to those in need; and restoring critical public services. FEMA conducts response operations in partnership with State, tribal, and local governments; interagency Federal partners; nongovernmental organizations; and the private sector.

FEMA executes response operations through established incident management and incident support entities that capitalize on FEMA's nationwide organizational structure, occupying specific disaster facilities at the national headquarters level, in the affected Regional office, and in temporary field locations established near the scene of a disaster or emergency. FEMA's response operations include logistics, search and rescue, disaster emergency communications, and planning.

## **B.4 Recovery**

The Recovery mission seeks to support communities in rebuilding so that individuals, civic institutions, businesses, and governmental organizations can function on their own, return to normal life, and protect against future hazards.

FEMA's recovery mission is accomplished through a combination of programs and functions that provide direct and indirect support. These include the Stafford Act Declaration process, recovery planning, and programs specifically designed to assist both individuals and local governments that have been affected by disasters.

## **B.5 Mitigation**

The mitigation mission seeks to reduce or eliminate long-term risks to people and property from hazards and their effects. Mitigation benefits society by creating safer communities, enabling people

to recover more rapidly from floods and other disasters, and reducing the financial impact on Federal, State, tribal, and local governments and communities. FEMA's mitigation mission is accomplished through the following basic mitigation business lines: Risk Analysis, Risk Reduction, and Risk Insurance.

### **B.6 Mission Support**

Mission Support provides the corporate support, tools, and resources that the agency needs to build, sustain, and improve its primary mission of preparedness, protection, response, recovery, and mitigation. Functions include information technology, human capital management, acquisition management, security, and administration which include facilities management, records management, and occupational health and safety.

### **B.7 Centrally Managed Accounts**

Centrally managed accounts are critical bills that must be managed at the enterprise level to ensure efficient and effective cost management, which includes streamlining cost factors and prompt payment. The authority and responsibility for the individual accounts are assigned by the FEMA Office of the Chief Financial Officer (OCFO) to the individual functional proponents.

*Section III: Current Services Program Description by PPA* provides additional details on the functions by operational element.

### **C. Budget Request Summary:**

The FY 2013 Budget request of \$789.172 million reflects FEMA's priority to manage resources more effectively. FEMA remains committed to supporting the Department of Homeland Security's (DHS) strategic priorities while prioritizing requirements throughout the Department. Our focus has been to maintain and strengthen the Agency's ability to respond to disasters while reducing costs and improving the efficiency of our operations. FEMA's swift and effective response to the tornadoes, floods, earthquakes, and hurricanes of 2011 demonstrates the impact of internal capacity that FEMA has developed in recent years, which will be maintained at the requested level.

### **FEMA Responds to Hurricane Irene.**

In late August 2011, Hurricane Irene made landfall in Puerto Rico (August 22<sup>nd</sup>) and then made her way to the Atlantic Coast where she made landfall over Eastern North Carolina's Outer Banks (August 27<sup>th</sup>). She then proceeded up the Atlantic coastline causing havoc from North Carolina to Vermont before dissipating on August 29<sup>th</sup>.

Situational Awareness -- FEMA and its Federal partners, through FEMA's National Response Coordination Center (NRCC) and its Regional Response Coordination Centers (RRCC) in Region I (Boston), Region II (New York), Region III (Philadelphia), and Region IV (Atlanta) monitored the storm and stayed in close contact with their respective State emergency management agencies ensuring that they had the Federal support that they needed.

Response Teams – Prior to Hurricane Irene making landfall in Puerto Rico, the Hurricane Liaison Team quickly flew to Miami and set up inside the National Oceanic and Atmospheric Administration’s (NOAA) National Hurricane Center. FEMA deployed a total of 18 Incident Management Assistance Teams (IMATs) to coordinate with State, tribal, and local officials to identify needs and shortfalls affecting potential disaster response and recovery activities. Six National Urban Search and Rescue (US&R) teams, comprised of more than 500 personnel, were activated. Mobile Emergency Response System (MERS) assets were located strategically along the entire East Coast to support emergency response communications needs. For example, when the State of Vermont’s emergency operations center was made inoperable due to flooding, FEMA provided work space, equipment, and communications support to ensure the continued operation of Vermont’s State response.

Logistics Management – Logistics personnel established Incident Support Bases at Fort Bragg, North Carolina; Westover Army Reserve Base in Massachusetts; and Fort Dix, New Jersey, to support Federal response operations and to proactively stage essential commodities (i.e., generators, meals, water, cots, blankets, infant & toddler kits, and durable medical supplies), which allowed FEMA to quickly move needed supplies through the affected States.

Community Relations – Hundreds of community relations specialists were deployed to the affected States, meeting with disaster survivors and explaining the Federal services and resources that were available. The services and resources included: the registration process; mass care and emergency assistance; voluntary agencies; Individual & Household Programs; and the location, services, and hours of the Disaster Recovery Centers (DRCs). DRCs are locations where disaster survivors can meet one-on-one with representatives from State, local, Federal, and voluntary agencies to learn about disaster assistance programs that can help them start rebuilding and recouping their losses. For Hurricane Irene, DRCs were opened in New York, New Jersey, Connecticut, Vermont, and Puerto Rico, and as of December 2011, more than \$488 million in disaster assistance had been approved.

### **Preparedness Increases Community Resilience in Responding to the 2011 Spring Tornadoes.**

FEMA provides State and local governments with preparedness grant dollars to enhance their capabilities and to build community resilience. The success of these grant programs has been experienced and can be seen in a variety of events across the country, including the responses in Joplin, Missouri, and Tuscaloosa, Alabama.

The tornado that ravaged Joplin, Missouri, on May 22, 2011, was met by local response and recovery teams, reducing reliance on Federal recovery teams and FEMA’s Disaster Relief Fund.

More than 11 million emergency management personnel across the Nation have benefitted from training and exercise programs.

### **Whole Community**

FEMA is committed to increasing individual preparedness and engaging with members of the community as vital partners in enhancing the resiliency and security of our Nation through a “Whole

Community” approach. As a concept, Whole Community is a means by which residents, emergency management practitioners, organizational and community leaders, and government officials collectively can understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. By doing so, a more effective path to societal security and resilience is built.

The FY 2013 Budget reflects FEMA’s commitment to helping mature and strengthen the homeland security enterprise in this challenging fiscal environment while maintaining the Agency’s ability to fulfill its emergency management mandate.

*Proposed funding levels for specific PPAs are as follows:*

**Salaries and Expenses (S&E):** FEMA requests \$789.172 million, 3,771 positions, and 3,576 FTE. This represents a net decrease of \$197,956 million, and a decrease of 726 positions, and 695 FTE as compared to FY 2012 Enacted (P.L 112-74), with directed transfers.

*For FY 2013, 726 positions and 681 FTE will be funded with transfer from the State and Local Programs appropriation.*

The change from FY 2012 is explained by a series of adjustments as described below.

- (1) **PPA – Administrative and Regional Offices:** FEMA requests \$214.603 million, 1,458 positions, and 1,366 FTE. This represents a net increase of \$78.338 million, an increase of 601 positions, and 552 FTE as compared to FY 2012.
- (2) **PPA – Preparedness and Protection:** FEMA requests \$73.153 million, 128 positions, and 124 FTE. This represents a net decrease of \$102.728 million, and a decrease of 510 positions and 482 FTE as compared to FY 2012.
- (3) **PPA – Response:** FEMA requests \$171.897 million, 832 positions, and 801 FTE. This represents a net decrease of \$54.331 million, a decrease of 280 positions, and 255 FTE as compared to FY 2012.
- (4) **PPA – Recovery:** FEMA requests \$55.423 million, 420 positions, and 398 FTE. This represents a net decrease of \$22.95 million, a decrease of 192 positions, and 183 FTE as compared to FY 2012.
- (5) **PPA – Mitigation:** FEMA requests \$27.110 million, 76 positions, and 72 FTE. This represents a net decrease of \$16.565 million, a decrease of 107 positions, and 102 FTE as compared to FY 2012.
- (6) **PPA – Mission Support:** FEMA requests \$152.806 million, 857 positions, and 815 FTE. This represents a net decrease of \$66.627 million, a decrease of 238 positions, and 225 FTE as compared to FY 2012.
- (7) **PPA – Centrally Managed Accounts:** FEMA requests \$94.180 million, 0 positions, and 0 FTE. This represents a net decrease of \$13.093 million, and no change to positions and FTE as compared to FY 2012.

## II. Summary of FY 2013 Budget Estimates by Program/Project/Activity (PPA)

**Department of Homeland Security  
Federal Emergency Management Agency**  
Summary of FY 2013 Budget Estimates by Program/Project/Activity

FY 2013 Requested Budget Authority  
(Dollars in Thousands)

| Program /Project /Activity                               | FY 2011            |     |        | FY 2012                  |              |                | FY 2013                    |              |                | Increase(+) or Decrease(-) for FY 2013 |              |                  |                 |     |              |                     |              |                  |
|--|--------------------|-----|--------|--------------------------|--------------|----------------|----------------------------|--------------|----------------|--|--------------|------------------|-----------------|-----|--------------|---------------------|--------------|------------------|
|  | Actual Obligations |     |        | Enacted Budget Authority |              |                | Requested Budget Authority |              |                | Total Changes                          |              |                  | Program Changes |     |              | Adjustments-to-Base |              |                  |
|  | POS                | FTE | Amount | POS                      | FTE          | Amount         | POS                        | FTE          | Amount         | POS                                    | FTE          | Amount           | POS             | FTE | Amount       | POS                 | FTE          | Amount           |
| Centrally Managed Accounts                               | -                  | -   | -      | -                        | -            | 107,273        | -                          | -            | 94,180         | -                                      | -            | (13,093)         | -               | -   | -            | -                   | -            | (13,093)         |
| Recovery   | -                  | -   | -      | 612                      | 581          | 78,373         | 420                        | 398          | 55,423         | (192)                                  | (183)        | (22,950)         | -               | -   | -            | (192)               | (183)        | (22,950)         |
| Preparedness and Protection                              | -                  | -   | -      | 638                      | 606          | 175,881        | 128                        | 124          | 73,153         | (510)                                  | (482)        | (102,728)        | -               | -   | 10,000       | (510)               | (482)        | (112,728)        |
| Mission Support  | -                  | -   | -      | 1,095                    | 1,040        | 219,433        | 857                        | 815          | 152,806        | (238)                                  | (225)        | (66,627)         | -               | -   | -            | (238)               | (225)        | (66,627)         |
| Administrative and Regional Offices                      | -                  | -   | -      | 857                      | 814          | 136,265        | 1,458                      | 1,366        | 214,603        | 601                                    | 552          | 78,338           | -               | -   | -            | 601                 | 552          | 78,338           |
| Response   | -                  | -   | -      | 1,112                    | 1,056        | 226,228        | 832                        | 801          | 171,897        | (280)                                  | (255)        | (54,331)         | -               | -   | (6,233)      | (280)               | (255)        | (48,098)         |
| Mitigation   | -                  | -   | -      | 183                      | 174          | 43,675         | 76                         | 72           | 27,110         | (107)                                  | (102)        | (16,565)         | -               | -   | -            | (107)               | (102)        | (16,565)         |
| <b>Total, SE</b>   | -                  | -   | -      | <b>4,497</b>             | <b>4,271</b> | <b>987,128</b> | <b>3,771</b>               | <b>3,576</b> | <b>789,172</b> | <b>(726)</b>                           | <b>(695)</b> | <b>(197,956)</b> | -               | -   | <b>3,767</b> | <b>(726)</b>        | <b>(695)</b> | <b>(201,723)</b> |
| Subtotal, Enacted Appropriations and Budget Estimates    | -                  | -   | -      | 4,497                    | 4,271        | 987,128        | 3,771                      | 3,576        | 789,172        | (726)                                  | (695)        | (197,956)        | -               | -   | 3,767        | (726)               | (695)        | (201,723)        |
| Less: Adjustments for Other Funding Sources              | -                  | -   | -      | -                        | -            | -              | -                          | -            | -              | -                                      | -            | -                | -               | -   | -            | -                   | -            | -                |
| <b>Net, Enacted Appropriations and Budget Estimates:</b> | -                  | -   | -      | <b>4,497</b>             | <b>4,271</b> | <b>987,128</b> | <b>3,771</b>               | <b>3,576</b> | <b>789,172</b> | <b>(726)</b>                           | <b>(695)</b> | <b>(197,956)</b> | -               | -   | <b>3,767</b> | <b>(726)</b>        | <b>(695)</b> | <b>(201,723)</b> |

<sup>1</sup>The amount reflected in FY 2012 includes P.L. 112-74-directed transfer of \$91,788 from State and Local Programs.

**Department of Homeland Security  
Federal Emergency Management Agency  
Management and Administration**  
Summary of FY 2013 Budget Estimates by Program/Project/Activity

FY 2013 Requested Budget Authority  
(Dollars in Thousands)

| Program/Project /Activity  | FY 2011            |              |                  | FY 2012                  |     |        | FY 2013                    |     |        | Increase(+) or Decrease(-) for FY 2013 |     |        |                 |     |        |                     |     |        |
|--|--------------------|--------------|------------------|--------------------------|-----|--------|----------------------------|-----|--------|--|-----|--------|-----------------|-----|--------|---------------------|-----|--------|
|  | Actual Obligations |              |                  | Enacted Budget Authority |     |        | Requested Budget Authority |     |        | Total Changes                          |     |        | Program Changes |     |        | Adjustments-to-Base |     |        |
|  | POS                | FTE          | Amount           | POS                      | FTE | Amount | POS                        | FTE | Amount | POS                                    | FTE | Amount | POS             | FTE | Amount | POS                 | FTE | Amount |
| Operating Activities   | 4,182              | 3,795        | 1,059,498        | -                        | -   | -      | -                          | -   | -      | -                                      | -   | -      | -               | -   | -      | -                   | -   | -      |
| Office of National Capital Region<br>Coordination                | 21                 | 19           | 6,693            | -                        | -   | -      | -                          | -   | -      | -                                      | -   | -      | -               | -   | -      | -                   | -   | -      |
| Urban Search and Rescue  | 8                  | 8            | 35,083           | -                        | -   | -      | -                          | -   | -      | -                                      | -   | -      | -               | -   | -      | -                   | -   | -      |
| <b>Total, Management and Administration</b>                      | <b>4,211</b>       | <b>3,822</b> | <b>1,101,274</b> | -                        | -   | -      | -                          | -   | -      | -                                      | -   | -      | -               | -   | -      | -                   | -   | -      |
| <b>Subtotal, Enacted Appropriations and<br/>Budget Estimates</b> | <b>4,211</b>       | <b>3,822</b> | <b>1,101,274</b> | -                        | -   | -      | -                          | -   | -      | -                                      | -   | -      | -               | -   | -      | -                   | -   | -      |
| <b>Less: Adjustments for Other Funding<br/>Sources</b>           | -                  | -            | -                | -                        | -   | -      | -                          | -   | -      | -                                      | -   | -      | -               | -   | -      | -                   | -   | -      |
| <b>Net, Enacted Appropriations and Budget<br/>Estimates:</b>     | <b>4,211</b>       | <b>3,822</b> | <b>1,101,274</b> | -                        | -   | -      | -                          | -   | -      | -                                      | -   | -      | -               | -   | -      | -                   | -   | -      |

### III. Current Services Program Description by PPA

**Department of Homeland Security  
Federal Emergency Management Agency  
Administrative and Regional Offices  
Program Performance Justification**  
(Dollars in Thousands)

**PPA: Administrative and Regional Offices**

|  | <b>Perm. Pos</b> | <b>FTE</b>   | <b>Amount</b>  |
|--|------------------|--------------|----------------|
| <b>2011 Actual Obligations</b>               | -                | -            | -              |
| <b>2012 Enacted Budget Authority</b>         | -                | -            | -              |
| 2013 Adjustments-to-Base                     | 601              | 552          | 78,338         |
| <b>2013 Current Services</b>                 | <b>1,458</b>     | <b>1,366</b> | <b>214,603</b> |
| <b>2013 Total Requested Budget Authority</b> | <b>1,458</b>     | <b>1,366</b> | <b>214,603</b> |
| Total Change 2012 to 2013                    | 1,458            | 1,366        | 214,603        |

FEMA requests \$214.603 million, 1,458 positions, and 1,376 FTE for Administrative and Regional Offices.

- Increase of \$100.54 million, 817 positions, and 765 FTE transferred from the Response, Recovery, Mitigation, and Mission Support PPAs for disaster efforts conducted in the Regions by the Regional Administrators
- Increase of \$0.475 million for pay inflation
- Decrease of \$10.0 million, 17 positions, and 17 FTE for Evaluations and Assessment in FY 2012 Enacted to be funded through transfer from the State and Local Programs appropriation in FY 2013
- Decrease of \$12.277 million, 199 positions, and 182 FTE for preparedness and protection efforts conducted in regions by Regional Administrators, funded in the FY 2012 Enacted base, to be funded through transfer from the State and Local Programs appropriation in FY 2013
- Decrease of \$400 thousand for management efficiencies in National Capital Region Coordination

**CURRENT SERVICES PROGRAM DESCRIPTION:**

Administrative and Regional Operations incorporates the essential command and control functions of the Agency. The following activities directly support FEMA’s 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.

## 1) **Office of the Administrator:**

The Administrator and the Deputy Administrator have the ultimate responsibility for providing leadership and direction that enables FEMA to accomplish the Agency's 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.

Collaborating with State, local governments and other emergency providers to build a national system of emergency management, the Administrator integrates the Agency's emergency preparedness, protection, response, recovery, and mitigation responsibilities to confront the challenges of a natural disaster, act of terrorism or other manmade disaster. The Administrator coordinates the implementation of a risk-based, all-hazards strategy that assists the President in carrying out functions of the Stafford Act.

As the principal advisor to the President, Homeland Security Council, and the Secretary of the Department of Homeland Security (DHS) for all matters relating to emergency management in the United States, the Administrator provides advice on request to any of these entities.

The **Office of Senior Law Enforcement Advisor** enhances communication and coordination between FEMA and State, local, and tribal law enforcement. The Law Enforcement Advisor is an integral part of FEMA's senior leadership team – participating in planning meetings and consequence management during a crisis.

The **DHS Center for Faith-Based and Neighborhood Partnerships** (DHS Center) builds, sustains, and improves effective partnerships between government sectors and faith-based and community organizations. Located within FEMA, DHS Center attends to faith-based and community organization engagements and partnerships across DHS.

The **National Advisory Council (NAC)** advises the Administrator on all aspects of emergency management. The NAC incorporates State, local, and tribal government and private sector input in the development and revision of the national preparedness goal, the national preparedness system, the National Incident Management System (NIMS), the National Response Plan, and other related plans and strategies.

The members of the NAC are appointed by the Administrator, and, to the extent practicable, represent a geographic (including urban and rural) and substantive cross-section of officials, emergency managers, and emergency response providers from State, local, and tribal governments, the private sector, and nongovernmental organizations.

The **Office of the Executive Secretariat (OES)** serves as the primary point of contact for FEMA's Office of the Administrator for coordinating departmental tasking, briefing material, and official correspondence. The OES is the central coordination point within FEMA responsible for ensuring proper and expeditious action on all tasks and correspondence addressed to and from FEMA.

### *A. Office of External Affairs*

The mission of the Office of External Affairs (OEA) is to engage, inform, and educate all of FEMA's stakeholders in support of the agency's programs and initiatives to achieve its mission. OEA accomplishes its mission by coordinating and maintaining visibility of public and internal communications; advising FEMA program and support offices on decision-making regarding policies,

plans, and actions that affect stakeholder, media, and congressional audiences; and organizing outreach efforts targeted at principal stakeholders to include local, State, and tribal governments, the private sector, foreign partners, and the American public.

OEA accomplishes critical aspects of FEMA's overall strategic goals by implementing the "Whole Community" concept and striving to improve communications—along with the sharing of best practices—among all emergency management personnel. OEA also delivers the expertise necessary to effectively lead public disaster communications in a unified manner and executes a targeted national public readiness initiative to build and sustain preparedness through the Ready Campaign.

OEA provides operational services to FEMA's mission for Intergovernmental Affairs, International Affairs, Legislative Affairs, Private Sector Initiatives, Public Affairs, and the Ready Campaign.

**Intergovernmental Affairs (IGA)** serves as FEMA's primary national-level liaison for State, Local, Tribal, and Territorial officials and governments and the associations that represent their interests. The division forges trusting relationships with stakeholder groups at every level in order to facilitate open and effective communication about the needs and capabilities of the communities FEMA is charged with serving. IGA identifies issues, answers questions, and offers solutions to its intergovernmental partners, and also facilitates partner participation in the FEMA policy development process. IGA works in tandem with the other elements of OEA to ensure that accurate, relevant, and clear information reaches community and elected leaders affected by disaster so that they can adequately inform constituents about Federal programs, knowledge and services. IGA's efforts speed the flow of disaster aid to victims by effectively involving local players in the response process. IGA provides State legislators with information that can help them enact appropriate disaster legislation that interacts cohesively with Federal programs and laws.

The **International Affairs Division (IAD)** is the hub for FEMA's engagement with the international emergency management community. IAD engages with foreign emergency management partners and multilateral organizations under the authority of existing U.S. treaties, agreements, and presidential directives. IAD facilitates information exchanges regarding technical assistance and other subject matter expertise among international emergency management stakeholders to strengthen our Nation's global capacity to respond to disasters. IAD also manages FEMA's involvement in the interagency civil emergency planning effort through the North Atlantic Treaty Organization. The division supports FEMA employees traveling internationally on official business, facilitates participation in international training and exercises, coordinates 300 to 400 foreign visit requests each year, and supports DHS in international policy work related to emergency management.

IAD's programs and activities expand FEMA's body of knowledge on emergency management best practices through the exchange of information with international partners; for example, FEMA can improve its ability to handle man-made disasters by benefiting from the expertise of a country more familiar with suicide bombing attacks. The division also advises the FEMA Administrator and DHS leadership on international emergency management cooperation and strategic priorities in this field. Further, IAD acts as FEMA's main point of contact for international organizations, embassies, and consulates.

The **Public Affairs Division (PAD)** coordinates FEMA's public message with the goal of providing information to the American public that helps them prepare for, respond to, recover from, and mitigate disasters in their area, and also serves as the primary point of contact with the media. The division provides consistent, clear communications to both internal and external audiences about

FEMA's activities, responsibilities, policies, and initiatives. Public Affairs coordinates with other Federal agencies and internal FEMA program offices to develop and execute communications strategies including: the dissemination of current policy information; the tracking and management of media contacts; and the support and maintenance of FEMA's Web and social media strategies. PAD's programs and activities provide disaster survivors with timely, accurate information and also facilitate the maintaining of effective, ongoing relationships with the media in order to promote FEMA's programs and goals.

The **Legislative Affairs Division (LAD)** serves as FEMA's primary liaison to the United States Senate and House of Representatives on emergency management issues. The division works with U.S. Congressional Authorization and Appropriations committees, Members of Congress, and their professional office staff to accomplish this goal effectively. LAD responds to congressional inquiries related to all topics ranging from government-wide policies to individual constituent casework and also provides critical updates, reports, and analysis regarding the Agency's operations, programs, and policies. LAD is responsible for notifying Congress about future agency initiatives, policies, and programs; coordinating the development of congressional hearing testimony and briefings by FEMA senior officials; and developing and implementing strategies to advance FEMA's legislative initiatives and other interests that relate to Congress.

The **Private Sector Initiatives Division (PSD)** is FEMA's primary non-acquisition point of coordination and dialogue between the Agency and the Nation's tens of millions of large and small businesses, trade associations, universities, think tanks, and their extended network of members and employees. The PSD is a driver of positive change within the agency, delivering new, innovative ways to engage this national network of resources and individuals in emergency management at every level. The division researches and documents private sector best practices that contribute to the emergency management mission; advises senior leadership on ways to improve emergency response efforts through private sector involvement and engaging private sector stakeholders in more meaningful ways in everything from policy development to exercises and planning; and leverages extensive national networks to get critical information directly into the hands of people who need it.

By incorporating the private sector into emergency management through the division's programs and initiatives, FEMA accomplishes one of its core objectives of building a "Whole Community" concept and strengthens communities' abilities to respond to disaster at the local level. The division's work is high-impact and high-profile, helping to speed delivery of aid in disasters through nontraditional means of outreach and providing new tools, resources, and methods of stakeholder engagement.

The **Ready Campaign** develops and executes a national public service advertising campaign designed to educate and empower the American people to prepare for and respond to disasters affecting their families and communities. Launched in 2003, the Ready Campaign involves the public in emergency management efforts by increasing awareness regarding potential hazards, providing knowledge and tools to facilitate preparedness and response capabilities locally, and helping disaster survivors become a resource in the "Whole Community" approach to emergency management. The Ready Campaign also works closely with the Citizen Corps program, which is the local-level effort to increase the preparedness of the American public and businesses.

The Ready Campaign is more than just awareness, it is about actions individuals can take to resist, recover from or better adapt to adversity created by disruptions, emergencies or disasters. Additionally, the campaign is a resource for the emergency management community to educate neighbors and friends on how they can provide aid to one another in the first phase of a response.

## ***B. Office of Policy and Program Analysis***

The Office of Policy and Program Analysis (OPPA) fosters strategic coherence across FEMA by leading and coordinating the development and implementation of Agency policy, strategy, program analysis and evaluation, and FEMA's use of the Defense Production Act authorities.

**Policy Division** leads and coordinates development of policies that support effective and efficient delivery of Agency programs across the full spectrum of preparedness and emergency management, and to represent agency interests in departmental, national, and international policymaking. This office also supports FEMA leadership in the identification, development, and implementation of the Agency's policy priorities and represents FEMA on DHS-policy matters. In addition to these efforts, the Policy Division develops, oversees, and coordinates the Agency's policy process, including chairing the FEMA Policy Working Group, and coordinates, tracks, and analyzes Agency responses to General Accountability Office and Office of Inspector General reports and recommendations.

**Defense Production Act Division (DPA)** provides guidance and support to DHS and other Federal agencies to develop plans and programs to expedite and expand the supply of critical resources from the private sector for homeland security, emergency preparedness, response, and recovery activities, and critical infrastructure protection and restoration. The DPA Program is responsible for implementing FEMA's DPA functions enabling OPPA to provide guidance and support for use of DPA authorities by FEMA and other DHS components; advises the National Security Council on issues of national security resource preparedness and on the use of DPA authorities; and provides for the central coordination of DPA plans and programs by Federal departments and agencies.

**Program Analysis & Evaluation Division (PA&E)** gives FEMA an independent analysis and evaluation capability that enhances decision-making, program performance transparency, and accountability. PA&E conducts program analyses, which include analyses and evaluations of alternative plans, programs, components, personnel levels, and budget submissions; and the formulation of the Future Years Homeland Security Program. PA&E also helps develop strategic requirements and capabilities to include: establishing a common strategic requirements development system for all of FEMA; assessing current operations capabilities; and validating and prioritizing organizational capabilities to determine risks and gaps for FEMA senior leadership.

**Strategic Planning & Analysis Division (SP&A)** helps FEMA to make innovative and informed decisions on the Agency's short-term strategic direction and to identify future drivers or requirements affecting emergency management operations in the future. This is accomplished by leading the development and implementation of FEMA's strategic planning process, to include development of FEMA's 3-5 year Strategic Plan and long-term driver and trend analysis in support of the Strategic Foresight Initiative, which will proactively monitor changing drivers and trends in emergency management in 15 years. SP&A also establishes and maintains an enterprise-wide risk framework to aid the Agency's planning, programming, and decision making efforts and ensure linkage to the DHS integrated risk management efforts. These efforts, along with providing guidance to help the Agency make innovative and informed decisions about FEMA's long-term direction and facilitating integrated strategic thinking, planning, and decision-making, enables FEMA to be in a better position to conduct its overall mission and determine future requirements.

### *C. Office of Equal Rights*

The Office of Equal Rights (OER) serves the Agency and the Nation by promoting affirmative employment, a discrimination-free workplace, and equal access to FEMA programs and benefits. OER proactively pursues a workforce that reflects the Nation's labor force for its employees, and a workplace climate that fully embraces the core values of accountability, compassion, diversity, integrity, partnership, respect, and trust. OER performs its mission by providing expert guidance and proactive support to all its customers, including State and local government officials, and the American people. The overarching goals of the office are to bring the fullest human value to the work of the Agency and to fulfill the office responsibilities under the Federal law. The office is organized into three sections: Civil Rights – manages the Federally Assisted and Federal Conducted Programs; Informal Equal Employment Opportunity (EEO) Programs – manages EEO counseling, dispute resolution, and training; and, formal EEO Programs – manages formal EEO complaint processing and investigations. OER encompasses the following activities and elements:

**Federally Assisted and Federally Conducted Programs and Investigations** entitles any person eligible to receive disaster aid or other services from FEMA to receive those benefits without discrimination. The Civil Rights Program provides Technical Assistance and Complaints Resolution services. Technical assistance is provided through policy guidance to the agency in meeting Civil Rights mandates. In disaster operations, the staff works closely with community organizations to resolve tensions and eliminate potential complaints. The office also provides assistance to FEMA and the national emergency management community in the effort to make publications, programs, and facilities accessible to people with disabilities. Complaints resolution is attempted for anyone who believes they have been discriminated against in the receipt of services or benefits from FEMA.

**EEO Program** enforces all Federal discrimination laws that cover all FEMA personnel, including Disaster Assistance Employees (DAE) and applicants for employment. Through the EEO program, OER provides a variety of services: including equal rights training for managers, supervisors, and employees; developing and maintaining an informal and formal EEO discrimination complaint process; investigating formal complaints of discrimination, increasing resolution of complaints through Alternative Dispute Resolution (ADR); and proactively recruiting employees and Special Emphasis programs.

### *D. Office of the Chief Counsel*

The Office of the Chief Counsel (OCC) supports FEMA's efforts to reduce loss of life and property and protect the Nation from all hazards by providing the Agency with high-quality legal advice, counsel, risk analysis, and dispute resolution services through a knowledgeable, accessible, responsive, and solution-oriented network of innovative and ethical legal professionals. The OCC is comprised of the following eight divisions.

**Response and Recovery Legal Division** is responsible for providing legal advice to the Response and Recovery Directorate. The Response Branch also manages Cadre of On-call Response/Recovery Employees (CORE) and DAE field counsel cadres that deploy to disasters across the country; and the Recovery Branch manages legal teams at the Louisiana and Mississippi recovery offices.

**Mission Support Legal Division** provides legal services related to acquisition and contracting, ethics, equal employment opportunity, fiscal policy and procedures, human capital, information and privacy, property, records management, technology use, and tort claims, primarily to activities of the Mission Support Bureau, OCFO, OER, and the FEMA Law Enforcement Advisor.

**Federal Insurance and Mitigation Legal Division** provides legal services related to the National Flood Insurance Program (NFIP), Flood Map Modernization, Mitigation grant programs, National Dam Safety Program, National Earthquake Hazards Reduction Program, the Office of Environmental Planning and Historic Preservation, and for other programs and activities administered by the Federal Insurance Mitigation Administration (FIMA).

**Protection and National Preparedness (PNP) Legal Division** provides legal services related to the PNP Directorate in coordinating preparedness and protection-related activities throughout the Agency. Legal counsel includes, but is not limited to, issues involving grants; planning; training; exercises; individual and community preparedness; assessments; lessons learned; and continuity and national capital region coordination. This Division also provides legal advice to the United States Fire Administration (USFA).

**Regulatory Affairs Legal Division** provides legal advice and counsel on matters relating to regulations.

**Chief of Staff for Legal Policy Legal Division (CSLP)** provides oversight, visibility, and legal policy integration across OCC functional divisions to ensure consistency and consideration of cross-program or Agency-wide implications. The CSLP also provides professional direction and legal oversight for OCC's Regional Counsel who advise the Regional Administrators in properly carrying out their missions and functions. The CSLP also supports the OEA, the Office of Disability Integration and Coordination, the Center for Faith-Based and Community Initiatives, OPPA, the Government Accountability Office and Office of Inspector General Liaison Office, and the National Advisory Council Designated Federal Official.

**Professional Development Division** is responsible for managing a professional development program for the OCC staff that includes workforce readiness through training, credentialing, and developing professional capabilities and resources aligned with OCC's operational goals at the Field, Regional, and National levels.

**Alternative Dispute Resolution Division** provides ADR services for FEMA under the Administrative Dispute Resolution Act of 1996. The ADR Office offers a wide range of dispute resolution processes and tools to engage Agency personnel in preventing and managing conflicts. The ADR Office customizes various ADR techniques and tools to deepen the conflict management, strategic decision-making, and collaborative problem solving skills of Agency personnel.

#### ***E. The Office of the Chief Financial Officer***

OCFO provides funds control, financial information, financial operations, and financial policy support to FEMA's management and oversight organizations. The Chief Financial Officer (CFO) is the principal advisor to the Administrator, Deputy Administrator, and other Agency leadership on matters relating to FEMA's financial resources. OCFO is comprised of three line-operating divisions: the Financial Management Division, the Budget Planning and Analysis Division, and the Financial Systems and Management Reporting Division. The operating divisions are supported by three staff functions: Risk Management and Compliance, Financial Policy, and Field-Based Financial Operations.

**Financial Management Division** performs all accounting services for 94 FEMA appropriations accounts. It reconciles accounts and ensures accuracy of trial balances for the preparation of financial statements and accompanying footnotes. It also manages debt collection activities. Division personnel perform the invoice approval and payment processes for all mission assignments, reimbursable activities, and other intergovernmental payments. They ensure timely and accurate recording of grant obligations and process final closeouts in the financial system, as well as coordinate with internal and external entities to ensure compliance with DHS/FEMA policies, and legislation and directives related to financial controls.

**Budget Planning and Analysis Division** performs an ongoing role in the planning, formulation, justification, analysis, and execution of FEMA's operating, mitigation, and disaster budgets. The Budget Division has the primary responsibility for making recommendations to the Administrator and presenting FEMA's portion of the President's Budget to the Department, the Office of Management and Budget (OMB), and Congress. The Budget Division monitors the Agency's execution activities for conformance with executive and legislative intent and provides program management and oversight of current year and prior year funding.

**Financial Systems and Management Reporting Division** provides technical support to implement and maintain the OCFO financial management systems/interfaces. The staff also furnishes accurate, relevant, and timely financial information to clients across the Agency, the Department, and Congress.

**Risk Management and Compliance Unit** is responsible for developing and implementing the Agency's internal controls program. Working in conjunction with the DHS financial management staff, the FEMA Risk Management and Compliance unit manages the annual audit of financial Statements, coordinates testing and corrective actions to improve improper payments, and coordinates the review of internal controls as required by OMB Circular A-123.

**Financial Policy Unit** develops Agency-wide policies, procedures, and standards for all financial management functions and promulgates these and related government-wide financial management requirements throughout the Agency. This unit is also responsible managing and addressing specific questions related to FEMA travel policy.

**Field-Based Financial Operations Unit** is responsible for managing and directing FEMA's field-based financial management activities including budget formulation and execution, finance and accounting operations, and risk management. This unit provides management and oversight to the field-based financial staff, including Recovery Office financial directors, Joint Field Office financial leads, and OCFO comptrollers. This team is responsible for formulating and executing operating budgets for open disasters, working closely with program management to determine multi-year financial requirements for public assistance, individual assistance, and hazard mitigation projects for open disasters.

## **2) Regional Operations**

The Regional Operations mission cuts across all FEMA missions and disciplines. Regional Operations includes the leadership, management and mission support functions and staff of the 10 FEMA Regions, and a small headquarters coordination and liaison office. The Regions execute the operational direction received from headquarters to ensure that FEMA can build, sustain, and improve capability to prepare for, protect against, respond to, recover from, and mitigate against all hazards.

The **Office of Regional Operations** at Headquarters is located within the Office of the Administrator and serves as the Agency's office to facilitate coordination of policy, managerial, resource and administrative actions between headquarters and the Regional Offices. The Office of Regional Operations also works to help ensure that FEMA policies, programs, administrative and management guidance are implemented in the Regions in a manner consistent with the Agency's overall goals.

The principal functions of the office are: (a) serving as liaison among the Regional Administrators and headquarters leadership to ensure successful collaboration as one team; (b) advising headquarters leadership on matters affecting or impacting the Regions; and (c) providing guidance to Regional Administrators on policy, programs, operations, and administrative matters.

### **Regional Administration**

Each Regional Office – led by a Regional Administrator – reports to the FEMA Administrator and is an operational component that closely resembles the structure and scope of the Agency. The Regional Offices support the development of a Regional, all-hazards, risk-based emergency management system of preparedness, prevention, protection, response, recovery, and mitigation through close working relationships with Federal agencies, States, tribal nations, localities, business and industry, and State and local volunteer organizations.

The Region is the principal conduit for:

- Coordinating and managing Federal support to respond and recover from disasters and emergencies
- Impact assessments and recommendations for the issuance of disaster or emergency declarations under the Stafford Act
- Administration of cooperative agreements, grants, and other financial assistance
- Providing technical assistance regarding emergency and disaster prevention, protection, planning, preparedness, mitigation, response, recovery, and continuity programs
- Promoting and managing risk analysis and risk reduction initiatives to mitigate damages and loss
- Managing preparedness efforts through planning, training, exercises, assessments, and corrective actions
- Intra-regional coordination among Federal agencies, State, Tribal, territory, and local governments, voluntary and private organizations, advisory councils and working groups, local communities, and the public

### **Regional Empowerment**

'Regional Empowerment' is an overarching principle within the current Administrator's Intent in pursuit of the Regional offices having the responsibility, authority, and resources required to enable them to implement FEMA's programs pursuant to the guidance, policy, doctrine, and standards established by Headquarters offices.

### **3) Office of Federal Coordinating Officer (FCO) Operations**

The mission of the Office of FCO Operations is to lead, train, equip, and manage FEMA's FCOs to ensure their availability for rapid deployment in response to any disaster; deliver training to develop and sustain FCO professional competencies; and coordinate FCO assignments to meet the on-scene needs of FEMA and its emergency management partners.

Members of the FCO cadre provide leadership during disaster declarations, regional level exercises, certification and qualification exercises, and during annual national-level exercises. They also serve as subject matter experts and instructors in support of National Preparedness goals. While the support to the FCO cadre is funded in the S&E appropriation, FCO salaries and benefits and other expenses, when deployed in response to a presidentially declared disaster, are funded primarily in the DRF.

### **4) Office of National Capital Region Coordination**

NCRC enhances preparedness and promotes resiliency by enabling better communication and planning between and among Federal, State, local, regional, nonprofit, and private sector stakeholders in the NCR. Established by Congress in the Homeland Security Act of 2002 (section 882), NCRC's work addresses a major gap identified on 9/11 within the National Capital Region (NCR), which is home to a uniquely large number of Federal Departments and Agencies, numerous State and local jurisdictions, and our Nation's Capitol, among others.

To enhance the region's emergency response capability, NCRC and its staff members currently develop, coordinate, and implement interagency activities and plans for the NCR by serving as a key member on committees at the Federal, State, and local levels. NCRC's efforts include chairing and/or supporting the following: Joint Federal Committee (JFC); Consequence Management Subcommittee for National Special Security Events; Senior Policy Group (SPG); the Metropolitan CIOs; and, committees sponsored by the Metropolitan Washington Council of Governments and other key stakeholders. Through these organizations, the NCRC plays a critical role in coordinating and improving workforce preparedness and integration between and among NCR jurisdictions by sharing best practices and resources as appropriate.

The NCRC also provides real-time NCR-specific situational awareness and information sharing to emergency management and homeland security stakeholders in the NCR through the FEMA NCR Watch Desk reports, by maintaining the NCR portal in the Homeland Security Information Network (HSIN) and providing continuing interoperability technical support, as needed. The NCR Watch desk is the only DHS entity within the NCR that provides real time situational awareness support to the full spectrum of emergency management and homeland security stakeholders in the NCR.

To further address the need for improved coordination and information sharing among Federal, State, and local governments within the National Capital Region, NCRC has worked with its stakeholders to identify and address the following priority areas and ultimately improve the planning and preparedness efforts within the region:

- Federal Coordination - Fosters preparedness, resilience, and unity of effort among Federal Departments and Agencies by facilitating Federal interagency coordination on emergency and homeland security planning efforts within the NCR.

- Regional Governance and Integration - Ensures innovative solutions and a whole community approach to emergency management by proactively engaging, collaborating with, and providing leadership among Federal, State, and local partners within the NCR.
- Situational Awareness and Information Sharing - Provides DHS and Federal, State, and local partners with real-time access to accurate information for emerging incidents, events, and training activities within the NCR.
- Regional Risk Reduction - Promotes understanding of all-hazards risks and supports regional risk analysis efforts in order to collaboratively set priorities and design solutions to ensure a strong response capability in the NCR.
- Technology and Interoperability Coordination - Organizes and supports efforts to improve interoperability of information (video, voice, data) and integration for information sharing among key Federal, State, local, and regional partners in the NCR.

## **5) Evaluations and Assessments**

The Evaluations and Assessment Program assesses national preparedness and grant effectiveness, communicates these assessments through annual reports, and collects, shares, and monitors lessons learned and corrective actions from real-world events and exercises. The program is managed by FEMA's National Preparedness Assessment Division (NPAD), which is under Protection and National Preparedness. As part of this mission, NPAD identifies, tracks, and monitors corrective actions and lessons learned from exercises and real-world events, supporting the homeland security and emergency management community's continual need to change, adapt, and innovate. Evaluations and Assessments will be funded through management and administration transfers into the Salaries and Expense appropriation from the State and Local Programs appropriation.

**Department of Homeland Security  
Federal Emergency Management Agency  
Preparedness and Protection  
Program Performance Justification**  
(Dollars in Thousands)

**PPA: Preparedness and Protection**

|  | <b>Perm. Pos</b> | <b>FTE</b> | <b>Amount</b> |
|--|------------------|------------|---------------|
| <b>2011 Actual Obligations</b>               | -                | -          | -             |
| <b>2012 Enacted Budget Authority</b>         | -                | -          | -             |
| 2013 Adjustments-to-Base                     | (510)            | (482)      | (112,728)     |
| <b>2013 Current Services</b>                 | <b>128</b>       | <b>124</b> | <b>63,153</b> |
| 2013 Program Change                          | -                | -          | 10,000        |
| <b>2013 Total Requested Budget Authority</b> | <b>128</b>       | <b>124</b> | <b>73,153</b> |
| Total Change 2012 to 2013                    | 128              | 124        | 73,153        |

FEMA requests \$73.153 million, 128 positions, and 124 FTE.

**Adjustments to Base**

- Increase of \$0.048 million for pay inflation.
- Decrease of 109.776 million, 510 positions and 482 FTE for preparedness and protection efforts included in the FY 2012 Enacted base that will be funded through a transfer from the State and Local Programs appropriation in FY 2013.
- Decrease of \$3.0 million for nonrecurring Integrated Public Alert & Warning System (IPAWS) requirements.

**Program Changes**

- Increase of \$10.0 million for Mount Weather Capital Improvement projects.

**CURRENT SERVICES PROGRAM DESCRIPTION:**

Protection and National Preparedness (PNP) is responsible for the coordination of preparedness and protection related activities throughout FEMA. This responsibility encompasses grants, planning, training, exercises, individual and community preparedness, assessments, reporting and tracking lessons learned via the National Exercise Program, continuity, and national capital region coordination. PNP conducts assigned mission sets through four directorates (National Preparedness, Grant Programs, National Continuity, National Capital Region Coordination) consisting of 20 divisions and four offices. National Continuity Programs are funded within the Preparedness and Protection PPA as described below. National Capital Region Coordination is funded in the ARO PPA as described

above. National Preparedness and Grant Programs are funded through management and administration transfers into the Salaries and Expense appropriation from the State and Local Programs appropriation.

## **1) National Continuity Program**

FEMA's National Continuity Programs Directorate (NCP) serves the public by preserving our Nation's constitutional form of government across a wide range of potential threats and emergencies. NCP serves as the President's lead agent for ensuring the first National Essential Function of the Executive Branch, ensuring the continuance of our Nation's constitutional government under all conditions. NCP performs this mission by coordinating activities across all levels of Federal, State, territorial, local, and tribal governments. NCP is comprised of the Office of the Assistant Administrator, Continuity of Operations (COOP) Division, Operations Division, Readiness Division, Integrated Public Alert Warning System (IPAWS) Program Management Office (PMO), and the Mount Weather Emergency Operations Center (MWEOC).

### ***A. Continuity of Operations Division***

Having a solid COOP program is the cornerstone to ensuring that government can continue to provide essential services to the public throughout a range of disasters at all levels of government. The COOP Division:

- Leads FEMA's efforts to ensure comprehensive and consistent COOP preparedness across Federal, State, territorial, tribal, and local governments
- Develops, promulgates, and delivers a variety of products tailored to the needs of these governments to ensure that governments at all levels can continue to perform their essential functions in support of the American people
- Coordinates the integration of continuity preparedness capabilities and provides consistent continuity planning guidance and assistance to continuity planners in identifying their essential functions
- Supports these planners in developing the capabilities for the continuance of those essential functions in response to all hazards for the Federal Executive Branch, States, territories, tribal nations, and local government jurisdictions.

Throughout the United States, the COOP Division develops and promulgates continuity directives and guidance for the Federal Government in the form of directives and requirements, and to our non-Federal partners in the form of guidance. At all levels of government it also:

- Provides continuity outreach
- Develops, updates, and provides an extensive training and certification program
- Develops and provides valuable continuity workshops and exercises
- Provides continuity program assessments to the President of the United States, elected officials, and agency heads that enable them to make program improvements
- Coordinates Federal Executive Branch efforts to develop and improve continuity capabilities throughout the interagency community, with a focus on always maintaining the ability of all Federal departments and agencies (D/A) to perform the eight National Essential Functions through the performance of their individual Mission Essential Functions and Primary Mission Essential Functions (PMEF)

- Leads the management and implementation of the FEMA HQ, FEMA Regions, and other FEMA Component Continuity Programs, ensuring FEMA's readiness to perform its essential functions during any continuity event

### ***B. Contingency Programs (Readiness Division)***

NCP's Readiness division develops, maintains, and provides an array of continuity information technology systems and communications assets that provide the Executive Office of the President, the DHS Secretary, and the FEMA Administrator and other senior Federal leaders with a robust capability that allows them to maintain situational awareness before, during, and after a continuity event. These resources span the full spectrum of the National Security/Emergency Preparedness (NS/EP) community.

The Readiness Division also:

- Plans, programs, and manages operations, maintenance, and lifecycle updates and enhancements of these assets to satisfy evolving and extremely complex objectives
- Tracks and influences changes in intra-and interagency business rules and policies, and tracks and monitors stakeholder and security requirements to ensure interoperability and integration of all assets with which they must operate and coexist
- Ensures that critical national security systems are available and evolve as necessary to meet continuity mission requirements
- Maintains the continuity communications architecture for all of FEMA to include HQ and the regions, as well as the architecture for High Frequency (HF) communications with the States and territories

Two of the systems that this Division operates, maintains, and improves are the Readiness Reporting System (RRS) and FEMA National Radio System (FNARS). RRS provides direct support to the White House for collecting and reporting the continuity readiness posture of the Executive Branch D/As. The RRS also allows D/A leadership to report on their ability to perform PMEFs within their respective agencies. Since the RRS is the only reporting tool in the Government used to report this capability during an event or every 30 days, it has become a vital component within the continuity repertoire for reliable and timely situational awareness.

FEMA NCP also fills the role of lead agent/Program Management Office (PMO) for the FNARS system. This high-frequency, automatic link establishment (HF-ALE) system serves as the primary backup communications system that allows senior leadership to collaborate across the country and with States and territories during a natural disaster or continuity event. For example, during the National Level Exercise (NLE 11), FEMA exercised this system capability in support of a massive earthquake scenario, which projected catastrophic damage and disruption to the public and private telecommunications infrastructure. During this exercise, where there was a major communications outage within the New Madrid Seismic Zone, FEMA used FNARS as the primary means of communications to receive updates from the States and FEMA regions, to communicate with FEMA Headquarters, and to facilitate command and control within the affected areas.

### ***C. Continuity of Government (Operations Division)***

The Operations Division is responsible for ensuring the DHS Secretary and FEMA Administrator has the ability to advise the President and implement the plans and programs of the Federal Government for continuity of government. The Operations Division provides a single point-of-contact for assessing and implementing continuity plans across the Federal Executive Branch during an event that could potentially threaten the national security of the United States by threatening the Federal Executive Branch's ability to provide essential services to the public. Before, during, and after an event, this Division is responsible for:

- Analyzing the ability of Federal D/As to perform their essential functions
- Monitoring and assessing the status and operational capabilities of individual and collective D/As
- Developing and formulating courses of action for Secretary and Administrator consideration to restore Federal Executive Branch essential functions
- Coordinating implementation of courses of action
- Monitoring and tracking the implementation of chosen courses of action
- Providing continual updates on the strategic relocation of government activities

In FY 2011, FEMA's PNP Office established the Continuity Readiness Cell (CRC) within NCP. As part of a coordinated Federal Executive Branch effort, the CRC offers the Secretary of Homeland Security, the FEMA Administrator, and other senior leaders and decision-makers with a comprehensive repository of executive branch continuity capability information. This information includes long-term issues and readiness capabilities required to ensure the continuation of the eight National Essential Functions and Federal D/A PMEFS in an all-hazards environment. When long-term relocation of the Federal Government is required, the CRC will also provide analytical and decision support, prioritized resource allocation recommendations, and other government reconstitution-related needs.

To ensure that FEMA leadership is available and able to perform their essential functions in support of Continuity of Government and disaster response, this Division also implements and maintains the Operation Rendezvous relocation program. This program is responsible for coordinating the evacuation, relocation movement, and accountability of key leadership and staff to COOP sites utilizing the Federal (and Mutual Aid) Emergency Response Official (F/ERO) Repository system. The F/ERO Repository system aligns with the President's cybersecurity policy and provides the capability for public safety and security officials to validate the identities and attributes of continuity personnel for access permissions to relocation sites.

### ***D. Integrated Public Alert & Warning System (IPAWS) Program Management Office***

Executive Order (EO) 13407 established a policy requiring the United States to have an effective, reliable, integrated, flexible, and comprehensive system to alert and warn the American people. The Department of Homeland Security designated FEMA as the lead to implement the Executive Order. NCP established a program office to implement IPAWS. When IPAWS is completed it will:

- Allow the President of the United States to speak to the American people under all emergency circumstances, including conditions of war, terrorist attack, or natural disaster

- Build and maintain an effective, reliable, integrated, flexible, and comprehensive alert and warning system
- Enable Federal, State, territorial, tribal, and local alert and warning emergency communication officials to access multiple broadcast and other communications pathways for the purpose of creating and activating alert and warning messages related to any hazard impacting public safety and well-being
- Reach the American public before, during, and after a disaster
- Diversify and modernize the Emergency Alert System (EAS)
- Create an interoperability framework by establishing or adopting standards such as the Common Alerting Protocol (CAP)
- Enable alerts and warnings for those with disabilities and those without an understanding of the English language
- Partner with NOAA to enable seamless integration of message transmission through national networks

Two primary programs within the IPAWS Program Management Office are the Primary Entry Point (PEP) station expansion and modernization project, and the IPAWS-Open Platform for Emergency Networks (OPEN) application development project. The core of the National EAS are FEMA-connected private radio stations known as PEP Stations. These stations can provide national warning information prior to, during, and after emergencies. FEMA provides communications equipment and emergency generators that enable PEP stations to continue broadcasting warning and safety information to the public throughout an event. Building upon 36 legacy stations, the IPAWS program is establishing an additional 41 PEP stations to provide direct broadcast coverage to at least 90 percent of the American public and modernizing the legacy stations to include protection from EMP hazards and modernized fuel management and spill containment measures.

IPAWS-OPEN is a FEMA mission-critical application that provides for access and authentication of alert messages from public safety officials and integration of alert communications systems. By integrating access to EAS, Commercial Mobil Alerting System, NOAA Weather Radio system, and Internet communications services, public safety officials at all levels can provide timely alerts to citizens in danger over multiple communications paths simultaneously and at no additional cost. A key new capability enabled by IPAWS-OPEN is the ability for local officials to send geo-targeted alerts to cellular devices using technology other than voice or SMS text channels that are likely to be congested during an emergency.

### ***E. Mount Weather Emergency Operations Center***

MWEOC is a 564-acre DHS facility approximately 64 miles west of Washington, D.C. MWEOC provides the infrastructure necessary to support COOP, Incident Management, classified programs, and other all-hazards activities for multiple Federal Executive Branch D/As. For example, MWEOC hosts the DHS/FEMA HQ COOP site as well as provides space for use by several D/As for their storage, offices, and operations. MWEOC also supports a variety of disaster response and continuity missions. It is a hub for our Nation's emergency response activities. In addition, MWEOC provides operational space for and maintains the capability to coordinate, track, and synchronize the relocation of key leadership and staff from the DHS and FEMA Emergency Relocation Groups (ERG) members to perform their essential functions. ERG members serve as emergency personnel responsible to perform their Agency mission-essential functions.

MWEOC's assets include:

- Offices and classified meeting space
- Dormitory and training rooms
- Cafeteria that seats more than 280 personnel
- Fully equipped fire department and emergency medical unit with an ambulance service operated and staffed by FEMA employees
- Health unit
- Federal police force providing 24/7 security
- Motor pool
- Storage facilities
- Electrical redundancy

In accordance with its Master Plan, MWEOC is in the middle of a massive infrastructure upgrade to demolish antiquated buildings and replace them with modern facilities capable of supporting 21st century technology and today's Federal D/A requirements. MWEOC has worked hard to improve internal financial and acquisition processes to allow more rapid use of and accountability over larger projects while maintaining operational capabilities.

## **2) Technical Assistance**

The Technical Assistance (TA) program provides specialized expertise and services delivered through direct assistance to State and local homeland-security and emergency management agencies. The TA program addresses areas of greatest State and local need; is committed to transferring and institutionalizing knowledge at the State and local levels; and provides a menu of services that is responsive to national priorities. The services provided through this program increasingly address complex challenges requiring specialized expertise that requesting agencies do not possess. TA will be funded through management and administration transfers into the Salaries and Expense appropriation from the State and Local Programs appropriation.

**Department of Homeland Security  
Federal Emergency Management Agency  
Urban Search and Rescue Response System  
Program Performance Justification**  
(Dollars in Thousands)

**PPA: Urban Search and Rescue Response System**

|  | <b>Perm. Pos</b> | <b>FTE</b> | <b>Amount</b>  |
|--|------------------|------------|----------------|
| <b>2011 Actual Obligations</b>               | -                | -          | -              |
| <b>2012 Enacted Budget Authority</b>         | -                | -          | -              |
| 2013 Adjustments-to-Base                     | (280)            | (255)      | (48,098)       |
| <b>2013 Current Services</b>                 | <b>832</b>       | <b>801</b> | <b>178,130</b> |
| 2013 Program Change                          | -                | -          | (6,233)        |
| <b>2013 Total Requested Budget Authority</b> | <b>832</b>       | <b>801</b> | <b>171,897</b> |
| Total Change 2012 to 2013                    | 832              | 801        | 171,897        |

FEMA requests \$171.897 million, 832 positions, and 801 FTE in the Response PPA.

Adjustments to Base

- Increase of \$0.253 million for pay inflation
- Increase of \$0.56 million transferred from the Recovery PPA for the Declarations Unit move from the Recovery Directorate to the ORR Front Office
- Decrease of \$35.017 million, 280 positions and 255 FTE transferred to the ARO PPA for response efforts conducted in the regions by the Regional Administrators
- Decrease of \$12.137 million for a one-time programmatic increase in the FY 2012 Enacted Salaries and Expenses appropriation for the US&R Response System.
- Decrease of \$0.846 million for a reduction to Regional Planning program costs
- Decrease of \$0.8 million for a reduction to the FY 2013 National Level Exercise Program
- Decrease of \$0.111 million for a reduction to the Field Operations – Communications Equipment

Program Changes

- Decrease of \$6.233 million for the elimination of the Pre-positioned Equipment Program

**CURRENT SERVICES PROGRAM DESCRIPTION:**

The Response mission seeks to conduct emergency operations to save lives and property through positioning emergency equipment, personnel, and supplies; evacuating survivors; providing food, water, shelter, and medical care to those in need; and restoring critical public services. FEMA

conducts response operations in partnership with State, tribal, and local governments; interagency Federal partners; nongovernmental organizations; and the private sector.

## **1) Office of Response and Recovery**

In FY 2011, the organization of OAARR was completed. The OAARR oversees all gubernatorial requests for emergency declarations and major disasters declared by the President in compliance with the Robert T. Stafford Disaster Relief and Emergency Assistance Act. It is comprised of the Executive Office, Executive Communication and Coordination Group, Strategic Integration Group, Disaster Management and Support Environment, and the Declarations Unit.

The OAARR also provides strategic level coordination, resource integration leadership, and oversight to FEMA's major operational components. This includes the Office of Readiness and Assessment, the Recovery Directorate, the Response Directorate, the Logistics Management Directorate, and the FCO.

### ***A. Executive Office***

The Executive Office is responsible for providing direct support to the Associate Administrator and Deputy Associate Administrator for Response and Recovery in a number of different areas. This support includes scheduling, long range planning, administrative support, preparing reports, conducting research, and integration of subordinate element mission execution.

### ***B. Executive Communication and Coordination Group (ECCG)***

The ECCG enables and supports the execution of ORR and subordinate organization programs through the representation, development, review, communication, and coordination of policies, guidance, strategies, and programmatic activities with internal and external partners and stakeholders. ECCG coordinates the responses to and addresses a wide variety of issues and inquiries from sources internal and external to FEMA; carries out administrative, programmatic, analytical, research, guidance, policy, and outreach activities; and responds to significant and special assignments that have broad national impact. ECCG communicates and coordinates with ORR stakeholders on broad and emerging policy issues, programs, and guidance that have national scope and impact.

### ***C. Strategic Integration Group (SIG)***

The SIG conducts strategic planning, coordination, and synchronization activities with subordinate ORR organizations to ensure collaborative and aligned program operations and resource utilization that complements and supports ORR long-term goals and objectives.

The SIG acts as a transformation, change, and knowledge management agent; leverages private and public sector best practices where applicable; and coordinates and ensures implementation of initiatives consistent with the vision and goals of the ORR. It also reviews future budget cycles to align ORR goals, objectives, activities, accomplishments, resources, and facilitates the proper and timely funding of key response, recovery, and logistics initiatives.

#### ***D. Disaster Management Support Environment (DMSE)***

The DMSE office enables FEMA to accomplish its response, logistics, and recovery missions by improving access to accurate, timely, and relevant information. DMSE has developed functionality and capability where necessary to increase the speed, effectiveness, and efficiency of business processes through the Situational Awareness Viewer for Emergency Response and Recovery (SAVER<sup>2</sup>). Initial efforts were focused on incorporating functionality and informational data feeds within SAVER<sup>2</sup>. Through SAVER<sup>2</sup>, essential data aligned with the Core Capabilities in Presidential Policy Directive - 8 (PPD-8) and the Whole Community Doctrine will be transparently available within the entire disaster enterprise. At maturity, SAVER<sup>2</sup> will provide enhanced critical information flow throughout the DMSE.

#### ***E. Declarations Unit***

The Declarations Unit processes all gubernatorial requests for emergency declarations and major disasters for the President, as well as, all other related actions to include appeals, cost-share adjustments, requests to reopen an incident period or expand the incident type under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5208. It is the mission of the Declarations Unit to ensure that each gubernatorial request for assistance meets the statutory and regulatory requirements and is processed as expeditiously as possible.

#### ***F. Office of Readiness and Assessment***

The Office of Readiness and Assessment develops and implements the FEMA Readiness Assessment Program (F-RAP). F-RAP determines and reports an overall level of readiness by FEMA to fulfill its disaster response, recovery, and logistics missions. F-RAP focuses on three areas: validation of FEMA Unified Readiness Reporting System submissions from FEMA components, identification of the “Readiness Enablers” or elements that enable any operational unit to deliver their required functions (Doctrine, Organization, Training, Material and Equipment, Leadership, Planning, Personnel, and Facilities), and providing support to FEMA elements through Operational Analysis assistance.

The program provides recommendations to leaders about ways to improve the readiness status of their respective response and recovery elements, as well as provides a framework for collecting, analyzing, and applying operational information to improve the Agency’s ability to respond to and recover from incidents regardless of their cause. Thus, FEMA leadership is provided with an important objective evaluation of FEMA component readiness, efficiency, effectiveness, and in addition is provided fact-based information for improved decision-making and resource allocation.

## **2) Response Directorate**

FEMA’s Response Directorate provides and coordinates the core Federal response capabilities needed to save lives, minimize suffering, and protect property in communities throughout the Nation overwhelmed by the impact of an incident, regardless of cause. Response program activities encompass the coordination of all Federal emergency management response operations, response planning, and integration of Federal, State, tribal, and local disaster programs in order to ensure

efficient and effective delivery of immediate emergency assistance to individuals and communities impacted and overwhelmed by these disasters, emergencies, or acts of terrorism.

The Directorate strives to strategically address the future through establishing, maintaining, and growing program areas, including doctrine, exercises, deliberate planning, and operations and disaster emergency communications support, as well as intra- and interagency coordination. The Directorate addresses training and career development for Response staff, as well as the development of Response internal governance. During FY 2011, the Incident Workforce Management Office (IWMO) (formerly the Disaster Reserve Workforce Division (DRWD)) was transferred to the Response Directorate, where it will now work alongside the developers of the FEMA Qualifications System (FQS). This strategic realignment will better serve the customers and stakeholders by allowing one organizational entity to provide coordination and direction of qualification and certification of the FEMA workforce through experience, training, and demonstrated performance.

Beginning in FY 2010, and continuing through FY 2013, the Directorate has been pursuing development of the FQS through the Disaster Relief Fund (DRF). The staff for the program is funded through the Salaries and Expenses account. The FQS is a performance-based approach to workforce qualification and certification of incident management and incident support positions activated to support disasters. This approach seeks to improve FEMA's response and recovery services by identifying required competencies and tasks for disaster personnel and fostering knowledge and skill development within those competencies to successfully perform the tasks. The FQS is guided by operational requirements, current doctrine, and drives FEMA's training curriculum for disaster workers at all organizational levels.

The FQS was built upon and expands the former DRWD credentialing initiative. The individual cadres utilized their existing DRWD position task books as a foundation for their work on the FQS products, moving from a training focus to an Incident Command System (ICS)-compliant, performance-based focus on more robust, measurable competencies and tasks that support increased functional ability across each cadre.

The Response Directorate encompasses the following programs:

***A. Office of the Assistant Administrator***

The Office of the Assistant Administrator provides strategic and operational guidance and leadership to all stakeholders, including FEMA headquarters, regional offices, and interagency partners. It ensures that Federal emergency response systems and capabilities are properly poised to support States and communities. Key functions include providing leadership necessary to integrate the Nation's emergency response teams, systems, and capabilities; coordinating all Federal emergency management disaster operational planning and programs; and executing the response mission through its three major program areas – operations, planning, and disaster emergency communications.

***B. Training, Exercise, and Doctrine Office***

The Training, Exercise, and Doctrine (TED) Office develops clear and well-communicated incident management and incident support doctrine; guides the development of standards and training; and validates capabilities and concepts through exercises, which promote the professionalization of FEMA's emergency managers in accordance with the NIMS. FEMA doctrine builds upon NIMS and

the National Response Framework to describe FEMA's core tenets, concepts, methods, and processes for serving disaster survivors. The Training Unit develops, pilots, and coordinates delivery of training courses to FEMA Response staff members based on this doctrine. Finally, the Exercise Unit tests and evaluates core systems and procedures to ensure effectiveness in the delivery of FEMA's incident management and support. TED validates FEMA staff's ability to perform incident management and support core competencies as well as concepts and processes put forth in doctrine and informs the revision of doctrinal materials and training courses.

**The Training Unit** improves Response Directorate Incident Workforce readiness through training and professional development. The Training Unit ensures that resources are aligned with the Response Directorate's operational response at the field, regional, and National levels. Additionally, the unit utilizes FEMA's core capabilities to develop response-specific professional development opportunities for all Response staff and teams. By delivering comprehensive response training, the Training Unit prepares and trains individuals and teams through set standards in order to deploy and respond to disasters. The Training Unit develops the standards, which will drive exercises.

**The Exercise Unit** contributes to the development and execution of operational exercises by providing response-oriented consultation, advisement, and program expert knowledge, as well as by coordinating with other agencies to provide critical interaction and participation in national-level response exercises. The type and level of support is dependent upon the needs identified for each exercise, and is closely coordinated with the National Preparedness Directorate's Homeland Security Exercise and Evaluation Program. The Exercise Unit develops the input, which will drive the revision and update of training and doctrine. A key component of the Exercise Unit's responsibility is to develop no-notice exercises, Thunderbolts, to evaluate and maintain readiness of FEMA's nationwide response assets.

**The Doctrine Unit** conducts comprehensive reviews and revisions of the Response Directorate's guiding documents, identifies voids, and creates new documents in order to guide FEMA response operations at the incident, regional, and national levels. The unit reviews, revises, updates, and/or develops incident management and support doctrinal materials incorporating NIMS components, terminology, principles, and policies in accordance with Homeland Security Presidential Directive 5 (HSPD-5) and PPD-8. In addition, the Doctrine Unit designs and implements a comprehensive and permanent program for continual development and maintenance of FEMA disaster operations doctrinal materials that guides FEMA response operations at the incident, regional, and National levels. The Doctrine Unit develops the materials on which training will be based and the standards on which exercises are evaluated.

### ***C. Incident Workforce Management Office***

The IWMO (formerly DRWD) deploys and supports a professional disaster workforce of personnel ready for the national, all-hazard response needs of FEMA headquarters and regional leadership and assists in the deployment of responders from FEMA's full-time workforce and the DHS-supported surge capacity force when required.

**The Deployment Unit** manages and administers the ADD personnel deployment system for the incident workforce and the surge capacity force throughout the entire spectrum of FEMA's preparedness, response, recovery, and mitigation missions. The unit implements, manages, and improves standardized deployment processes for all-hazards response and provides personnel visibility

and oversight of deployment processes including the tracking of personnel during pre-event (availability), event (deployment), and post-event (demobilization) cycles of an incident. The staff applies metrics to ensure that staffing requirements are met in the timeframe required, generates ad hoc reports to audit deployment decisions and employee deployment status, and monitors and executes the day-to-day tasks needed to maintain the accuracy and the integrity of employee records and the deployment system.

**The Readiness Unit** manages and coordinates all aspects of cadre and surge readiness and provides oversight for the surge and volunteer workforce programs that will ultimately roster more than 40,000 persons within the Department. The Readiness Unit will assess force structure and coordinate activities with FEMA leadership and key program officials. The unit coordinates directly with Departmental headquarters and component agencies on surge capacity force selection, training, exercises and readiness, manages all facets of external surge capacity force training requirement validation, accountability of individual and cadre/surge readiness status, and manages the FTV Program.

**The FEMA Qualifications System Unit** establishes the system for qualification and certification of the FEMA workforce through experience, training, and demonstrated performance. FQS ensures a qualified workforce based on performance standards, and establishes minimum, consistent, and fair qualification requirements for all workforce positions regardless of employment status. FQS also works to strengthen the training and qualification standards for all workforce positions by implementing improvements based on analysis.

**The Cadre Coordination Unit** is responsible for the communication, coordination, and outreach of workforce procedures and program guidance to the national and regional cadre managers and liaisons on workforce deployment, readiness, and FQS. The unit guides the creation of information technology systems that support the deployment, recording, tracking, and reporting of FQS, medical assessment recording and reporting, and similar systems. Further, it is responsible for communicating, coordinating, and strengthening partnerships and for working with regional operations to ensure effective relationships are maintained between FEMA headquarters and the field. The unit sponsors and develops routine communications via monthly conference calls, office visits, and other media and works with the F-RAP team to develop surveys and other tools to assess customer fulfillment and satisfaction.

#### ***D. Operations Division***

**The Operations Division Management Office** is responsible for the management and coordination of the core Federal disaster response teams, resources, and programs needed to support the regions; interagency partners; and State, tribal, and local governments, voluntary agencies, and disaster survivors impacted by a major disaster or emergency, regardless of cause. The Operations Division achieves its mission through the Response Coordination Branch, Field Operations Support Branch, and US&R Branch (National US&R Response System).

**The Response Coordination Branch (RCB)** is responsible for the management and coordination of FEMA's operation and coordination centers across the Nation, maintaining situational awareness of all-hazards incidents that may impact the United States and its territories. The branch coordinates the operations of the NRCC, the National Watch Center, the FEMA Operations Center, the Future Operations Section, and FEMA liaisons to other government agencies.

During steady state and activations, the RCB supports disaster response and resource planning; monitors potential or developing events, and provides situational awareness to FEMA leadership, DHS leadership, and the White House national security staff to inform decision makers. The RCB coordinates the activities of FEMA liaisons strategically detailed to U.S. Northern Command, the FBI's National Joint Terrorism Task Force, DHS National Operations Center (NOC), and the National Hurricane Center (NHC).

**The National Response Coordination Center** is a multi-agency center that provides overall Federal support coordination for major disasters and emergencies, including catastrophic incidents and emergency management program implementation. The NRCC activates to coordinate with the affected region(s) and provide needed resources and policy guidance to support an incident. When activated, the NRCC supports disaster response and resource planning; monitors potential or developing events, and provides situational awareness to the Administrator of FEMA and other senior leadership, the Secretary of DHS and other DHS leadership, and the White House NSS to inform decision-making. The NRCC supports regional and field component operations, and implements coordination of national-level disaster response activities and resource prioritizations and allocations.

**The National Watch Center (NWC)** maintains a 24/7 national situational awareness of potential, developing, or ongoing situations which may require a Federal response to an incident/event. The NWC links RRCCs, State EOCs, regional DHS components, National and regional Department and agency leads for ESFs, State fusion centers, Joint Terrorism Task Forces, Department of Defense (DOD) Operations Centers, and other key Federal, State, and local operational centers. It supports the collection and distribution of pre-incident information to the DHS NOC for development of a national common operating picture. The NWC provides situational awareness and information sharing for all-hazards incidents that may require Federal response to include planning and response operations at the classified level.

**The FEMA Operations Center (FOC)** is the official notification point for FEMA and supports the DHS and Executive Branch departments and agencies with several classified and unclassified programs authorized by National Security Presidential Directive 51, HSPD-20, the Federal Civil Defense Act of 1950, 50 USC, Appendix 2251, and Executive Order 12656. The FOC facilitates distribution of warnings, alerts, notifications, and bulletins about events that may require a Federal response to the Federal, State, and local emergency management community using a wide variety of communications systems such as the National Warning System, the Washington Area Warning System, the national-level EAS; and the Emergency Notification System.

The FOC supports the NRCC and implements a myriad of notifications to all Federal departments and State EOCs as well as activating emergency management staff. The FOC's multifaceted communications and operations capabilities enable it to receive, generate, and disseminate critical, time-sensitive information to senior decision makers at all government levels. The FOC receives, analyzes, and disseminates all-hazards information within FEMA and DHS and to other departments and agencies, as well as to disaster response team members.

**The Future Operations Section (FOS)** serves as a support element to the NWC, NRCC, RRCCs, response teams, and FEMA senior leadership by providing analysis of threats, both natural and man-made, that present a potential for Federal support and/or assistance. The support includes pre-identification of threats, identification of planning requirements, coordination with internal and external stakeholders, and the development of executable operations plans, courses of action, and recommendations for consideration. During an event, the FOS assesses the operations tempo and

determines future short-term needs, such as staffing, and equipment. It maintains situational awareness of developing events outside of the ongoing operations to facilitate rapid response, prioritization, and shifting of assets, as required.

**The Field Operations Support Branch (FOSB)** provides program management and support of the National and Regional IMATs. The Branch supports doctrine development and conducts internal OREs to ensure IMAT readiness. The Branch also coordinates FEMA's operational requirements for the National Airborne Operation Center and other operations.

**The National Incident Management Assistance Teams**, with support provided by the FOSB, provide the initial National rapid response to major incidents, disasters, special events, and exercises. The primary mission of the National IMATs is to deploy rapidly to an incident or threatened area, state, or FEMA region to work with the affected State(s) to identify and satisfy initial requirements for Federal assistance. IMATs coordinate and integrate interjurisdictional response in support of the affected State(s) or U.S. territory(s). Additionally, IMATs specialize in management and assistance for chemical, biological, radiological, nuclear, and explosives (CBRNE) incidents. National IMATs provide initial situational awareness for Federal decision-makers, and support the initial establishment of a unified command. IMATs provide multidisciplinary emergency management and may include members from the interagency community.

**The National (Urban Search and Rescue) Response System** funds 28 Task Forces across the country to provide a coordinated, national, all-hazards response capability for locating, extricating, and stabilizing survivors of structural collapse resulting from natural and man-made causes, including those involving terrorism and hazardous materials. If a disaster event warrants national US&R support, FEMA will deploy the three closest task forces within six hours of notification, and additional teams as necessary. The role of these task forces is to support State and local emergency responders' efforts to locate victims and manage recovery operations. Each task force consists of two 31-person teams, four canines, and a comprehensive equipment cache. US&R task force members work in four areas of specialization: search, to find victims trapped after a disaster; rescue, which includes safely digging victims out of tons of collapsed concrete and metal; technical, made up of structural specialists who make rescues safe for the rescuers; and medical, which cares for the victims before and after a rescue

Among its many activities, US&R is responsible for interaction with sponsoring agencies and operational groups; management roles, including managing cooperative agreements with the task forces, providing budget, training and exercises; and field operations roles, including cadre management, cache management, alerts and notifications, activations and deployments, and event and after action reporting. In addition, US&R is responsible for the strategic role of ESF-9 coordination, which includes concepts such as force multipliers to augment our task forces with other search and rescue resources from the State and or local responders.

### ***E. Planning Division***

**The Planning Division Management Office** leads the development of deliberate plans across the Federal Government for catastrophic incidents. The Division coordinates and is responsible for deliberate, adaptive, interagency analysis and plans for potential/actual incidents while directing regional planning efforts for all-hazard events; providing oversight in the development and maintenance of special programs focused on CBRNE hazards to communities throughout the Nation

impacted by an incident, regardless of cause. In addition to all-hazard planning, the Division is responsible for Remote Sensing, National Special Security Events, and the National Hurricane Program (NHP). Further, the Division is accountable for integrating and aligning all FEMA's response planning efforts, coordinating the efforts of the Emergency Support Leadership Group (ESFLG), and continuing to lead the agency's Whole Community, maximum of maximum efforts, as well as supporting the implementation of PPD-8.

**The National Hurricane Program** provides evacuation preparedness technical assistance to State, tribal, and local governments, including the preparation of hurricane evacuation studies and technical assistance in developing evacuation plans, assessing storm surge estimates, evacuation zones, evacuation clearance times, transportation capacity, and shelter capacity. The NHP also provides for post-storm assessments and other special hurricane analyses, develops hurricane evacuation studies, and maintains and annually trains more than 3,000 State and local end users in the Hurricane Evacuation decision assistance software package.

NHP helps to ensure an understanding by State and local authorities of all hurricane hazards and their communities' vulnerabilities to these hazards. The program consistently also provides a common operating software to view hurricane forecasts and hurricane evacuation study information; to provide the most accurate and up-to-date storm surge data for risk assessments and operational decision-making; to provide sound guidance for planning and preparedness activities at regional and national levels; and to maintain currency and effectiveness of NHP products and services.

**The Chemical, Biological, Radiological, Nuclear, and Explosives Branch** supports FEMA's all-hazards response mission through the development and maintenance of capabilities and programs that enable FEMA to respond to the consequences of a CBRNE disaster. This includes supporting the development of CBRNE policies, protocols, and procedures during both crisis and consequence management phases of a CBRNE response. The Branch accomplishes this mission by leveraging subject matter expertise in nuclear, radiological, chemical, and biological, and high-explosive hazards from within FEMA, the interagency, and the scientific community in support of FEMA's mission. This includes advising FEMA leadership during a CBRNE incident; initiating mission assignments; and activating appropriate emergency response teams for CBRNE incidents. The Branch coordinates the Improvised Nuclear Device Response and Recovery (INDRR) Program, the Nuclear Incident Response Team (NIRT), the Domestic Emergency Support Team (DEST), and the Nuclear/Radiological Incident Prevention Program (NRIPP).

**The Improvised Nuclear Device Response and Recovery Program** supports FEMA's role as the Departmental lead for response and recovery efforts associated with the terrorist use of an IND, which is a device designed to result in a nuclear fission reaction that would result in a complex catastrophic disaster in a major urban area that would severely challenge the Nation's ability to respond effectively in a timely manner. While all emergencies begin as local events, it can be anticipated that an IND would overwhelm State and local resources, and a rapid well-coordinated Federal response with locals and States is required for life-saving activities and long-term support.

The Integrated Planning Guidance for FY 2011-2015 identifies FEMA as the Departmental lead for response and recovery efforts associated with the terrorist use of an IND. FEMA developed an IND strategy and implemented an IND Response and Recovery Program. The resulting INDRR Program works to align organizational and strategic direction that affects project and program goals and objectives and works collectively with the intra- and interagency, and with State, regional, and local

agencies to resolve issues within a structured approach where roles and responsibilities for response and recovery to an IND incident are shared.

**The Nuclear Incident Response Team** is comprised of specialized teams managed day-to-day by the Department of Energy's (DOE) National Nuclear Security Administration (NNSA) and the Environmental Protection Agency (EPA). The teams are operationally controlled by DHS/FEMA when activated to provide expert technical advice and support in disaster response operations and other needs involving nuclear weapons incidents, radiological incidents, lost or stolen radioactive material incidents, and acts of nuclear terrorism. The FEMA Administrator is responsible for establishing standards and certifying when those standards have been met; conducting joint and other exercises and training and evaluating performance; and providing funds to DOE and EPA, as appropriate, for homeland security planning, exercises and training, and equipment.

**The Domestic Emergency Support Team (DEST)** is a rapidly deployable, interagency team of experts within the United States Government, staffed from FEMA, FBI, DOD, DOE, Health and Human Services (HHS), and EPA. The DEST provides guidance concerning WMD threats and actual incidents or attacks. In accordance with the Post-Katrina Emergency Management Reform Act, the FEMA Administrator has the responsibility for directing the DEST. National Security Presidential Directives-46/15 further identify the DEST as a specialized interagency team designed to provide expeditiously expert advice, guidance, and support to the FBI On-Scene Coordinator (OSC) during a WMD incident or credible threat. FEMA is statutorily responsible for directing the operations of the DEST; coordinating the interagency team for mission planning purposes; and deploying as part of the team.

Besides providing interagency crisis management assistance, the DEST can provide information management support and enhanced communications to ensure the OSC maintains connectivity with national-level decision makers during an ongoing crisis. The DEST also can be organized to provide the expert advice required for certain explosive devices and their components including chemical, biological, nuclear, and radiological dispersal devices. Technical expertise and equipment is also available to operate in a contaminated environment in order to conduct onsite activities like threat sampling, technical measurements, tactical intelligence collection, evidence collection, and other actions.

**The Nuclear/Radiological Incident Prevention Program** was established to support the national response to nuclear and radiological threats. FEMA established the NRIPP to enhance the Department's ability to coordinate technical response operations to such threats, in coordination with the FBI as the lead of domestic counterterrorism. In accordance with the Federal Improvised Nuclear Device Concepts of Operations Plan, FEMA is responsible for representing DHS and for coordinating with the FBI, DOE, and DOD, on the deployment of radiation detection capabilities to support the FBI in search activities to detect, locate, and identify illicit nuclear or radiological materials. NRIPP, in coordination with DHS components, works with the FBI to develop plans, procedures, and tools to detect and locate illicit nuclear or radiological materials and supports FBI directed search activities during threats or incidents involving such materials. Support for policy development, program guidance, and contract oversight for the NRIPP is provided by the CBRNE Branch.

**The National Planning Branch** is responsible for deliberate and adaptive interagency planning at the Federal level in preparation for special security events, and for responding to and stabilizing a catastrophic event within 72 hours. The Branch has two sections, the Interagency Planning Section, and the Future Planning Section. The Interagency Planning Section is responsible

for leading the deliberate, comprehensive planning efforts for special security events, and incident response at the Federal level. This section coordinates the consolidation of interagency partner's roles, authorities, and actions into comprehensive plans to address special security events, and the Federal support to regional, State, tribal, and local response efforts. The Future Planning Section is responsible for deliberate planning for FEMA headquarters as an organization, for conducting analysis on a daily basis to maintain situational awareness and for building situational understanding, and for leading and coordinating adaptive planning at the Federal level during incident response and NRCC activation. Adaptive planning is the means by which existing plans are quickly adapted as required to better suit the specific incident. Adaptive planning is rapid, effective planning in a dynamic situation, is a force multiplier that will enhance response, and is conducted in short/no-notice timeframes.

**The Regional Planning Branch** develops coordinated and integrated DHS and FEMA Federal-level catastrophic disaster response plans, using a deliberate planning process. Regional plans are linked to National all-hazards plans and are developed in partnership with States and local communities. Whole community principles are incorporated throughout the planning process and reflected in the plans. The Branch serves as the point of contact for the regions in the Response Directorate for planning. The Regional Planning staff can deploy to the regions to further develop pre-event relationships, protocols, response processes, and a mutual understanding of other agencies roles, issues, and needs. The goal is to increase the plan-to-action ability to respond with little or no advance notice/warning to major disasters and incidents through rapid response with massive support.

#### *F. Disaster Emergency Communications Division*

**The Disaster Emergency Communications (DEC) Division Management Office** provides and leads integrated Federal communications support to emergency responders at all levels of government. It has a leading national role in the management, oversight, and development of emergency communications capabilities and doctrine. The Division develops and implements the capability to provide tactical voice, data, and video communications services before, during, and immediately after an incident to support emergency managers at all levels of governments. The DEC Division accomplishes its mission through two highly successful core program activities: RECCWGs and MERS.

**The Communications Integration Branch (CIB)** develops comprehensive and integrated Federal, regional, tribal, and State communications plans to ensure that FEMA is prepared to respond and is well integrated with emergency responders during response and recovery efforts nationwide. These planning efforts include the development of State Communication Annexes, development of regional plans, updating National-level contingency plans, and fulfilling additional requirements of these plans through the development of pre-scripted mission assignments. The CIB works to build communications policies that provide the scope and methods for using FEMA capabilities alongside partners and customers. In addition, the CIB works with the Tactical Emergency Communications Branch (TECB) to determine how the actions of external partners might affect communications capabilities and coordinates plans with external emergency communications providers to build a comprehensive communications support structure.

Through the CIB, the DEC Division manages the RECCWG National Program Office, which assesses emergency communications capabilities within the respective FEMA regions, facilitates disaster preparedness through the promotion of multi-jurisdictional and multi-agency emergency communications networks; and ensures that activities are coordinated with all emergency

communications stakeholders within the FEMA regions. The RECCWG budget aligns funding with disaster emergency communications requirements and responsibilities, to improve operational readiness, continuity of operations, and interoperability, and to ensure the effective use of all response communications assets to achieve mission success.

**The Tactical Emergency Communications Branch (TECB)/Mobile Emergency Response Support** significantly enhances FEMA's response coordination and execution across the full spectrum of incidents, both natural and man-made. TECB is engaging across the Federal Government, with State, tribal, and local agencies, and with other partners to help establish consistent doctrine, plans, tactics, techniques, and procedures to ensure effective communications interoperability, standards, and capabilities during Federally coordinated response operations. When disaster strikes, the TECB aggressively responds with mission critical technical support to assist deployed MERS coordinators, FEMA regional emergency communications coordinators, and Federal response teams to overcome near-term emergency communications challenges.

MERS is a national asset that provides rapid deployable and self-sufficient, command, control, and disaster emergency communications capabilities, tactical operations, and logistics support for the on-scene management of disasters. It is a key FEMA disaster response asset that plays an important role supporting disaster response and recovery operations. MERS supports Federal, State, tribal, and local disaster responders in several major areas including multi-media communications, information processing, logistics, and overall disaster operations and administration. Strategically positioned in six locations across the Nation, MERS detachments can support multiple field operating sites concurrently while building out disaster infrastructure for multiple incident areas of operation.

MERS provides a cost-effective solution to the National Response Framework, Emergency Support Function #2 requirements. The detachments are available 24 hours a day to deliver FEMA disaster emergency communications and other life-saving, live-sustaining infrastructure support services. The ability to deploy mobile command center Interim Operating Facilities, Joint Field Offices, and Disaster Recovery Centers allows emergency management staff and Federal response teams to focus on immediate response and recovery activities. MERS home station operations centers and specialists support FEMA's network of operations centers, providing situational awareness and reporting down to the incident site level.

Much work remains to improve disaster emergency communications interoperability with other Federal departments and agencies and emergency responders at State, tribal, and local levels of government. The DEC Division and the MERS FY 2013 Operating Plan provide day-to-day cross-cutting support to FEMA directorates, and ensures effective and efficient service delivery to relevant emergency management personnel during times of National disaster. Missions and function of DEC Division and MERS align with DHS QHSR Goal 5: Ensuring Resilience to Disaster; 5.3 - Ensure Effective Emergency Response; and 5.3.2 - Conduct effective disaster response operations. Establishing a sound budget for the DEC Division and the MERS Detachments supports the Response Directorate Strategic Planning Guidance/Operating Plan for FY 2013 by building a robust communications program that includes funding operations and maintenance for current mission requirements and enhances our ability to support incidents involving INDs, cyber attacks, and other full-spectrum response planning and operations.

### ***G. Business Management Division***

**The Business Management Division (BMD)** coordinates the major support requirements of the Directorate. The Division is charged with making decisions about the Response Directorate's mission needs and providing support for the day-to-day mission of the Directorate. BMD accomplishes this mission through the coordinated efforts of the Assets and Contracts Management Branch, the Human Resources Management Branch, the Financial Management Branch, and the Mission Assignment Program.

### **3) Logistics Management Directorate**

The Logistics Management Directorate (LMD) is FEMA's major program office responsible for policy, guidance, standards, execution, and governance of logistics support, services, and operations. LMD's mission is to provide an efficient, transparent, and flexible logistics capability for the procurement and delivery of goods and services necessary for an effective and timely response to and recovery from disasters.

LMD funding is organized in the following manner:

**Disaster Logistics Management - Management & Administration (M&A)** is responsible to plan, manage, and sustain the national logistics response and recovery operations, in support of domestic emergencies and special events – to act as the National Logistics Coordinator and Single Logistics Integrator for National incident support. It also functions as the Logistics National Cadre Manager for more than 1,000 DAEs.

- Front Office - provides comprehensive Logistics-related fiscal, personnel and administrative services, and coordination to achieve optimum mission requirements and capabilities
- Logistics Management Transformation Initiative - coordinates and manages emerging transformation initiatives and concepts such as the National Logistics Coordinator concept, Key Readiness Contracts, and the Demonstration Program: Logistics Capability Calculator.
- Business Management - integrates human resources management and strategies into the overall strategic objectives for LMD. Advises directorate leadership on human capital requirements and professional training development for operational missions and programs. Provides comprehensive financial management services for the five divisions, which include budget formulation, oversight, and financial document tracking. The division also manages the headquarters DAE Logistics cadre, which consists of more than 300 DAEs.

**Disaster Logistics Distribution Management Operations** manages FEMA's warehouse facilities and transportation systems used to receive, store, maintain, issue, distribute and track supplies, services, material and equipment.

**Disaster Logistics Property Accountability, Oversight, and Coordination** provides industry standards (using American Society for Testing and Materials voluntary consensus standards) quality assurance, customer assistance and technical reviews of property accountability, inventory services, and oversight of disposal and donations of agency disaster-funded supplies and equipment.

**Disaster Logistics Operations** manages and executes the coordination and communication, tracking and reporting for all-hazards operations and serve as the central reporting element for the NRCC on all logistics actions and operational activities.

**Disaster Logistics Plans and Exercises** develops and provides cohesive and synchronized logistics plans and exercises to achieve both short- and long-term readiness requirements.

**Department of Homeland Security  
Federal Emergency Management Agency  
Recovery  
Program Performance Justification**  
(Dollars in Thousands)

**PPA: Recovery**

|  | <b>Perm. Pos</b> | <b>FTE</b> | <b>Amount</b> |
|--|------------------|------------|---------------|
| <b>2011 Actual Obligations</b>               | -                | -          | -             |
| <b>2012 Enacted Budget Authority</b>         | -                | -          | -             |
| 2013 Adjustments-to-Base                     | (192)            | (183)      | (22,950)      |
| <b>2013 Current Services</b>                 | <b>420</b>       | <b>398</b> | <b>55,423</b> |
| <b>2013 Total Requested Budget Authority</b> | <b>420</b>       | <b>398</b> | <b>55,423</b> |
| Total Change 2012 to 2013                    | 420              | 398        | 55,423        |

FEMA requests \$55.423 million, 420 positions, and 398 FTE in the Recovery PPA.

- Increase of \$0.124 million for pay inflation
- Decrease of \$22,514 million, 192 positions, and 183 FTE transferred to the ARO PPA for recovery efforts conducted in the regions by the Regional Administrators
- Decrease of \$0.56 million transferred to the Response PPA for the Declarations Unit move from the Recovery Directorate to the ORR Front Office

**CURRENT SERVICES PROGRAM DESCRIPTION:**

The Recovery mission supports individuals and communities affected by disasters of all sizes, including catastrophic events and terrorist attacks, in their efforts to recover.

**1) Recovery Directorate**

The Recovery Directorate provides program oversight for disaster assistance averaging more than \$8.0 billion annually. The Recovery Directorate oversees Federal disaster assistance programs; manages resources for readiness and recovery capability development; develops recovery strategies, policies, and doctrine for delivering assistance; plans for catastrophic events and continuity of operations; delivers grant assistance for community and individual recovery; and develops and coordinates partnerships.

The Recovery Directorate is also FEMA’s agent in the implementation of the National Disaster Housing Strategy, the National Disaster Recovery Framework (NDRF), the National Catastrophic Infrastructure Recovery Plan, ESF #3 (Public Works and Engineering), ESF #6 (Mass Care,

Emergency Assistance, Housing, and Human Services), and ESF #14 (Long-term Community Recovery).

The following Recovery Directorate programs/functions receive staffing and operating expenses support from the S&E appropriation:

***A. Office of the Assistant Administrator for Recovery***

The Office of the Assistant Administrator provides strategic leadership and direction to support and strengthen Recovery Directorate programs and activities through program analysis and evaluation; policy coordination and analysis; performance measurement and management; development of doctrinal guidance; information management, analysis, and reporting; and internal and external partner coordination and integration.

***B. National Disaster Recovery Planning Division***

The National Disaster Recovery Planning Division strengthens recovery programs and assistance by developing and coordinating national-level plans and exercises, including catastrophic, all-hazards, contingency, COOP, devolution planning; coordinating and leading ESF #14 - Long-term Community Recovery; and supporting FEMA Regional Office recovery planning activities.

The National Disaster Recovery Planning Division also is responsible for leading the development, implementation, and other activities associated with the NDRF. The NDRF describes the concepts and principles that guide recovery efforts in response to large-scale or catastrophic disasters; identifies scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities; and links local, State, tribal and Federal governments, the private sector, and voluntary, faith-based, and community organizations that play vital roles in recovery.

***C. Public Assistance Division***

PA Division programs provide assistance to tribal, State, and local governments, and certain nonprofit organizations to alleviate suffering and hardship resulting from major disasters or emergencies declared by the President. The S&E appropriation funds PA full-time permanent employees, plus operating expenses for consistent implementation and management of PA programs including development and maintenance of policies and doctrine, planning, training development and delivery, technology sustainment, and outreach to improve integration and coordination. PA programs provide reimbursement for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain private nonprofit organizations, funded by the DRF. These programs provide not less than 75-percent Federal cost-share reimbursement to States for actual costs.

***D. Individual Assistance Division***

IA Division ensures that disaster survivors have timely access to a full range of programs and services to maximize their recovery, through coordination among Federal, tribal, State, and local governments, voluntary agencies, and the private sector. IA programs and functions are executed under Sections 403, 408, 410, 415, 416, 425, and 426 of the Stafford Act and funded by the DRF. The S&E

appropriation funds all IA full-time permanent employees, plus operating expenses for consistent implementation and management of IA programs including development and maintenance of policies and doctrine, planning, training development and delivery, technology sustainment, and outreach to improve integration and coordination among Federal, tribal, State, and local governments, voluntary agencies, and the private sector.

#### ***E. National Processing Service Centers***

NPSCs are a key component of the Agency's ability to support survivors' resilience to disaster through recovery programs. The NPSCs are FEMA's full-service disaster assistance processing and solution centers responsible for: registering individuals for assistance by phone and via the Internet; verifying home and personal property losses through onsite inspections; processing applicant registrations to determine and communicate assistance eligibility; and responding to applicant questions by phone (and mail) throughout the disaster assistance process. Funding from the M&A appropriation supports approximately 300 full-time positions in the NPSCs as well as other activities, such as technology requirements needed to maintain call centers, equipment, and training.

#### ***F. Business Management Division***

The Business Management Division (BMD) provides the Recovery Directorate coordination of technology solutions, contracting, facility and asset management, financial management and contract closeouts, human resources support, training, and cadre management. Activities focus on improving efficiency, building sustainable business and workforce capabilities, supporting the implementation and modernization of service delivery with cost-effective technology systems and solutions, and effecting coordination with MSB and OFO to enable successful execution of Recovery programs and delivery of services.

**Department of Homeland Security  
Federal Emergency Management Agency  
Mitigation  
Program Performance Justification**  
(Dollars in Thousands)

**PPA: Mitigation**

|  | <b>Perm. Pos</b> | <b>FTE</b> | <b>Amount</b> |
|--|------------------|------------|---------------|
| <b>2011 Actual Obligations</b>               | -                | -          | -             |
| <b>2012 Enacted Budget Authority</b>         | -                | -          | -             |
| 2013 Adjustments-to-Base                     | (107)            | (102)      | (16,565)      |
| <b>2013 Current Services</b>                 | <b>76</b>        | <b>72</b>  | <b>27,110</b> |
| <b>2013 Total Requested Budget Authority</b> | <b>76</b>        | <b>72</b>  | <b>27,110</b> |
| Total Change 2012 to 2013                    | 76               | 72         | 27,110        |

FEMA requests \$27.110 million, 76 positions, and 72 FTE in the Mitigation PPA.

- Increase of \$0.023 million for pay inflation.
- Decrease of \$13.012 million, 107 positions, and 102 FTE transferred to the ARO PPA for mitigation efforts conducted in the regions by the Regional Administrators.
- Decrease of \$3.576 million for a one-time programmatic increase in the FY 2012 Enacted Salaries and Expenses appropriation for mitigation programs.

**CURRENT SERVICES PROGRAM DESCRIPTION:**

The Federal Insurance and Mitigation Administration (FIMA) creates safer communities by reducing loss of life and property and preventing potential disaster losses. This is accomplished through three core competencies and one support activity: analyzing risk through identification and assessment; reducing risk through land use, building codes, and the Hazard Mitigation Grant Program; environmental planning and historic preservation; and, the regional and disaster support activity.

These core competencies and support activity work jointly to reduce the likelihood of future losses, to enable individuals to recover more rapidly from floods and other disasters, and to minimize the financial impact of disasters on the U.S. Treasury, States, and local and tribal communities.

**1) National Dam Safety Program (NDSP)**

As a critical element of the Nation’s infrastructure, dams bring water, power, flood control, recreation, economic possibilities, and many other advantages to people. Safe operations and maintenance are critical to sustaining these advantages and avoiding potential disaster. Since 1998, the recorded

number of deficient dams (those with structural or hydraulic deficiencies, leaving them susceptible to failure) has risen by 85 percent—from 1,818 to 4,095. While federally owned dams are in good condition, and there have been modest gains in repair, the number of dams identified as unsafe is increasing at a faster rate than those being repaired. The number of high-hazard potential dams (dams whose failure would cause loss of human life) is increasing dramatically. Since 1998, the number of high-hazard-potential dams has increased from 9,281 to 13,000 in 2009.

FEMA's role in addressing this problem is to aid States and communities in recognizing their risk and developing plans to mitigate that risk as the lead Federal agency for NDSP. FEMA coordinates efforts through collaborative partnerships between States, Federal agencies, and private sector and other stakeholders to secure the safety of these dams through research, training, and public awareness. The NDSP provides financial assistance to States' dam safety programs to support dam safety activities including:

- Inspecting and monitoring dams.
- Training dam safety staff and inspectors.
- Data analysis and research to support the improvement of State Dam Safety Programs.
- Preparation of Emergency Action Plans.
- Public awareness campaigns aimed at both the public and emergency management on the risks associated with dam failure.

The FY 2013 budget request includes a performance-based approach for evaluating State performance that ultimately will afford us the opportunity to allocate grant funds based on State performance versus a funds distribution based on the number of regulated dams in each State.

## **2) National Earthquake Hazards Reduction Program (NEHRP)**

Congress established NEHRP in 1977, and authorized the member agencies to conduct research on the causes and effects of earthquakes, produce technical guidance to develop earthquake resistant design and construction standards, and develop techniques to educate the public about earthquake hazards and mitigation.

Ongoing efforts to support the creation and maintenance of disaster-resistant building codes and standards is a major focus of the NEHRP and is an important factor in reducing the losses from major U.S. earthquakes over the past 30 years.

Areas such as the New Madrid seismic zone in the central United States remain more vulnerable to extensive damage cause by earthquakes than other parts of the country, particularly the western United States. This is because western States adopted seismic building codes much earlier than those in the central United States did. Currently, Arkansas (adopted 2006); Indiana (adopted 2006), Mississippi (adopted 2003) and Tennessee (adopted 2006) have adopted statewide seismic building codes. Illinois and Missouri have not adopted statewide seismic codes, however many jurisdictions in those States have adopted them. State and local jurisdictions need to do more to improve the earthquake resistance of buildings and infrastructure in this part of the Nation.

Each year, approximately 3,000 to 4,000 earthquakes strike our Nation. FEMA, along with partners from the U.S. Geological Survey, the National Institutes of Standards and Technology and the National Science Foundation, works to help communities identify earthquake risk and develop plans for

reducing those risks. Specifically, NEHRP manages initiatives that reduce the risk to life and property from earthquakes, including the following:

- Translating research into technical guidance publications and best practices on seismic safety, building design and construction, building codes and standards, and reducing economic losses.
- Assisting State and local governments in building capabilities for determining potential damage and reducing the effects of earthquakes before they occur.
- Working with national codes and standards organizations to develop and improve seismic building standards.

### **3) Building Science Program**

Building Science Program develops mitigation guidance that focuses on creating disaster-resilient communities. The program's mitigation activities include:

- Acting as a Technical Services Bureau for FIMA and FEMA for the development and maintenance of over 100 technical manuals regarding evaluation, design, and construction standards for multiple hazards which are used by builders and building owners, designers, and local officials.
- Assessing structural resiliency in post-disaster environments through immediate deployment of mitigation assessment teams following disasters.
- Developing timely publications, guidance materials, tools, technical bulletins, and recovery advisories that incorporate the most up-to-date building codes, floodproofing requirements, and wind-resistant requirements for new construction or repairing existing buildings.
- Supporting the development and adoption of disaster-resistant model building codes and standards.
- Furthering development of the Risk Management Series for all-hazards mitigation.
- Providing building science technical support for NFIP and Hazard Mitigation Assistance programs.
- Providing building science technical support to public and private sector stakeholders.

### **4) Environmental Planning and Historic Preservation**

FEMA's Office of Environmental Planning and Historic Preservation (OEHP), located within FIMA, manages FEMA's responsibilities to be stewards of the natural and cultural environment and related compliance with all environmental planning and historic preservation laws, executive orders, and regulations across all FEMA programs. OEHP helps build a unity of effort across the emergency management team as it relates to EHP issues and requirements, and specifically, the OEHP is the functional authority on environmental planning and historic preservation (EHP), and oversees the development of all EHP regulations and policy, systems, human capital (including the EHP Disaster Workforce), outreach, and performance management aspects of these requirements. OEHP's mission is to help communities reduce the impact that disasters and emergency management decisions and operations have on the Nation's natural and cultural resources.

- OEHP also works closely with FEMA Directorates and Program Offices to provide technical assistance in integrating these stewardship responsibilities into program decision-making and implementation, and how to use the EHP process to further the Whole Community objectives

of stakeholder engagement and collaboration as part of the decision-making process. The EHP Strategic Plan, FY 2009-2013, has three major goals: build sustainable capabilities; strengthen operational effectiveness; and strengthen EHP partnerships.

## **5) Regional and Disaster Support Branch**

Regional and Disaster Support Branch works to define and manage FIMA's role in FEMA's response and recovery operations as well as to ensure regional integration into National programmatic issues. This responsibility requires the R&DS design consensus-based solutions to prepare the disaster workforce to consistently deliver program and technical assistance to affected local governments and disaster applicants, along with facilitating Regional input regarding crosscutting initiatives. The main goals of Regional and Disaster Support are:

- Translate Headquarters programs and initiatives into tools and resources to equip the Hazard Mitigation Disaster Workforce with standards, training, and job aides to consistently deliver hazard mitigation assistance in the disaster setting, and to further the efforts of FIMA programs
- Build and facilitate a National network of Regional Managers to effectively integrate FIMA's performance
- Coordinate FIMA disaster operations, National disaster policy analysis, and crosscutting program and administrative issues in support of the Regions and the Disaster Field organization

## **6) FIMA Mission Support Activities**

FIMA's mission support activities include management and oversight of Agency programs, business operations support, stakeholder engagement and outreach support, business process management and improvement activities, and information systems support activities.

**Department of Homeland Security  
Federal Emergency Management Agency  
Mission Support  
Program Performance Justification**  
(Dollars in Thousands)

**PPA: Mission Support**

|  | <b>Perm. Pos</b> | <b>FTE</b> | <b>Amount</b>  |
|--|------------------|------------|----------------|
| <b>2011 Actual Obligations</b>               | -                | -          | -              |
| <b>2012 Enacted Budget Authority</b>         | -                | -          | -              |
| 2013 Adjustments-to-Base                     | (238)            | (225)      | (66,627)       |
| <b>2013 Current Services</b>                 | <b>857</b>       | <b>815</b> | <b>152,806</b> |
| <b>2013 Total Requested Budget Authority</b> | <b>857</b>       | <b>815</b> | <b>152,806</b> |
| Total Change 2012 to 2013                    | 857              | 815        | 152,806        |

FEMA requests \$152.806 million, 857 positions, and 815 FTE in the Mission Support PPA.

- Increase of \$0.272 million for pay inflation
- Decrease of \$29.995 million, 238 positions, and 225 FTE transferred to the ARO PPA for mission support functions conducted in the regions by the Regional Administrators
- Decrease of \$13.662 million for a one-time programmatic increase in the FY 2012 Enacted Salaries and Expenses appropriation for IT modernization
- Decrease of \$0.5 million for a one-time programmatic increase in the FY 2012 Enacted Salaries and Expenses appropriation for unaccompanied minor registration
- Decrease of \$5.0 million for a one-time programmatic increase in the FY 2012 Enacted Salaries and Expenses appropriation for facilities repair.
- Decrease of additional \$2.54 million in the facilities repair program based on a new prioritization and ranking program
- Decrease \$1.19 million in information/telecommunications based on consolidation, prioritization, and needs analysis
- Decrease of \$0.6 million in the storage tank program plan
- Decrease of \$13.41 million for software licenses and data center O&M transferred to the DHS Working Capital Fund in the Centrally Managed Accounts PPA

**CURRENT SERVICES PROGRAM DESCRIPTION:**

The Mission Support Bureau (MSB) supports all facets of the Agency mission by providing strategic leadership to and assuring the timely, efficient, and effective delivery of administrative, property management, health and safety, human capital, IT, procurement, security services, and business

function capabilities. This community of capabilities supports the entire FEMA enterprise of mission activities that range from performing US&R; to taking in and managing requests for IA and PA grants; to approving and paying those grants; to managing flood insurance policies for the Nation's citizens.

The functional responsibilities of each MSB Office are detailed below.

## **1) The MSB Executive Office (MSB EO)**

MSB EO provides primary strategic oversight to and is focused on integrating activities within and seeking efficiencies among the five MSB component Offices. Additionally, specific EO responsibilities include the functions of the Component Acquisition Executive; coordinating administrative, human capital, and acquisition needs in FEMA's 10 Regional Offices; oversight of MSB-wide business process improvements; establishing and maintaining a highly responsive enterprise customer assurance capability; coordinating cross-Bureau COOP planning; and managing and overseeing basic administrative functions and activities.

## **2) The Office of the Chief Administrative Officer (OCAO)**

OCAO provides critical support to FEMA's mission through a full range of administrative and management services, including real and accountable property management; occupational safety, health and environmental programs; records management; printing and graphics support services; fleet support and management; support to Freedom of Information Act (FOIA) requests; and privacy protection to programs, partners, and stakeholders. In addition, OCAO is responsible for supporting MSB strategic and operational planning activities by providing assistance to all offices within the Bureau for the development and implementation of operational and tactical program-level plans that support FEMA and MSB strategic direction.

The portfolio of OCAO includes the Support Services and Facilities Management Division (SSFMD); the Occupational Safety, Health, and Environment (OSHE) Division; and the Records Management Division.

The **Support Services and Facilities Management Division** is responsible for managing real property and accountable personal property, products, services, and solutions, to include the acquisition, leasing, repair, maintenance, and disposal of fixed and temporary facilities, and inventory management of accountable personal property. SSFMD manages space optimization planning, furniture acquisition, public benefit conveyance, facilities support services, and the transit subsidy program. In addition, the Division provides or coordinates critical mission support services, such as mail management, graphic/multimedia support, publications ordering/shipment, fleet management, and printing for both steady-state and disaster support operations.

The **Occupational Safety, Health, and Environment Division** provides leadership, oversight, guidance, and support to ensure the protection of all FEMA employees and programs nationwide, through a Whole Community readiness approach which emphasizes the protection of operations, affected communities, and responding partners to reduce injuries and minimize loss of life by supporting both steady-state and disaster response operations, including the NIRT, the DEST, and IMATs. Divisional responsibilities are accomplished through an array of specific programs (such as

maintaining readiness of the National Safety and Health Cadre), planning and preparedness exercises, training programs (such as Collateral Duty Safety Officer and Safety Manager Training), evaluations, employee wellness and medical readiness, pre- and post-deployment operations; operational assessments, and compliance verification activities (such as Management Evaluation Technical Assistance Reviews, Life Safety and Environmental Regulatory Compliance Reviews).

The **Records Management Division and Privacy Office** administer statutory programs that include Records Management, Privacy Act, FOIA, Information Quality Act, Paperwork Reduction Act (PRA), and Federal Advisory Committee Act (FACA). These programs administratively support programs such as Correspondence Management, Forms Management, Directives Management, Research Service, and the National Archives and Records Administration (NARA) Reimbursable Program. They also administer the enterprise systems for the collection, preservation, management, safeguarding of records, correspondence, and historical research material.

### **3) The Office of the Chief Component Human Capital Officer (OCCHCO)**

OCCHCO recognizes that its first priority is to support FEMA's mission. As a strategic partner of leadership at all levels, OCCHCO implements and improves human capital (HC) programs that help the workforce achieve goals and meet future challenges. The OCCHCO HC goal is to provide a blueprint for the future, to ensure that the Agency hires and retains the people with the right skills to excel in meeting current and future challenges. Successful recruiting, training, career management, compensation, promotion management, performance management, and leadership all contribute toward growing a competent and diverse workforce. Through the OCCHCO strategic management of HC, FEMA will:

- Conduct workforce planning, prioritize and invest in closing skill gaps, align performance with strategic goals, and fully engage its employees in strengthening the workforce.
- Leverage existing technology and pursue new technology throughout the Agency to develop, implement, and manage HC strategies and services in partnership with OCIO and OCFO, and other entities.
- Systematically plan, measure, evaluate, and improve HC programs to achieve organizational results, legal and regulatory compliance, and taxpayer value.

Overall, provides leadership and direction to all agency stakeholders, including FEMA headquarters, regional offices, and interagency partners on HC programs, products, and services. It is responsible for the development and management of policies, programs, and activities designed to ensure the strategic management of the Agency's human capital assets. It is responsible for ensuring that the strategic management of human capital is integrated into all aspects of the Agency's operations. It also ensures compliance with Merit System Principles, Federal human resources (HR) laws, rules, and regulations; and manages the Administrator's Priority Workforce Enhancement Initiative.

OCCHCO programs and functions are organized across the following four divisions: the Workforce Effectiveness Division, Headquarters Operations Division, Field Operations Division, and Workforce relations Division. These divisions are supported by the OCCHCO Executive Resources Branch, OCCHCO Administrative Staff, the Career Development and Training Office, and the HR Information System Branch. All four divisions and supporting offices and branches work together in a unified and

integrated effort to retain, develop, and motivate FEMA's multifaceted employee workforce to reach its fullest potential.

#### **4) The Office of the Chief Information Officer (OCIO)**

OCIO supports FEMA's mission by maintaining and enhancing the Agency's IT infrastructure, and developing and enhancing key systems to support operating programs. The requested funding supports the mission by building, sustaining and improving the capabilities that provide operations and maintenance support for 90 applications; afford IT governance and administrative support for programs and offices; and deliver IT services (including information security, Internet, telecommunications, and desk-side technical help), support, and oversight across the enterprise which includes more than 20 fixed locations, over 9,000 employees, and during an event can include up to 25,000 employees, who support our citizens and first responders. Funding supports plans to build on its FY 2010 and 2011 successes of consolidating two data centers (SAVVIS and Plano, Texas) into the DHS Enterprise Data Center in southern Virginia. Funding also supports plans to improve management effectiveness by seeking cost-effective, reliable, secure, and innovative solutions through which to continue to deliver the Agency's services to Nation's citizens and first responders. Our IT initiatives are closely aligned with those who carry out the Agency's mission and with the broader framework provided by the President's Management Agenda, and relevant legislation and guidance.

To continue to ensure the sustained viability and resiliency of IT capabilities, we will continue to work toward the migration of applications from the Mount Weather facility and two other commercial data centers that are currently hosting FEMA mission support applications. OCIO will continue to take advantage of IT services offered at the DHS-enterprise level, such as email and internet collaboration services, that will improve capabilities and reduce costs. The OCIO is comprised of two divisions: the Operations Division and the Administration Division.

##### ***A. OCIO Operations Division***

The Operations Division provides IT services and capabilities to FEMA, other Federal Agencies, and State and local governments in support of our mission by building, sustaining, and improving our information systems, networks, and IT service centers. It provides leadership and guidance in conducting and maintaining IT enterprise infrastructure and for the management, design, development, acquisition, integration, and implementation of critical infrastructure products and systems, and assists in maintaining the CIO goals and standards. The Operations Division manages Operations Support, Software Development and Integration, Architecture, Engineering, and Enterprise Services, Regional Support, and IT Security.

The **Operations Support Branch** provides day-to-day operation, maintenance, control and security of the FEMA enterprise from headquarters sites thru the regions and including the extension of the enterprise into disaster field offices and sites.

The **Systems Development and Integration Branch** funding provides the establishment of leadership and support for the direction, design, development, testing and fielding of applications, systems, and infrastructure. Additionally, funding pays for the management of successful delivery of IT projects, such as efforts to improve the National Mass Evacuation Tracking System and Direct Assistance Replacement Assistance Consideration within scope, budget, and on schedule, using

leading-edge technologies, and Project Management Institute best practices coupled with world-class vendors obtained through innovative contract vehicles. The funding ensures that system development efforts follow the DHS systems engineering lifecycle and FEMA guidance to ensure the sustainability of projects.

The **Architecture, Engineering, and Enterprise Services Branch** is responsible for:

- Design and documentation of architectural blueprints and Information Communication Technology (ICT) infrastructure business plans
- Analyses of business requirements for planning future business direction, and evaluating current organizational position-benchmarking/maturity assessment
- Supporting the design and implementation of technical plans
- Improving business processes and automation

The **Regional Support Branch** serves as liaison between OCIO and regions providing oversight, first responder functionality, and comprehensive support to regional IT and various satellite facilities in order to improve coordination, standardization, uniformity, and operational compliance.

The **Information Technology Security Branch** provided management and control of all aspects of security vulnerabilities in our 90 systems, including:

- Conducting incident investigation, diagnosis, resolution, recovery and closure
- Establishing and maintaining security education and training programs
- Overseeing inspections, assessments, and assistance to our organizations, including the conduct and verification of security certification and accreditation activities
- Providing expertise as the OCIO agency expert on all computer security issues
- Providing the resources that direct the IT security program, which involves establishing and enforcing thorough and in-depth technical standards and procedures for security policy and ensuring adherence to laws and policy

#### ***B. OCIO Administration Division:***

OCIO Administration provides leadership and oversight to establish and direct the underlying business processes and functions necessary to effect efficient operations throughout the OCIO and supported missions across FEMA. Funding requested by the Administration Division is used to manage Independent Verification and Validation, Customer Advocates, Governance and Investment Integration, and Business Operations.

### **5) The Office of the Chief Procurement Officer (OCPO)**

OCPO provides a full range of acquisition services and business solutions to all FEMA programs, partners, and stakeholders, in support of both steady state and disaster activities and operations. OCPO ensures quality contracting in a timely manner, and delivers acquisition services using the most efficient and effective means possible, by:

- Providing pre- and post-award contracting and acquisition support to our customers which ensures stewardship of public funds by following the Federal acquisition regulations and the tenets of best practices in acquisition
- Conducting acquisition oversight and monitoring of internal controls pertinent to the

- acquisition process to detect and prevent fraud, waste, and abuse of acquisition resources
- Updating, maintaining, and providing access to electronic procurement systems, to ensure uniform as well as statutory and regulatory-compliant contract documents
  - Improving the delivery of sound acquisition and business solutions and increasing the number of strategic sourcing opportunities
  - Providing program management oversight and inventorying of acquisition programs, ensuring that acquisition lifecycle oversight complies with FEMA/DHS policies
  - Conducting acquisition investment reviews

#### **A. Acquisition Operations Division**

The Acquisition Operations Division awards, modifies, and provides life-cycle oversight of acquisitions for both steady state and disaster/contingency requirements. Additionally, the Division coordinates and collaborates closely with program customers to develop and execute quality and timely acquisition solutions that fully support mission requirements.

#### **B. Acquisition Program and Planning Division**

The Acquisition Program and Planning Division educates and equips customers and stakeholders with the innovative tools, resources, and business solutions they need to make sound acquisition and business management decisions. The Division works with organizations and acquisition professionals to develop requirements and effective acquisition strategies, to include exploring opportunities for strategic sourcing; conducting acquisition portfolio reviews; providing acquisition guidance, governance and oversight of programs and the Acquisition Program Managers and Contracting Officer's Technical Representatives tiered training programs; and conducting extensive market research with industry through vendor outreach in a continuing effort to minimize contract risk and maximize the execution of FEMA's mission throughout the acquisition lifecycle.

#### **C. Acquisition Policy and Legislation Division**

The Acquisition Policy and Legislation Division informs contracting officers and contract specialists of existing acquisition policies and procedures that affect the way they do business; conducts special acquisition programs that directly support FEMA's mission; identifies and provides acquisition training opportunities that ensure currency of acquisition knowledge, skills, and abilities; provides and maintains access to electronic acquisition tools to create, maintain, and report contractual documents; and conducts acquisition oversight activities that monitor acquisition staff performance and that identify and correct internal control deficiencies.

### **6) The Office of the Chief Security Officer (OCSO)**

OCSO provides professional and comprehensive security services, programs, and activities designed to protect FEMA personnel, facilities, information, and equipment, including National security requirements. Security services are designed to support all agency personnel as well as internal and external customers. Policies and procedures are designed to positively affect fixed facilities and disaster operations throughout FEMA theaters of operations.

OCSO is comprised of five operating divisions that are supported by eleven branches.

#### ***A. Field Operations Division (FOD)***

FOD provides and ensures that critical security services are provided at all FEMA disaster sites and special events and supports the Regional Security Officers. FOD coordinates and collaborates closely with disaster and recovery site customers to ensure the safety and security of all employees and assets.

The **Disaster Security Operations Branch** is responsible for ensuring that critical security services are provided at all FEMA disaster sites and special event assignments.

The **Regional Security Operations Branch** is responsible for supporting regional security operations through the Regional Security Officers.

#### ***B. Support Operations Division:***

The Support Operations Division is responsible for the Counterintelligence, Information, Industrial, Operations, and Physical Security Programs, as well as the Identity Credential, Access Management, and HSPD-12 programs, including policies and procedures.

The **Asset Protection Branch** is responsible for the Physical Security Program including implementing policies and procedures for the protection and safeguarding of FEMA personnel, property, buildings, and facilities.

The **Administrative Security Programs Branch** is responsible for the counterintelligence, Information, Industrial, and Operations Security Programs. It implements policies and procedures for the protection of classified National Security Information and sensitive but unclassified information, the foreign travel and foreign visitors programs, and FEMA's counterintelligence program to prevent hostile or foreign intelligence agents from successfully gathering and collecting intelligence from FEMA.

The **Identity Credential and Access Management Branch** is responsible for the physical access control for all FEMA facilities and HSPD-12 card issuance.

#### ***C. Program Protection Division***

The Program Protection Division is responsible for the oversight of security policies, programs, and established security standards to protect and safeguard the agency's personnel, property, and information to include national security objectives.

The **Special Security Program Branch** is responsible for National Security policy oversight and programs for protecting sensitive classified information received from the Intelligence Community and executing the Sensitive Compartmented Information (SCI) program within FEMA.

The **Personnel Security Branch** is responsible for initiating personnel security and suitability background investigations on all permanent full-time employees, DAEs, local hires, COREs, and contract employees, and for the periodic reinvestigations of applicants and employees.

***D. Fraud and Internal Investigations Division***

The Fraud and Internal Investigations Division is responsible for conducting administrative employee misconduct inquiries and disaster fraud inquiries.

The **Law Enforcement Coordination and Investigation Branch** is responsible for administrative inquiries into employee misconduct, theft of Government property, conducting threat assessments against FEMA employees, investigating and collecting data on reports of suspicious activities under the DHS Suspicious Activity Reporting Program, and providing and coordinating personal protective details and escort functions and security training, and serving as FEMA's liaison to Federal, State, local, and tribal law enforcement agencies and to the FBI Joint Terrorism Task Force.

The **Fraud Prevention & Investigation Branches** identifies, impedes, mitigates, and prevents fraudulent losses of FEMA funds and assets through agency fraud awareness training, comprehensive research, investigation, and recoupment of funds.

***E. Policy and Customer Service Unit (PCSU)***

PCSU provides comprehensive and efficient security solutions through practical policies and procedures ensuring the protection of FEMA personnel, facilities, information, and equipment. The Unit is comprised of three entities: Policy, Customer Service, and Background Compliance.

**Department of Homeland Security  
Federal Emergency Management Agency  
Centrally Managed Accounts  
Program Performance Justification**  
(Dollars in Thousands)

**PPA: Centrally Managed Accounts**

|  | <b>Perm. Pos</b> | <b>FTE</b> | <b>Amount</b> |
|--|------------------|------------|---------------|
| <b>2011 Actual Obligations</b>               | -                | -          | -             |
| <b>2012 Enacted Budget Authority</b>         | -                | -          | -             |
| 2013 Adjustments-to-Base                     | -                | -          | (13,093)      |
| <b>2013 Current Services</b>                 | -                | -          | <b>94,180</b> |
| <b>2013 Total Requested Budget Authority</b> | -                | -          | <b>94,180</b> |
| Total Change 2012 to 2013                    | -                | -          | 94,180        |

FEMA requests \$94.180 million, 0 positions, and 0 FTE in the Centrally Managed Accounts PPA.

- Increase of \$13.41 million for software licenses and data center O&M transferred to the DHS WCF in FY 2013 from the Mission Support PPA.
- Decrease of \$4.7 million for one-time facilities investments required in FY 2012 to achieve a reduced FEMA footprint and rent reductions in FY 2013 and beyond.
- Decrease of \$5.103 million for centrally managed account funded in the FY 2012 Enacted base that will be funded via a transfer from the State and Local Programs appropriation in FY 2013
- Decrease of \$1.5 million in Mount Weather rent to be achieved through relocation of FEMA personnel from Mount Weather to more cost-effective locations.
- Decrease of \$6.4 million in IT enterprise telecom to be realized through management efficiencies.
- Decrease of \$8.3 million in rent to be achieved FEMA-wide through consolidation of facilities to reduce the overall FEMA footprint.
- Decrease of \$0.5 million in transit subsidy benefits resulting from the legislative decrease in the maximum allowed transit subsidy in the National Capital Region.

**CURRENT SERVICES PROGRAM DESCRIPTION:**

Centrally managed accounts are critical bills that must be managed at the enterprise level to ensure efficient and effective cost management which includes streamlining cost factors and prompt payment.

Centrally managed accounts include:

- DHS WCF
- Mount Weather WCF contributions

- Rent
- Printing
- Postage
- Mail Operations (DHS Mail Facility Ops)
- Transit Subsidy Benefits
- Federal Protective Service (FPS) Guard Services
- Building Specific Security
- Office of Personnel Management (OPM) Investigations
- Wireless and Wireline Communications
- IT Project Management
- Long Haul (data) Circuits

## IV. Program Justification Changes

**Department of Homeland Security  
Federal Emergency Management Agency  
Justification of Program Changes**  
(Dollars in Thousands)

**Program Increase 1:** Mount Weather Capital Improvements  
PPA: Preparedness and Protection  
Program Increase: Positions 0, FTE 0, Dollars \$10,000

Funding Profile

|                        | FY 2011 Actual Obligations |     |                 | FY 2012 Enacted Budget Authority |     |                 | FY 2013 Requested Budget Authority |     |                 |
|------------------------|----------------------------|-----|-----------------|----------------------------------|-----|-----------------|------------------------------------|-----|-----------------|
|                        | Pos                        | FTE | Dollars (\$000) | Pos                              | FTE | Dollars (\$000) | Pos                                | FTE | Dollars (\$000) |
| Current Services Level |                            |     |                 |                                  |     |                 | -                                  | -   | 22,000          |
| Program Increase       |                            |     |                 |                                  |     |                 | -                                  | -   | 10,000          |
| <b>Total Request</b>   | -                          | -   | <b>12,000</b>   | -                                | -   | <b>12,000</b>   | -                                  | -   | <b>32,000</b>   |

### Description

The MWEOC is a 564-acre Department of Homeland Security facility approximately 64 miles west of Washington, D.C. MWEOC provides the infrastructure necessary to support COOP, Incident Management, classified programs, and other all-hazards activities for multiple Federal Executive Branch D/As. For example, MWEOC hosts the DHS/FEMA HQ COOP site as well as providing space for use by several D/As for their storage, offices, and operations. MWEOC also supports a variety of disaster response and continuity missions. It is a hub for our Nation's emergency response activities.

### Justification

MWEOC is in the middle of a massive infrastructure upgrade to renovate or replace antiquated buildings, truly transforming the complex into a modern facility capable of supporting the necessary technology and associated bandwidth required by today's Federal D/A tenants. This 2013 initiative will specifically allow for the rebuilding and repairing of critical IT infrastructure and continued capacity enhancements for space associated with Federal COOP efforts.

**Department of Homeland Security  
Federal Emergency Management Agency  
Justification of Program Changes**  
(Dollars in Thousands)

**Program Decrease 1:** Elimination of the Pre-positioned Equipment Program  
PPA: Urban Search and Rescue Response System  
Program Decrease: Positions 0, FTE 0, Dollars \$(6,233)

Funding Profile

|                        | FY 2011 Actual Obligations |     |                 | FY 2012 Enacted Budget Authority |     |                 | FY 2013 Requested Budget Authority |     |                 |
|------------------------|----------------------------|-----|-----------------|----------------------------------|-----|-----------------|------------------------------------|-----|-----------------|
|                        | Pos                        | FTE | Dollars (\$000) | Pos                              | FTE | Dollars (\$000) | Pos                                | FTE | Dollars (\$000) |
| Current Services Level |                            |     |                 |                                  |     |                 | -                                  | -   | -               |
| Program Decrease       |                            |     |                 |                                  |     |                 | -                                  | -   | (6,233)         |
| <b>Total Request</b>   | -                          | -   | <b>6,968</b>    | -                                | -   | <b>6,233</b>    | -                                  | -   | <b>(6,233)</b>  |

**Description**

The Pre-positioned Equipment Program is a program to pre-position standardized emergency equipment to sustain and replenish critical assets used by State, local, and tribal governments in response to (or rendered inoperable by the effects of) natural disasters, acts of terrorism, and other man-made disasters.

**Justification**

In December 2011, FEMA initiated a bottom-up review (BUR) of the Pre-positioned Equipment Program to assess the validity of the program based on capital investments versus deployments of the Pre-positioned Equipment Program caches. The BUR analysis of the historical data indicates that the pre-positioned equipment resources have not been utilized since 2005 for disaster response and the return on investment has not been realized. Based on the BUR analysis, FEMA proposes to fully eliminate the Pre-Positioned Equipment Program in FY 2013.

## V. Exhibits and Other Supporting Material

### A. Justification of Proposed Legislative Language

**Department of Homeland Security  
Federal Emergency Management Agency  
Appropriation Language**

For necessary expenses of the Federal Emergency Management Agency, [\$895,350,000] \$789,172,000, including activities authorized by the National Flood Insurance Act of 1968 (42 U.S.C. 4001 et seq.), the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5121 et seq.), the Cerro Grande Fire Assistance Act of 2000 (division C, title I, 114 Stat. 583), the Earthquake Hazards Reduction Act of 1977 (42 U.S.C. 7701 et seq.), the Defense Production Act of 1950 (50 U.S.C. App. 2061 et seq.), sections 107 and 303 of the National Security Act of 1947 (50 U.S.C. 404, 405), Reorganization Plan No. 3 of 1978 (5 U.S.C. App.), the Homeland Security Act of 2002 (6 U.S.C. 101 et seq.), and the Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295; 120 Stat. 1394): *Provided*, That not to exceed \$2,500 shall be for official reception and representation expenses: [*Provided further*, That the Administrator of the Federal Emergency Management Agency may reprogram funds made available under this heading between programs, projects, and activities prior to April 16, 2012, notwithstanding section 503 of this Act: *Provided further*, That \$1,400,000 of the funds available for the Office of the Administrator of the Federal Emergency Management Agency shall not be available for obligation until the Administrator of the Federal Emergency Management Agency submits to the Committees on Appropriations of the Senate and the House of Representatives the National Preparedness Report required by Public Law 109-295 and a comprehensive plan to implement a system to measure the effectiveness of grants to State and local communities in fiscal year 2012: *Provided further*, That for purposes of planning, coordination, execution, and decision making related to mass evacuation during a disaster, the Governors of the State of West Virginia and the Commonwealth of Pennsylvania, or their designees, shall be incorporated into efforts to integrate the activities of Federal, State, and local governments in the National Capital Region, as defined in section 882 of the Homeland Security Act of 2002 (Public Law 107-296):] *Provided further*, That of the total amount made available under this heading, [\$41,250,000] \$27,513,000 shall be for the Urban Search and Rescue Response System, of which [not] *no funds* [to exceed \$1,600,000] *no funds* may be made available for administrative costs; \$5,493,000 shall be for the Office of National Capital Region Coordination; not to exceed \$12,000,000]: *Provided further*, That, of the total amount made available under this heading, \$22,000,000 shall remain available until September 30, [2013] 2014, for capital improvements *and other expenses related to continuity of operations* at the Mount Weather Emergency Operations Center; and not less than \$13,662,000 shall be for expenses related to modernization of automated systems: *Provided further*, That the Administrator of the Federal Emergency Management Agency, in consultation with the Department of Homeland Security Chief Information Officer, shall submit to the Committees on Appropriations of the Senate and the House of Representatives a strategic plan, not later than 180 days after the date of enactment of this Act, for the funds specified in the preceding proviso related to modernization of automated systems, that includes--]

[(1) a comprehensive plan to automate and modernize information systems to resolve current inefficiencies, integrate data, and aid in better] [performance of executing the Agency-wide mission;]

[(2) a description of the appropriations for each project and activity tied to mission requirements and outcomes, program management capabilities, performance levels, and specific capabilities and services to be delivered;]

[(3) the total estimated cost and projected timeline of completion for all multi-year enhancements, modernizations, and new capabilities proposed and underway covering a period] [of no less than 3 years;]

[(4) a detailed accounting of operations and maintenance and contractor services costs; and]

[(5) the current or planned acquisition programs including--]

[(A) how the programs align to mission requirements by defining existing capabilities, identifying known capability gaps between such existing capabilities and stated mission requirements, and explaining how each increment will address a known capability gap;]

[(B) how programs provide quantifiable information that aids in understanding national emergency management capabilities;]

[(C) how programs ensure information sharing among homeland security partners; and]

[(D) life-cycle costs for all acquisitions.]

## B. FY 2012 to FY 2013 Budget Change

**Department of Homeland Security  
Federal Emergency Management Agency  
FY 2012 to FY 2013 Budget Change  
(Dollars in Thousands)**

|   | Pos.         | FTE          | Amount           |
|---|--------------|--------------|------------------|
| <b>FY 2011 Actual Obligations</b>                                 | -            | -            | -                |
| <b>FY 2012 Enacted Budget Authority</b>                           | <b>4,497</b> | <b>4,271</b> | <b>987,128</b>   |
| <b>Adjustments-to-Base</b>  | -            | -            | -                |
| <b>Transfers</b>  | -            | -            | -                |
| Transfer in from Mission Support PPA                              | -            | -            | 13,410           |
| Transfer in from Recovery PPA                                     | -            | -            | 560              |
| Transfer in from other PPAs                                       | 817          | 765          | 100,540          |
| Transfer out (SALP post-enactment transfer)                       | (726)        | (681)        | (137,155)        |
| Transfer out to Administrative and Centrally Managed Accounts PPA | -            | -            | (13,410)         |
| Transfer out to Administrative and Regional Offices PPA           | (817)        | (765)        | (100,538)        |
| Transfer out to Response PPA                                      | -            | -            | (560)            |
| <b>Total, Transfers</b>   | <b>(726)</b> | <b>(681)</b> | <b>(137,153)</b> |
| <b>Increases</b>  | -            | -            | -                |
| 2013 pay increase   | -            | -            | 1,195            |
| Reduction in FTE to absorb pay inflation                          | -            | (14)         | -                |
| <b>Total, Increases</b>   | -            | <b>(14)</b>  | <b>1,195</b>     |
| <b>Decreases</b>  | -            | -            | -                |
| Management and Technology Efficiencies                            | -            | -            | (30,890)         |
| Termination of one-time costs                                     | -            | -            | (34,875)         |
| <b>Total, Decreases</b>   | -            | -            | <b>(65,765)</b>  |
| <b>Total, Adjustments-to-Base</b>                                 | <b>(726)</b> | <b>(695)</b> | <b>(201,723)</b> |
| <b>FY 2013 Current Services</b>                                   | <b>3,771</b> | <b>3,576</b> | <b>785,405</b>   |
| <b>Program Changes</b>  | -            | -            | -                |
| <b>Increases</b>  | -            | -            | -                |
| Mount Weather capital improvements                                | -            | -            | 10,000           |
| <b>Total, Increases</b>   | -            | -            | <b>10,000</b>    |
| <b>Decreases</b>  | -            | -            | -                |
| Elimination of the Prepositioned Equipment Program                | -            | -            | (6,233)          |
| <b>Total, Decreases</b>   | -            | -            | <b>(6,233)</b>   |
| <b>Total, Program Changes</b>                                     | -            | -            | <b>3,767</b>     |
| <b>FY 2013 Requested Budget Authority</b>                         | <b>3,771</b> | <b>3,576</b> | <b>789,172</b>   |
| <b>FY 2012 to FY 2013 Total Change</b>                            | <b>(726)</b> | <b>(695)</b> | <b>(197,956)</b> |

<sup>1</sup>The amounts for M&A in FY 2011 include \$129,052 transfers from SALP, AFG, and the DRF. The FY 2013 current services and request do not include such transfers.

<sup>2</sup>The amount reflected in the FY 2012 includes P.L. 112-74 directed transfer of \$91,788 from SALP.

<sup>3</sup>The FY 2011 Actual figures include positions and FTE funded through transfer for SALP and AFG personnel. FY 2012 figures include positions and FTE funded through SALP transfer. The positions and FTE for both SALP and AFG personnel for FY 2013 will be reflected and funded in SALP appropriation CJ.

**Department of Homeland Security  
Federal Emergency Management Agency  
Management and Administration  
FY 2012 to FY 2013 Budget Change  
(Dollars in Thousands)**

|                                   | <b>Pos.</b> | <b>FTE</b> | <b>Amount</b> |
|-----------------------------------|-------------|------------|---------------|
| <b>FY 2011 Actual Obligations</b> | 4,211       | 3,822      | 1,101,274     |

1 The amounts for M&A in FY 2011 include \$129,052 transferred from SALP, \$46,886 transferred from AFG, and \$105,389 transferred from the DRF. The FY 2013 current services and request do not include such transfers.

2 Per DHS guidance, the FY 2012 Base is pursuant to FY 2011 enacted levels (less .2% rescission) in P.L. 112-10 C.R. The amount reflected does not include any potential transfers.

3 FY 2011 Actual figures include positions and FTE funded through transfer for 560 SALP M&A personnel, 60 AFG M&A personnel, and 872 M&A personnel historically funded with DRF transfer into the M&A appropriation. The positions and FTE for the SALP and AFG M&A personnel for FY 2012 Base and FY 2013.

**C. Summary of Requirements**

**Department of Homeland Security  
Federal Emergency Management Agency  
Summary of Requirements  
(Dollars in Thousands)**

|   | <b>Pos.</b>  | <b>FTE</b>   | <b>Amount</b>    |
|---|--------------|--------------|------------------|
| <b>FY 2011 Actual Obligations</b>         | -            | -            | -                |
| <b>FY 2012 Enacted Budget Authority</b>   | <b>4,497</b> | <b>4,271</b> | <b>987,128</b>   |
| <b>Adjustments-to-Base</b>                | -            | -            | -                |
| Transfers                                 | (726)        | (681)        | (137,153)        |
| Increases                                 | -            | (14)         | 1,195            |
| Decreases                                 | -            | -            | (65,765)         |
| <b>Total, Adjustments-to-Base</b>         | <b>(726)</b> | <b>(695)</b> | <b>(201,723)</b> |
| <b>FY 2013 Current Services</b>           | <b>3,771</b> | <b>3,576</b> | <b>785,405</b>   |
| <b>Program Changes</b>                    | -            | -            | -                |
| Increases                                 | -            | -            | 10,000           |
| Decreases                                 | -            | -            | (6,233)          |
| <b>Total, Program Changes</b>             | <b>-</b>     | <b>-</b>     | <b>3,767</b>     |
| <b>FY 2013 Requested Budget Authority</b> | <b>3,771</b> | <b>3,576</b> | <b>789,172</b>   |
| <b>FY 2012 to FY 2013 Total Change</b>    | <b>(726)</b> | <b>(695)</b> | <b>(197,956)</b> |

| Estimates by Program /Project/Activity | FY 2012                  |     |         | FY 2013             |       |           | FY 2013        |     |        | FY 2013                    |     |        | FY 2012 to FY 2013 |       |           |
|--|--------------------------|-----|---------|---------------------|-------|-----------|----------------|-----|--------|----------------------------|-----|--------|--------------------|-------|-----------|
|  | Enacted Budget Authority |     |         | Adjustments-to-Base |       |           | Program Change |     |        | Requested Budget Authority |     |        | Total Change       |       |           |
|  | Pos                      | FTE | Amount  | Pos                 | FTE   | Amount    | Pos            | FTE | Amount | Pos                        | FTE | Amount | Pos                | FTE   | Amount    |
| Centrally Managed Accounts             | -                        | -   | 107,273 | -                   | -     | (13,093)  | -              | -   | -      | -                          | -   | 94,180 | -                  | -     | (13,093)  |
| Recovery                               | 612                      | 581 | 78,373  | (192)               | (183) | (22,950)  | -              | -   | -      | 420                        | 398 | 55,423 | (192)              | (183) | (22,950)  |
| Preparedness and Protection            | 638                      | 606 | 175,881 | (510)               | (482) | (112,728) | -              | -   | 10,000 | 128                        | 124 | 73,153 | (510)              | (482) | (102,728) |

<sup>1</sup>The amount reflected in FY 2012 includes P.L. 112-74 directed transfer of \$91,788 from SALP.

**Department of Homeland Security  
Federal Emergency Management Agency  
Management and Administration**  
Summary of Requirements  
(Dollars in Thousands)

|                                    | <b>Pos.</b> | <b>FTE</b> | <b>Amount</b> |
|------------------------------------|-------------|------------|---------------|
| FY 2011 Actual Obligations         | 4,211       | 3,822      | 1,101,274     |
| FY 2012 Enacted Budget Authority   | -           | -          | -             |
| Adjustments-to-Base                | -           | -          | -             |
| Total, Adjustments-to-Base         | -           | -          | -             |
| FY 2013 Current Services           | -           | -          | -             |
| Program Changes                    | -           | -          | -             |
| Total, Program Changes             | -           | -          | -             |
| FY 2013 Requested Budget Authority | -           | -          | -             |
| FY 2012 to FY 2013 Total Change    | -           | -          | -             |

## D. Summary of Reimbursable Resources

### Department of Homeland Security Federal Emergency Management Agency Summary of Reimbursable Resources (Dollars in Thousands)

|   | FY 2011 Actual Obligations |     |               | FY 2012 Enacted Budget Authority |     |               | FY 2013 Requested Budget Authority |     |               | Increase/Decrease |     |        |
|---|----------------------------|-----|---------------|----------------------------------|-----|---------------|------------------------------------|-----|---------------|-------------------|-----|--------|
|   | Pos                        | FTE | Amount        | Pos                              | FTE | Amount        | Pos                                | FTE | Amount        | Pos               | FTE | Amount |
| <b>Collections by Source:</b>                   |                            |     |               |                                  |     |               |                                    |     |               |                   |     |        |
| Department of Agriculture, DAIP                 | -                          | -   | 573           | -                                | -   | 1,011         | -                                  | -   | 1,011         | -                 | -   | -      |
| Department of Commerce, DAIP                    | -                          | -   | 34            | -                                | -   | 60            | -                                  | -   | 60            | -                 | -   | -      |
| Department of Defense                           | -                          | -   | 263           | -                                | -   | 464           | -                                  | -   | 464           | -                 | -   | -      |
| Department of Defense, DAIP                     | -                          | -   | 17            | -                                | -   | 30            | -                                  | -   | 30            | -                 | -   | -      |
| Department of Education, DAIP                   | -                          | -   | 47            | -                                | -   | 83            | -                                  | -   | 83            | -                 | -   | -      |
| Department of Health and Human Services         | -                          | -   | 483           | -                                | -   | 853           | -                                  | -   | 853           | -                 | -   | -      |
| Department of Health and Human Services, DAIP   | -                          | -   | 110           | -                                | -   | 195           | -                                  | -   | 195           | -                 | -   | -      |
| Department of Homeland Security                 | -                          | -   | 1,418         | -                                | -   | 2,503         | -                                  | -   | 2,503         | -                 | -   | -      |
| Department of Homeland Security, CPB            | -                          | -   | 410           | -                                | -   | 723           | -                                  | -   | 723           | -                 | -   | -      |
| Department of Homeland Security, OCIO           | -                          | -   | 868           | -                                | -   | 1,533         | -                                  | -   | 1,533         | -                 | -   | -      |
| Department of Homeland Security, OPO            | -                          | -   | 6,373         | -                                | -   | 11,250        | -                                  | -   | 11,250        | -                 | -   | -      |
| Department of Housing & Urban Development, DAIP | -                          | -   | 74            | -                                | -   | 130           | -                                  | -   | 130           | -                 | -   | -      |
| Department of Interior                          | -                          | -   | 28            | -                                | -   | 50            | -                                  | -   | 50            | -                 | -   | -      |
| Department of Interior, DAIP                    | -                          | -   | 24            | -                                | -   | 42            | -                                  | -   | 42            | -                 | -   | -      |
| Department of Justice                           | -                          | -   | 51            | -                                | -   | 90            | -                                  | -   | 90            | -                 | -   | -      |
| Department of Justice, DAIP                     | -                          | -   | 54            | -                                | -   | 96            | -                                  | -   | 96            | -                 | -   | -      |
| Department of Labor, DAIP                       | -                          | -   | 233           | -                                | -   | 411           | -                                  | -   | 411           | -                 | -   | -      |
| Department of Treasury, DAIP                    | -                          | -   | 74            | -                                | -   | 130           | -                                  | -   | 130           | -                 | -   | -      |
| Department of Veterans Affairs, DAIP            | -                          | -   | 110           | -                                | -   | 194           | -                                  | -   | 194           | -                 | -   | -      |
| Office of Personnel Management, DAIP            | -                          | -   | 24            | -                                | -   | 42            | -                                  | -   | 42            | -                 | -   | -      |
| Small Business Administration, DAIP             | -                          | -   | 263           | -                                | -   | 465           | -                                  | -   | 465           | -                 | -   | -      |
| Social Security Administration, DAIP            | -                          | -   | 104           | -                                | -   | 183           | -                                  | -   | 183           | -                 | -   | -      |
| US Army Corp of Engineers                       | -                          | -   | 33            | -                                | -   | 58            | -                                  | -   | 58            | -                 | -   | -      |
| US Coast Guard                                  | -                          | -   | 1,983         | -                                | -   | 3,500         | -                                  | -   | 3,500         | -                 | -   | -      |
| <b>Total Budgetary Resources</b>                | -                          | -   | <b>13,651</b> | -                                | -   | <b>24,096</b> | -                                  | -   | <b>24,096</b> | -                 | -   | -      |

|   | FY 2011 Actual Obligations |     |               | FY 2012 Enacted Budget Authority |     |               | FY 2013 Requested Budget Authority |     |               | Increase/Decrease |     |        |
|---|----------------------------|-----|---------------|----------------------------------|-----|---------------|------------------------------------|-----|---------------|-------------------|-----|--------|
|   | Pos                        | FTE | Amount        | Pos                              | FTE | Amount        | Pos                                | FTE | Amount        | Pos               | FTE | Amount |
| <b>Obligations by Program/Project/Activity:</b> |                            |     |               |                                  |     |               |                                    |     |               |                   |     |        |
| Administrative and Regional Offices             | -                          | -   | 9,970         | -                                | -   | 17,702        | -                                  | -   | 17,702        | -                 | -   | -      |
| Centrally Managed Accounts                      | -                          | -   | 1,184         | -                                | -   | 1,422         | -                                  | -   | 1,422         | -                 | -   | -      |
| Mission Support                                 | -                          | -   | 1,810         | -                                | -   | 4,149         | -                                  | -   | 4,149         | -                 | -   | -      |
| Preparedness and Protection                     | -                          | -   | 485           | -                                | -   | 581           | -                                  | -   | 581           | -                 | -   | -      |
| Response  | -                          | -   | 202           | -                                | -   | 242           | -                                  | -   | 242           | -                 | -   | -      |
| <b>Total Obligations</b>                        | -                          | -   | <b>13,651</b> | -                                | -   | <b>24,096</b> | -                                  | -   | <b>24,096</b> | -                 | -   | -      |

**E. Summary of Requirements By Object Class**  
**Department of Homeland Security**  
**Federal Emergency Management Agency**  
Summary of Requirements by Object Class  
(Dollars in Thousands)

| Object Classes  | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---|-------------------------------|--|--|------------------------------|
| <b>Direct Obligations</b>                               | -                             | -                                      | -  | -                            |
| <b>Personnel and Other Compensation Benefits</b>        | -                             | -                                      | -  | -                            |
| 11.1 Total FTE & personnel compensation                 | -                             | 403,521                                | 350,332                                  | (53,189)                     |
| 12.1 Benefits   | -                             | 116,524                                | 101,131                                  | (15,393)                     |
| <b>Total, Personnel and Other Compensation Benefits</b> | -                             | <b>520,045</b>                         | <b>451,463</b>                           | <b>(68,582)</b>              |
| <b>Other Object Classes</b>                             | -                             | -                                      | -  | -                            |
| 21.0 Travel   | -                             | 11,384                                 | 9,153                                    | (2,231)                      |
| 22.0 Transportation of things                           | -                             | 410                                    | 402                                      | (8)                          |
| 23.1 GSA rent   | -                             | 32,894                                 | 24,594                                   | (8,300)                      |
| 23.3 Communications, utilities, and misc. charges       | -                             | 26,360                                 | 19,983                                   | (6,377)                      |
| 24.0 Printing   | -                             | 1,056                                  | 966                                      | (90)                         |
| 25.1 Advisory and assistance services                   | -                             | 37,831                                 | 27,472                                   | (10,359)                     |
| 25.2 Other services                                     | -                             | 175,860                                | 101,373                                  | (74,487)                     |
| 25.3 Purchases from Gov't accts.                        | -                             | 41,331                                 | 26,740                                   | (14,591)                     |
| 25.4 O&M of facilities                                  | -                             | 11,455                                 | 3,371                                    | (8,084)                      |
| 25.7 Operation and maintenance of equipment             | -                             | 5,136                                  | 4,835                                    | (301)                        |
| 26.0 Supplies and materials                             | -                             | 5,147                                  | 4,831                                    | (316)                        |
| 31.0 Equipment  | -                             | 27,104                                 | 25,387                                   | (1,717)                      |
| 32.0 Land & structures                                  | -                             | 51,489                                 | 47,163                                   | (4,326)                      |
| 41.0 Grants/Subsidies/Contributions                     | -                             | 53,624                                 | 41,438                                   | (12,186)                     |
| <b>Total, Other Object Classes</b>                      | -                             | <b>481,082</b>                         | <b>337,709</b>                           | <b>(143,373)</b>             |
| <b>Total, Direct Obligations</b>                        | -                             | <b>1,001,127</b>                       | <b>789,172</b>                           | <b>(211,955)</b>             |
| <b>Adjustments</b>                                      | -                             | -                                      | -  | -                            |
| Unobligated balance, end of year                        | -                             | -                                      | -  | -                            |
| Unobligated balance, start of year                      | -                             | (13,999)                               | -  | 13,999                       |
| Recoveries of Prior Year Obligations                    | -                             | -                                      | -  | -                            |
| <b>Total, Adjustments</b>                               | -                             | <b>(13,999)</b>                        | <b>-</b>                                 | <b>13,999</b>                |
| <b>Total Requirements</b>                               | -                             | <b>987,128</b>                         | <b>789,172</b>                           | <b>(197,956)</b>             |
| <b>Full-time Equivalents</b>                            | -                             | <b>4,271</b>                           | <b>3,576</b>                             | <b>(695)</b>                 |

\* Data is in accordance with U.S. Treasury FACT II. Any variance to MAX data is due to rounding.

**Department of Homeland Security  
Federal Emergency Management Agency  
Management and Administration  
Summary of Requirements by Object Class  
(Dollars in Thousands)**

| Object Classes  | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---|-------------------------------|--|--|------------------------------|
| <b>Direct Obligations</b>                               | -                             | -                                      | -  | -                            |
| <b>Personnel and Other Compensation Benefits</b>        | -                             | -                                      | -  | -                            |
| 11.1 Total FTE & personnel compensation                 | 362,173                       | -                                      | -  | -                            |
| 11.3 Other than full-time permanent                     | 1,249                         | -                                      | -  | -                            |
| 11.5 Other personnel compensation                       | 7,487                         | -                                      | -  | -                            |
| 12.1 Benefits   | 106,594                       | -                                      | -  | -                            |
| <b>Total, Personnel and Other Compensation Benefits</b> | <b>477,503</b>                | -                                      | -  | -                            |
| <b>Other Object Classes</b>                             | -                             | -                                      | -  | -                            |
| 21.0 Travel   | 16,781                        | -                                      | -  | -                            |
| 22.0 Transportation of things                           | 528                           | -                                      | -  | -                            |
| 23.1 GSA rent   | 44,280                        | -                                      | -  | -                            |
| 23.2 Other rent   | 41                            | -                                      | -  | -                            |
| 23.3 Communications, utilities, and misc. charges       | 24,721                        | -                                      | -  | -                            |
| 24.0 Printing   | 1,303                         | -                                      | -  | -                            |
| 25.1 Advisory and assistance services                   | 56,677                        | -                                      | -  | -                            |
| 25.2 Other services                                     | 213,673                       | -                                      | -  | -                            |
| 25.3 Purchases from Gov't accts.                        | 71,885                        | -                                      | -  | -                            |
| 25.4 O&M of facilities                                  | 8,124                         | -                                      | -  | -                            |
| 25.7 Operation and maintenance of equipment             | 11,734                        | -                                      | -  | -                            |
| 25.8 Subsistence & Support of persons                   | 21                            | -                                      | -  | -                            |
| 26.0 Supplies and materials                             | 7,863                         | -                                      | -  | -                            |
| 31.0 Equipment  | 38,860                        | -                                      | -  | -                            |
| 32.0 Land & structures                                  | 79,859                        | -                                      | -  | -                            |
| 41.0 Grants/Subsidies/Contributions                     | 47,421                        | -                                      | -  | -                            |
| <b>Total, Other Object Classes</b>                      | <b>623,771</b>                | -                                      | -  | -                            |
| <b>Total, Direct Obligations</b>                        | <b>1,101,274</b>              | -                                      | -  | -                            |
| <b>Adjustments</b>                                      | -                             | -                                      | -  | -                            |
| Unobligated balance, end of year                        | -                             | -                                      | -  | -                            |
| Unobligated balance, start of year                      | -                             | -                                      | -  | -                            |
| Recoveries of Prior Year Obligations                    | -                             | -                                      | -  | -                            |
| <b>Total Requirements</b>                               | <b>1,101,274</b>              | -                                      | -  | -                            |
| <b>Full-time Equivalents</b>                            | <b>3,822</b>                  | -                                      | -  | -                            |

## F. Permanent Positions by Grade

### Department of Homeland Security Federal Emergency Management Agency Permanent Positions by Grade

| Grades and Salary Ranges         | FY 2011            | FY 2012                  | FY 2013                    | FY 2012 to     |
|----------------------------------|--------------------|--------------------------|----------------------------|----------------|
|                                  | Actual Obligations | Enacted Budget Authority | Requested Budget Authority | FY 2013 Change |
|                                  | Pos.               | Pos.                     | Pos.                       | Total          |
| Total, SES                       |                    | 74                       | 64                         | (10)           |
| GS-15                            |                    | 376                      | 323                        | (53)           |
| GS-14                            |                    | 787                      | 664                        | (123)          |
| GS-13                            |                    | 1,415                    | 1,117                      | (298)          |
| GS-12                            |                    | 1,182                    | 1,072                      | (110)          |
| GS-11                            |                    | 326                      | 273                        | (53)           |
| GS-9                             |                    | 143                      | 96                         | (47)           |
| GS-8                             |                    | 48                       | 42                         | (6)            |
| GS-7                             |                    | 104                      | 84                         | (20)           |
| GS-6                             |                    | 34                       | 30                         | (4)            |
| GS-5                             |                    | 6                        | 5                          | (1)            |
| GS-4                             |                    | 2                        | 1                          | (1)            |
| <b>Total Permanent Positions</b> |                    | <b>4,497</b>             | <b>3,771</b>               | <b>(726)</b>   |
| Unfilled Positions EOY           |                    | -                        | -                          | -              |
| Total Permanent Employment EOY   |                    | 4,497                    | 3,771                      | (726)          |
| Headquarters                     |                    | 3,318                    | 2,791                      | (527)          |
| U.S. Field                       |                    | 1,179                    | 980                        | (199)          |
| <b>Total, SE</b>                 |                    | <b>4,497</b>             | <b>3,771</b>               | <b>(726)</b>   |
| <b>Full-time Equivalents</b>     |                    | <b>4,271</b>             | <b>3,576</b>               | <b>(695)</b>   |
| Average ES Salary                |                    | 160,000                  | 160,800                    | 800            |
| Average GS Salary                |                    | 97,428                   | 97,915                     | 487            |
| Average Grade                    |                    | 12                       | 12                         | -              |

<sup>1</sup>FY 2012 Base figures include positions and FTE funded through SALP transfer. The positions and FTE for both SALP and AFG personnel for FY 2013 will be reflected and funded in SALP appropriation CJ.

**Department of Homeland Security  
Federal Emergency Management Agency  
Management and Administration  
Permanent Positions by Grade**

| Grades and Salary Ranges                    | FY 2011            | FY 2012                  | FY 2013                    | FY 2012 to     |
|---|--------------------|--------------------------|----------------------------|----------------|
|   | Actual Obligations | Enacted Budget Authority | Requested Budget Authority | FY 2013 Change |
|   | Pos.               | Pos.                     | Pos.                       | Total          |
| Total, SES                                  | 75                 |                          |                            |                |
| GS-15                                       | 376                |                          |                            |                |
| GS-14                                       | 788                |                          |                            |                |
| GS-13                                       | 1,333              |                          |                            |                |
| GS-12                                       | 1,072              |                          |                            |                |
| GS-11                                       | 280                |                          |                            |                |
| GS-9  | 93                 |                          |                            |                |
| GS-8  | 47                 |                          |                            |                |
| GS-7  | 106                |                          |                            |                |
| GS-6  | 32                 |                          |                            |                |
| GS-5  | 7                  |                          |                            |                |
| GS-4  | 2                  |                          |                            |                |
| <b>Total Permanent Positions</b>            | <b>4,211</b>       |                          |                            |                |
| Unfilled Positions EOY                      | -                  |                          |                            |                |
| Total Permanent Employment EOY              | 3,555              |                          |                            |                |
| Headquarters                                | 3,040              |                          |                            |                |
| U.S. Field                                  | 1,171              |                          |                            |                |
| <b>Total, Management and Administration</b> | <b>4,211</b>       |                          |                            |                |
| <b>Full-time Equivalents</b>                | <b>3,822</b>       |                          |                            |                |
| Average ES Salary                           | 160,000            |                          |                            |                |
| Average GS Salary                           | 99,827             |                          |                            |                |
| Average Grade                               | 13                 |                          |                            |                |

1 FY 2011 Actual figures include positions and FTE funded through transfer for 560 SALP M&A personnel, 60 AFG M&A personnel, and 872 M&A personnel historically funded with DRF transfer into the M&A appropriation.

## **G. Capital Investment and Construction Initiative Listing**

**N/A**

## H. PPA Budget Justifications

**Department of Homeland Security  
Federal Emergency Management Agency  
Mitigation  
Summary of Requirements by Object Class  
(Dollars in Thousands)**

| Object Classes                                    | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---|-------------------------------|--|--|------------------------------|
| <b>Personnel and Compensation Benefits</b>        | -                             | -                                      | -  | -                            |
| 11.1 Total FTE & personnel compensation           | -                             | 16,973                                 | 6,826                                    | (10,147)                     |
| 12.1 Benefits                                     | -                             | 4,753                                  | 1,911                                    | (2,842)                      |
| <b>Total, Personnel and Compensation Benefits</b> | -                             | <b>21,726</b>                          | <b>8,737</b>                             | <b>(12,989)</b>              |
| <b>Other Object Classes</b>                       | -                             | -                                      | -  | -                            |
| 21.0 Travel                                       | -                             | 939                                    | 939                                      | -                            |
| 24.0 Printing                                     | -                             | 156                                    | 156                                      | -                            |
| 25.1 Advisory and assistance services             | -                             | 8,193                                  | 4,617                                    | (3,576)                      |
| 25.3 Purchases from Gov't accts.                  | -                             | 679                                    | 679                                      | -                            |
| 31.0 Equipment                                    | -                             | 236                                    | 236                                      | -                            |
| 41.0 Grants/Subsidies/Contributions               | -                             | 11,746                                 | 11,746                                   | -                            |
| <b>Total, Other Object Classes</b>                | -                             | <b>21,949</b>                          | <b>18,373</b>                            | <b>(3,576)</b>               |
| <b>Adjustments</b>                                | -                             | -                                      | -  | -                            |
| Unobligated Balance, start of year                | -                             | -                                      | -  | -                            |
| Unobligated Balance, end of year                  | -                             | -                                      | -  | -                            |
| Recoveries of Prior Year Obligations              | -                             | -                                      | -  | -                            |
| <b>Total Requirements</b>                         | -                             | <b>43,675</b>                          | <b>27,110</b>                            | <b>(16,565)</b>              |
| <b>Full-time Equivalents</b>                      | -                             | <b>174</b>                             | <b>72</b>                                | <b>(102)</b>                 |

### Mitigation Mission Statement

The mitigation mission seeks to reduce or eliminate long-term risks to people and property from hazards and their effects. Mitigation benefits society by creating safer communities, enabling people to recover more rapidly from floods and other disasters, and reducing the financial impact on Federal, State, tribal, and local governments and communities. FEMA's mitigation mission is accomplished through the following basic mitigation business lines: Risk Analysis, Risk Reduction, and Risk Insurance.

### Summary Justification and Explanation of Changes

|   | FY 2011 Actual<br>Obligations | FY 2012 Enacted<br>Budget Authority | FY 2013 Requested<br>Budget Authority | FY 2012 to FY 2013<br>Change |
|---|-------------------------------|-------------------------------------|---------------------------------------|------------------------------|
| 11.1 Total FTE & personnel compensation | -                             | 16,973                              | 6,826                                 | (10,147)                     |
| 12.1 Benefits                           | -                             | 4,753                               | 1,911                                 | (2,842)                      |
| <b>Total, Salaries &amp; Benefits</b>   | -                             | <b>21,726</b>                       | <b>8,737</b>                          | <b>(12,989)</b>              |

Salaries and Benefits includes costs for 72 FTEs. FY 2013 includes a decrease of \$12,989,000 to cover salaries and benefits for 102 FTEs transferred to the Administrative and Regional Offices PPA for mitigation efforts conducted in the regions by the Regional Administrators.

|                                       | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---------------------------------------|-------------------------------|--|--|------------------------------|
| 25.1 Advisory and assistance services | 0                             | \$8,193                                | \$4,617                                  | -\$3,576                     |

Advisory and assistance services include services acquired by contract from non-Federal sources as well as from other units within the Federal Government. FY 2013 includes a decrease of \$3,576,000 for a one-time programmatic increase in the FY 2012 Enacted Salaries and Expenses appropriation for mitigation programs.

**Department of Homeland Security  
Federal Emergency Management Agency  
Response  
Summary of Requirements by Object Class  
(Dollars in Thousands)**

| Object Classes                                    | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---|-------------------------------|--|--|------------------------------|
| <b>Personnel and Compensation Benefits</b>        | -                             | -                                      | -  | -                            |
| 11.1 Total FTE & personnel compensation           | -                             | 101,359                                | 74,198                                   | (27,161)                     |
| 12.1 Benefits                                     | -                             | 28,380                                 | 20,775                                   | (7,605)                      |
| <b>Total, Personnel and Compensation Benefits</b> | -                             | <b>129,739</b>                         | <b>94,973</b>                            | <b>(34,766)</b>              |
| <b>Other Object Classes</b>                       | -                             | -                                      | -  | -                            |
| 21.0 Travel                                       | -                             | 3,360                                  | 2,560                                    | (800)                        |
| 22.0 Transportation of things                     | -                             | 46                                     | 46                                       | -                            |
| 23.3 Communications, utilities, and misc. charges | -                             | 1,025                                  | 1,025                                    | -                            |
| 24.0 Printing                                     | -                             | 11                                     | 11                                       | -                            |
| 25.1 Advisory and assistance services             | -                             | 2,924                                  | 2,924                                    | -                            |
| 25.2 Other services                               | -                             | 32,118                                 | 25,601                                   | (6,517)                      |
| 25.3 Purchases from Gov't accts.                  | -                             | 4,189                                  | 4,189                                    | -                            |
| 25.4 O&M of facilities                            | -                             | 406                                    | 406                                      | -                            |
| 25.7 Operation and maintenance of equipment       | -                             | 336                                    | 336                                      | -                            |
| 26.0 Supplies and materials                       | -                             | 2,254                                  | 2,254                                    | -                            |
| 31.0 Equipment                                    | -                             | 10,170                                 | 10,059                                   | (111)                        |
| 41.0 Grants/Subsidies/Contributions               | -                             | 39,650                                 | 27,513                                   | (12,137)                     |
| <b>Total, Other Object Classes</b>                | -                             | <b>96,489</b>                          | <b>76,924</b>                            | <b>(19,565)</b>              |
| <b>Adjustments</b>                                | -                             | -                                      | -  | -                            |
| Unobligated Balance, start of year                | -                             | -                                      | -  | -                            |
| Unobligated Balance, end of year                  | -                             | -                                      | -  | -                            |
| Recoveries of Prior Year Obligations              | -                             | -                                      | -  | -                            |
| <b>Total Requirements</b>                         | -                             | <b>226,228</b>                         | <b>171,897</b>                           | <b>(54,331)</b>              |
| <b>Full-time Equivalents</b>                      | -                             | <b>1,056</b>                           | <b>801</b>                               | <b>(255)</b>                 |

**Response Mission Statement**

The Response mission seeks to conduct emergency operations to save lives and property through positioning emergency equipment, personnel, and supplies; evacuating survivors; providing food, water, shelter, and medical care to those in need; and restoring critical public services. FEMA conducts response operations in partnership with State, tribal, and local governments; interagency Federal partners; nongovernmental organizations; and the private sector.

**Summary Justification and Explanation of Changes**

|   | FY 2011 Actual<br>Obligations | FY 2012 Enacted<br>Budget Authority | FY 2013 Requested<br>Budget Authority | FY 2012 to FY 2013<br>Change |
|---|-------------------------------|-------------------------------------|---------------------------------------|------------------------------|
| 11.1 Total FTE & personnel compensation | -                             | 101,359                             | 74,198                                | (27,161)                     |
| 12.1 Benefits                           | -                             | 28,380                              | 20,775                                | (7,605)                      |
| <b>Total, Salaries &amp; Benefits</b>   | -                             | <b>129,739</b>                      | <b>94,973</b>                         | <b>(34,766)</b>              |

Salaries and Benefits includes costs for 801 FTEs. FY 2013 includes a decrease of \$34,766,000 to cover S&B expenses for 255 FTEs transferred to the Administrative and Regional Offices (ARO) PPA for response efforts conducted in the regions by the Regional Administrators.

|             | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|-------------|-------------------------------|--|--|------------------------------|
| 21.0 Travel | 0                             | \$3,360                                | \$2,560                                  | -\$800                       |

Travel includes all costs of transportation of persons, subsistence of travelers, an incidental travel expenses in accordance with Federal travel regulations. FY 2013 includes a decrease of \$800,000 for the FY 2013 National Level Exercise Program.

|                     | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---------------------|-------------------------------|--|--|------------------------------|
| 25.2 Other services | 0                             | \$32,118                               | \$25,601                                 | -\$6,517                     |

Other services include report contracted services with non-Federal sources that are not otherwise classified under OC 25. FY 2013 includes a net decrease of \$6,517,000 for the Regional Planning program (-\$846,000), transfer in of the Declarations Unit from the Recovery PPA (\$56,000), and elimination of the Pre-positioned Equipment Program (-\$6,233,000).

|                | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|----------------|-------------------------------|--|--|------------------------------|
| 31.0 Equipment | 0                             | \$10,170                               | \$10,059                                 | -\$111                       |

Equipment includes all costs for the purchases of persona property of a durable nature or the initial installation of equipment when performed under contract. FY 2013 includes a decrease of \$111,000 for field operations communications equipment.

**Department of Homeland Security  
Federal Emergency Management Agency  
Administrative and Regional Offices  
Summary of Requirements by Object Class  
(Dollars in Thousands)**

| Object Classes                                    | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---|-------------------------------|--|--|------------------------------|
| <b>Personnel and Compensation Benefits</b>        | -                             | -                                      | -  | -                            |
| 11.1 Total FTE & personnel compensation           | -                             | 70,851                                 | 139,077                                  | 68,226                       |
| 12.1 Benefits                                     | -                             | 19,839                                 | 38,942                                   | 19,103                       |
| <b>Total, Personnel and Compensation Benefits</b> | -                             | <b>90,690</b>                          | <b>178,019</b>                           | <b>87,329</b>                |
| <b>Other Object Classes</b>                       | -                             | -                                      | -  | -                            |
| 21.0 Travel                                       | -                             | 3,256                                  | 2,856                                    | (400)                        |
| 22.0 Transportation of things                     | -                             | 117                                    | 117                                      | -                            |
| 23.3 Communications, utilities, and misc. charges | -                             | 742                                    | 742                                      | -                            |
| 24.0 Printing                                     | -                             | 450                                    | 450                                      | -                            |
| 25.1 Advisory and assistance services             | -                             | 5,533                                  | 5,533                                    | -                            |
| 25.2 Other services                               | -                             | 20,488                                 | 11,897                                   | (8,591)                      |
| 25.3 Purchases from Gov't accts.                  | -                             | 725                                    | 725                                      | -                            |
| 25.4 O&M of facilities                            | -                             | 1,695                                  | 1,695                                    | -                            |
| 25.7 Operation and maintenance of equipment       | -                             | 1,225                                  | 1,225                                    | -                            |
| 26.0 Supplies and materials                       | -                             | 1,255                                  | 1,255                                    | -                            |
| 31.0 Equipment                                    | -                             | 8,110                                  | 8,110                                    | -                            |
| 32.0 Land & structures                            | -                             | 1,253                                  | 1,253                                    | -                            |
| 41.0 Grants/Subsidies/Contributions               | -                             | 727                                    | 727                                      | -                            |
| <b>Total, Other Object Classes</b>                | -                             | <b>45,575</b>                          | <b>36,584</b>                            | <b>(8,991)</b>               |
| <b>Adjustments</b>                                | -                             | -                                      | -  | -                            |
| Unobligated Balance, start of year                | -                             | -                                      | -  | -                            |
| Unobligated Balance, end of year                  | -                             | -                                      | -  | -                            |
| Recoveries of Prior Year Obligations              | -                             | -                                      | -  | -                            |
| <b>Total Requirements</b>                         | -                             | <b>136,265</b>                         | <b>214,603</b>                           | <b>78,338</b>                |
| <b>Full-time Equivalents</b>                      | -                             | <b>814</b>                             | <b>1,366</b>                             | <b>552</b>                   |

**Administrative and Regional Offices Mission Statement**

Administrative and Regional Operations incorporates the essential command and control functions of the Agency. Administrative coordinates all policy, strategic planning, resources, managerial and administrative actions to include the Federal Coordinating Officers, National Capital Region Coordination (NCRC), and the Evaluations and Assessment Program. Regional Operations includes the leadership, management, and mission support functions of the 10 FEMA Regions. The Regions execute the operational direction received from headquarters to ensure that FEMA can execute its primary mission: preparedness, protection, response, recovery, and mitigation.

**Summary Justification and Explanation of Changes**

|   | FY 2011 Actual<br>Obligations | FY 2012 Enacted<br>Budget Authority | FY 2013 Requested<br>Budget Authority | FY 2012 to FY 2013<br>Change |
|---|-------------------------------|-------------------------------------|---------------------------------------|------------------------------|
| 11.1 Total FTE & personnel compensation | -                             | 70,851                              | 139,077                               | 68,226                       |
| 12.1 Benefits                           | -                             | 19,839                              | 38,942                                | 19,103                       |
| <b>Total, Salaries &amp; Benefits</b>   | -                             | <b>90,690</b>                       | <b>178,019</b>                        | <b>87,329</b>                |

Salaries and Benefits includes costs for 1,376 FTEs. FY 2013 includes an increase of \$87,329,000 to cover expenses for 765 FTEs that transferred from the other PPAs for Regional Operations, as well as decrease of 199 FTE funded via transfer from the State and Local Programs (SALP) appropriation in FY 2013.

|             | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|-------------|-------------------------------|--|--|------------------------------|
| 21.0 Travel | 0                             | \$3,256                                | \$2,856                                  | -\$400                       |

Travel includes all costs of transportation of persons, subsistence of travelers, and incidental travel expenses in accordance with Federal travel regulations. FY 2013 includes a decrease of \$400,000 for management efficiencies in NCRC.

|                     | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---------------------|-------------------------------|--|--|------------------------------|
| 25.2 Other services | 0                             | \$20,488                               | \$11,897                                 | -\$8,591                     |

Other services include report contracted services with non-Federal sources that are not otherwise classified under OC 25. FY 2013 includes a decrease of \$8,591,000 for the Evaluations and Assessment program to be funded via transfer from the SALP appropriation in FY 2013.

**Department of Homeland Security**  
**Federal Emergency Management Agency**  
**Mission Support**  
**Summary of Requirements by Object Class**  
(Dollars in Thousands)

| Object Classes                                    | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---|-------------------------------|--|--|------------------------------|
| <b>Personnel and Compensation Benefits</b>        | -                             | -                                      | -  | -                            |
| 11.1 Total FTE & personnel compensation           | -                             | 103,003                                | 79,781                                   | (23,222)                     |
| 12.1 Benefits                                     | -                             | 28,841                                 | 22,339                                   | (6,502)                      |
| <b>Total, Personnel and Compensation Benefits</b> | -                             | <b>131,844</b>                         | <b>102,120</b>                           | <b>(29,724)</b>              |
| <b>Other Object Classes</b>                       | -                             | -                                      | -  | -                            |
| 21.0 Travel                                       | -                             | 1,040                                  | 1,040                                    | -                            |
| 22.0 Transportation of things                     | -                             | 227                                    | 227                                      | -                            |
| 23.3 Communications, utilities, and misc. charges | -                             | 307                                    | 307                                      | -                            |
| 24.0 Printing                                     | -                             | 10                                     | 10                                       | -                            |
| 25.1 Advisory and assistance services             | -                             | 3,413                                  | 3,413                                    | -                            |
| 25.2 Other services                               | -                             | 43,226                                 | 19,868                                   | (23,358)                     |
| 25.3 Purchases from Gov't accts.                  | -                             | 7,544                                  | 1,542                                    | (6,002)                      |
| 25.4 O&M of facilities                            | -                             | 8,328                                  | 785                                      | (7,543)                      |
| 25.7 Operation and maintenance of equipment       | -                             | 2,493                                  | 2,493                                    | -                            |
| 26.0 Supplies and materials                       | -                             | 944                                    | 944                                      | -                            |
| 31.0 Equipment                                    | -                             | 5,034                                  | 5,034                                    | -                            |
| 32.0 Land & structures                            | -                             | 15,023                                 | 15,023                                   | -                            |
| <b>Total, Other Object Classes</b>                | -                             | <b>87,589</b>                          | <b>50,686</b>                            | <b>(36,903)</b>              |
| <b>Adjustments</b>                                | -                             | -                                      | -  | -                            |
| Unobligated Balance, start of year                | -                             | -                                      | -  | -                            |
| Unobligated Balance, end of year                  | -                             | -                                      | -  | -                            |
| Recoveries of Prior Year Obligations              | -                             | -                                      | -  | -                            |
| <b>Total Requirements</b>                         | -                             | <b>219,433</b>                         | <b>152,806</b>                           | <b>(66,627)</b>              |
| <b>Full-time Equivalents</b>                      | -                             | <b>1,040</b>                           | <b>815</b>                               | <b>(225)</b>                 |

**Mission Support Mission Statement**

Mission Support provides the corporate support, tools, and resources that the Agency needs to build, sustain and improve its primary mission of preparedness, protection, response, recovery, and mitigation. Functions include IT, human capital management, acquisition management, security, and administration, which include facilities management, records management, and occupational health and safety.

**Summary Justification and Explanation of Changes**

|   | FY 2011 Actual<br>Obligations | FY 2012 Enacted<br>Budget Authority | FY 2013 Requested<br>Budget Authority | FY 2012 to FY 2013<br>Change |
|---|-------------------------------|-------------------------------------|---------------------------------------|------------------------------|
| 11.1 Total FTE & personnel compensation | -                             | 103,003                             | 79,781                                | (23,222)                     |
| 12.1 Benefits                           | -                             | 28,841                              | 22,339                                | (6,502)                      |
| <b>Total, Salaries &amp; Benefits</b>   | -                             | <b>131,844</b>                      | <b>102,120</b>                        | <b>(29,724)</b>              |

Salaries and Benefits includes costs for 815 FTEs. FY 2013 includes a decrease of \$29,724,000 to cover S&B expenses for 225 FTE transferred to the ARO PPA for mission support functions conducted in the regions by the Regional Administrators.

|                     | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---------------------|-------------------------------|--|--|------------------------------|
| 25.2 Other services | 0                             | \$43,226                               | \$19,868                                 | -\$23,358                    |

Other services include report contracted services with non-Federal sources that are not otherwise classified under Object Class 25. FY 2013 includes a decrease of \$23,358,000, which includes removal of FY 2012 programmatic increases for IT modernization (-\$13,662,000) and unaccompanied minor registration (-\$500,000), and -\$9,408,000 for data center O&M transferred to the Centrally Managed Accounts PPA.

|                                  | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|----------------------------------|-------------------------------|--|--|------------------------------|
| 25.3 Purchases from Gov't accts. | 0                             | \$7,544                                | \$1,542                                  | -\$6,002                     |

Purchases from Government Accounts include costs for purchases from other Federal Government agencies or accounts that are not otherwise classified.

|                        | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|------------------------|-------------------------------|--|--|------------------------------|
| 25.4 O&M of facilities | 0                             | \$8,328                                | \$785                                    | -\$7,543                     |

Operation and maintenance of facilities include all payments for the operation and maintenance of facilities when done by contract with the private sector or another Federal Government account. FY 2013 includes a decrease of \$7,543,000, which includes removal of an FY 2012 programmatic increase (-\$5,000,000) and additional management efficiencies (-\$2,540,000) in the facility repair program.

**Department of Homeland Security  
Federal Emergency Management Agency  
Preparedness and Protection  
Summary of Requirements by Object Class  
(Dollars in Thousands)**

| Object Classes                                    | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---|-------------------------------|--|--|------------------------------|
| <b>Personnel and Compensation Benefits</b>        | -                             | -                                      | -  | -                            |
| 11.1 Total FTE & personnel compensation           | -                             | 57,378                                 | 13,985                                   | (43,393)                     |
| 12.1 Benefits                                     | -                             | 16,065                                 | 3,916                                    | (12,149)                     |
| <b>Total, Personnel and Compensation Benefits</b> | -                             | <b>73,443</b>                          | <b>17,901</b>                            | <b>(55,542)</b>              |
| <b>Other Object Classes</b>                       | -                             | -                                      | -  | -                            |
| 21.0 Travel                                       | -                             | 1,949                                  | 918                                      | (1,031)                      |
| 22.0 Transportation of things                     | -                             | 15                                     | 7  | (8)                          |
| 23.3 Communications, utilities, and misc. charges | -                             | 2,916                                  | 1,374                                    | (1,542)                      |
| 24.0 Printing                                     | -                             | 170                                    | 80                                       | (90)                         |
| 25.1 Advisory and assistance services             | -                             | 12,824                                 | 6,041                                    | (6,783)                      |
| 25.2 Other services                               | -                             | 38,764                                 | 15,260                                   | (23,504)                     |
| 25.3 Purchases from Gov't accts.                  | -                             | 16,237                                 | 7,648                                    | (8,589)                      |
| 25.4 O&M of facilities                            | -                             | 1,022                                  | 481                                      | (541)                        |
| 25.7 Operation and maintenance of equipment       | -                             | 568                                    | 267                                      | (301)                        |
| 26.0 Supplies and materials                       | -                             | 597                                    | 281                                      | (316)                        |
| 31.0 Equipment                                    | -                             | 3,037                                  | 1,431                                    | (1,606)                      |
| 32.0 Land & structures                            | -                             | 23,130                                 | 20,304                                   | (2,826)                      |
| 41.0 Grants/Subsidies/Contributions               | -                             | 1,209                                  | 1,160                                    | (49)                         |
| <b>Total, Other Object Classes</b>                | -                             | <b>102,438</b>                         | <b>55,252</b>                            | <b>(47,186)</b>              |
| <b>Adjustments</b>                                | -                             | -                                      | -  | -                            |
| Unobligated Balance, start of year                | -                             | -                                      | -  | -                            |
| Unobligated Balance, end of year                  | -                             | -                                      | -  | -                            |
| Recoveries of Prior Year Obligations              | -                             | -                                      | -  | -                            |
| <b>Total Requirements</b>                         | -                             | <b>175,881</b>                         | <b>73,153</b>                            | <b>(102,728)</b>             |
| <b>Full-time Equivalents</b>                      | -                             | <b>606</b>                             | <b>124</b>                               | <b>(482)</b>                 |

**Preparedness and Protection Mission Statement**

The Preparedness mission seeks to reduce the loss of life and property and protect the Nation by planning, training, exercising, and building the emergency management profession. As manager and coordinator of the preparedness cycle, FEMA provides assistance, support, and leadership to help Federal, State, tribal, and local governments and the private sector build the operational capabilities needed to successfully implement preparedness strategies. The protection mission seeks to protect our Nation's constitutional form of government and ensures that a system is in place to warn our citizens of impending hazards. FEMA is responsible for supporting the enhancement of protection capabilities for all hazards, which in turn helps to integrate the tools and mechanisms for capability building across mission areas; streamlines the delivery of assistance to State, tribal, and local governments, as well as nongovernmental entities; and leverages existing intergovernmental coordination infrastructures. FEMA's primary continuity business lines and associated continuity activities include: Continuity Planning, Continuity Training and Exercises, and Continuity Operations.

### Summary Justification and Explanation of Changes

|   | FY 2011 Actual Obligations | FY 2012 Enacted Budget Authority | FY 2013 Requested Budget Authority | FY 2012 to FY 2013 Change |
|---|----------------------------|----------------------------------|------------------------------------|---------------------------|
| 11.1 Total FTE & personnel compensation | -                          | 57,378                           | 13,985                             | (43,393)                  |
| 12.1 Benefits                           | -                          | 16,065                           | 3,916                              | (12,149)                  |
| <b>Total, Salaries &amp; Benefits</b>   | -                          | <b>73,443</b>                    | <b>17,901</b>                      | <b>(55,542)</b>           |

Salaries and Benefits includes costs for 124 FTEs. FY 2013 includes a decrease of \$55,542,000 to cover S&B expenses for 482 FTEs for preparedness and protection efforts that will be funded via a transfer from the SALP appropriation in FY 2013.

|                    | FY 2011 Actual Obligations | FY 2012 Enacted Budget Authority | FY 2013 Requested Budget Authority | FY 2012 to FY 2013 Change |
|--------------------|----------------------------|----------------------------------|------------------------------------|---------------------------|
| <b>21.0 Travel</b> | <b>0</b>                   | <b>\$1,949</b>                   | <b>\$918</b>                       | <b>-\$1,031</b>           |

Travel includes all costs of transportation of persons, subsistence of travelers, and incidental travel expenses in accordance with Federal travel regulations. FY 2013 includes a decrease of \$1,031,000 for preparedness and protection efforts that will be funded via a transfer from the SALP appropriation in FY 2013.

|                                      | FY 2011 Actual Obligations | FY 2012 Enacted Budget Authority | FY 2013 Requested Budget Authority | FY 2012 to FY 2013 Change |
|--------------------------------------|----------------------------|----------------------------------|------------------------------------|---------------------------|
| <b>22.0 Transportation of things</b> | <b>0</b>                   | <b>\$15</b>                      | <b>\$7</b>                         | <b>-\$8</b>               |

Transportation of Things includes all costs of the care of such things while in process of being transported, and other services incident to the transportation of things. FY 2013 includes a decrease of \$8,000 for preparedness and protection efforts that will be funded via a transfer from the SALP appropriation in FY 2013.

|  | FY 2011 Actual Obligations | FY 2012 Enacted Budget Authority | FY 2013 Requested Budget Authority | FY 2012 to FY 2013 Change |
|--|----------------------------|----------------------------------|------------------------------------|---------------------------|
| <b>23.3 Communications, utilities, and misc. charges</b> | <b>0</b>                   | <b>\$2,916</b>                   | <b>\$1,374</b>                     | <b>-\$1,542</b>           |

Communications, utilities, and miscellaneous charges include all payments for rental or lease of IT equipment and services, postal services and rentals, and utility service. FY 2013 includes a decrease of \$1,542,000 for preparedness and protection efforts that will be funded via a transfer from the SALP appropriation in FY 2013.

|                      | FY 2011 Actual Obligations | FY 2012 Enacted Budget Authority | FY 2013 Requested Budget Authority | FY 2012 to FY 2013 Change |
|----------------------|----------------------------|----------------------------------|------------------------------------|---------------------------|
| <b>24.0 Printing</b> | <b>0</b>                   | <b>\$170</b>                     | <b>\$80</b>                        | <b>-\$90</b>              |

Printing includes all costs for printing and reproduction obtained from the private sector or from other Federal entities. FY 2013 includes a decrease of \$90,000 for preparedness and protection efforts that will be funded via a transfer from the SALP appropriation in FY 2013.

|                                       | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---------------------------------------|-------------------------------|--|--|------------------------------|
| 25.1 Advisory and assistance services | 0                             | \$12,824                               | \$6,041                                  | -\$6,783                     |

Advisory and assistance services include services acquired by contract from non-Federal sources as well as from other units within the Federal Government. FY 2013 includes a decrease of \$6,783,000 for preparedness and protection efforts that will be funded via a transfer from the SALP appropriation in FY 2013.

|                     | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---------------------|-------------------------------|--|--|------------------------------|
| 25.2 Other services | 0                             | \$38,764                               | \$15,260                                 | -\$23,504                    |

Other services include report contracted services with non-Federal sources that are not otherwise classified under Object Class 25. FY 2013 includes a decrease of \$23,504,000 for preparedness and protection efforts that will be funded via a transfer from the SALP appropriation in FY 2013.

|                                  | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|----------------------------------|-------------------------------|--|--|------------------------------|
| 25.3 Purchases from Gov't accts. | 0                             | \$16,237                               | \$7,648                                  | -\$8,589                     |

Purchases from Government Accounts include costs for purchases from other Federal Government agencies or accounts that are not otherwise classified. FY 2013 includes a decrease of \$8,589,000 for preparedness and protection efforts that will be funded via a transfer from the SALP appropriation in FY 2013.

|                        | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|------------------------|-------------------------------|--|--|------------------------------|
| 25.4 O&M of facilities | 0                             | \$1,022                                | \$481                                    | -\$541                       |

Operation and maintenance of facilities include all payments for the operation and maintenance of facilities when done by contract with the private sector or another Federal Government account. FY 2013 includes a decrease of \$541,000 for preparedness and protection efforts that will be funded via a transfer from the SALP appropriation in FY 2013.

|   | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---|-------------------------------|--|--|------------------------------|
| 25.7 Operation and maintenance of equipment | 0                             | \$568                                  | \$267                                    | -\$301                       |

Operation and maintenance of equipment includes costs for operation, maintenance, repair, and storage of equipment, when done by contract with the private sector or another Federal Government account. FY 2013 includes a decrease of \$301,000 for preparedness and protection efforts that will be funded via a transfer from the SALP appropriation in FY 2013.

|                             | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|-----------------------------|-------------------------------|--|--|------------------------------|
| 26.0 Supplies and materials | 0                             | \$597                                  | \$281                                    | -\$316                       |

Supplies and materials are commodities that are ordinarily consumed, converted in the process of construction/manufacture, form a minor part of equipment/property, or other property of little monetary value. FY 2013 includes a decrease of \$316,000 that will be funded via a transfer from the SALP appropriation in FY 2013.

|                       | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|-----------------------|-------------------------------|--|--|------------------------------|
| <b>31.0 Equipment</b> | <b>0</b>                      | <b>\$3,037</b>                         | <b>\$1,431</b>                           | <b>-\$1,606</b>              |

Equipment includes all costs for the purchases of persona property of a durable nature or the initial installation of equipment when performed under contract. FY 2013 includes a decrease of \$1,606,000 for preparedness and protection efforts that will be funded via a transfer from the SALP appropriation in FY 2013.

|                                   | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|-----------------------------------|-------------------------------|--|--|------------------------------|
| <b>32.0 Land &amp; structures</b> | <b>0</b>                      | <b>\$23,130</b>                        | <b>\$20,304</b>                          | <b>-\$2,826</b>              |

Land and structures includes the costs for land and interests in land, buildings and other structures, roads, additions to building, nonstructural improvements, and fixed equipment additions and replacements. FY 2013 includes a decrease of \$2,826,000 for preparedness and protection efforts that will be funded via a transfer from the SALP appropriation in FY 2013.

**Department of Homeland Security  
Federal Emergency Management Agency  
Recovery  
Summary of Requirements by Object Class  
(Dollars in Thousands)**

| Object Classes                                    | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---|-------------------------------|--|--|------------------------------|
| <b>Personnel and Compensation Benefits</b>        | -                             | -                                      | -  | -                            |
| 11.1 Total FTE & personnel compensation           | -                             | 53,957                                 | 36,465                                   | (17,492)                     |
| 12.1 Benefits                                     | -                             | 15,108                                 | 10,210                                   | (4,898)                      |
| <b>Total, Personnel and Compensation Benefits</b> | -                             | <b>69,065</b>                          | <b>46,675</b>                            | <b>(22,390)</b>              |
| <b>Other Object Classes</b>                       | -                             | -                                      | -  | -                            |
| 21.0 Travel                                       | -                             | 841                                    | 841                                      | -                            |
| 22.0 Transportation of things                     | -                             | 5                                      | 5  | -                            |
| 23.3 Communications, utilities, and misc. charges | -                             | 455                                    | 455                                      | -                            |
| 24.0 Printing                                     | -                             | 59                                     | 59                                       | -                            |
| 25.1 Advisory and assistance services             | -                             | 4,944                                  | 4,944                                    | -                            |
| 25.2 Other services                               | -                             | 1,581                                  | 1,021                                    | (560)                        |
| 25.4 O&M of facilities                            | -                             | 5                                      | 5  | -                            |
| 25.7 Operation and maintenance of equipment       | -                             | 514                                    | 514                                      | -                            |
| 26.0 Supplies and materials                       | -                             | 96                                     | 96                                       | -                            |
| 31.0 Equipment                                    | -                             | 518                                    | 518                                      | -                            |
| 41.0 Grants/Subsidies/Contributions               | -                             | 291                                    | 291                                      | -                            |
| <b>Total, Other Object Classes</b>                | -                             | <b>9,308</b>                           | <b>8,748</b>                             | <b>(560)</b>                 |
| <b>Adjustments</b>                                | -                             | -                                      | -  | -                            |
| Unobligated Balance, start of year                | -                             | -                                      | -  | -                            |
| Unobligated Balance, end of year                  | -                             | -                                      | -  | -                            |
| Recoveries of Prior Year Obligations              | -                             | -                                      | -  | -                            |
| <b>Total Requirements</b>                         | -                             | <b>78,373</b>                          | <b>55,423</b>                            | <b>(22,950)</b>              |
| <b>Full-time Equivalents</b>                      | -                             | <b>581</b>                             | <b>398</b>                               | <b>(183)</b>                 |

**Recovery Mission Statement**

The Recovery mission seeks to support communities in rebuilding so individuals, civic institutions, businesses, and governmental organizations can function on their own, return to normal life, and protect against future hazards.

**Summary Justification and Explanation of Changes**

|   | FY 2011 Actual<br>Obligations | FY 2012 Enacted<br>Budget Authority | FY 2013 Requested<br>Budget Authority | FY 2012 to FY 2013<br>Change |
|---|-------------------------------|-------------------------------------|---------------------------------------|------------------------------|
| 11.1 Total FTE & personnel compensation | -                             | 53,957                              | 36,465                                | (17,492)                     |
| 12.1 Benefits                           | -                             | 15,108                              | 10,210                                | (4,898)                      |
| <b>Total, Salaries &amp; Benefits</b>   | -                             | <b>69,065</b>                       | <b>46,675</b>                         | <b>(22,390)</b>              |

Salaries and Benefits includes costs for 398 FTEs. FY 2013 includes a decrease of \$22,390,000 to cover S&B expenses for 183 FTEs transferred to the ARO PPA for recovery efforts conducted in the regions by the Regional Administrators.

|                     | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---------------------|-------------------------------|--|--|------------------------------|
| 25.2 Other services | 0                             | \$1,581                                | \$1,021                                  | -\$560                       |

Other services include report contracted services with non-Federal sources that are not otherwise classified under Object Class 25. FY 2013 includes a decrease of \$560,000 for transfer of the Declarations Unit to the Response PPA.

**Department of Homeland Security  
Federal Emergency Management Agency  
Centrally Managed Accounts  
Summary of Requirements by Object Class  
(Dollars in Thousands)**

| Object Classes                                    | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---|-------------------------------|--|--|------------------------------|
| <b>Personnel and Compensation Benefits</b>        | -                             | -                                      | -  | -                            |
| 12.1 Benefits                                     | -                             | 3,538                                  | 3,038                                    | (500)                        |
| <b>Total, Personnel and Compensation Benefits</b> | -                             | <b>3,538</b>                           | <b>3,038</b>                             | <b>(500)</b>                 |
| <b>Other Object Classes</b>                       | -                             | -                                      | -  | -                            |
| 23.1 GSA rent                                     | -                             | 32,894                                 | 24,594                                   | (8,300)                      |
| 23.3 Communications, utilities, and misc. charges | -                             | 20,916                                 | 16,081                                   | (4,835)                      |
| 24.0 Printing                                     | -                             | 200                                    | 200                                      | -                            |
| 25.2 Other services                               | -                             | 39,683                                 | 27,726                                   | (11,957)                     |
| 25.3 Purchases from Gov't accts.                  | -                             | 11,958                                 | 11,958                                   | -                            |
| 32.0 Land & structures                            | -                             | 12,083                                 | 10,583                                   | (1,500)                      |
| <b>Total, Other Object Classes</b>                | -                             | <b>117,734</b>                         | <b>91,142</b>                            | <b>(26,592)</b>              |
| <b>Adjustments</b>                                | -                             | -                                      | -  | -                            |
| Unobligated Balance, start of year                | -                             | (13,999)                               | -  | 13,999                       |
| Unobligated Balance, end of year                  | -                             | -                                      | -  | -                            |
| Recoveries of Prior Year Obligations              | -                             | -                                      | -  | -                            |
| <b>Total, Adjustments</b>                         | -                             | <b>(13,999)</b>                        | -  | <b>13,999</b>                |
| <b>Total Requirements</b>                         | -                             | <b>107,273</b>                         | <b>94,180</b>                            | <b>(13,093)</b>              |
| <b>Full-time Equivalents</b>                      | -                             | -                                      | -  | -                            |

**Centrally Managed Accounts Mission Statement**

Centrally managed accounts are critical bills that must be managed at the enterprise level to ensure efficient and effective cost management which includes streamlining cost factors and prompt payment. The authority and responsibility for the individual accounts are assigned by the FEMA Office of the Chief Financial Officer (OCFO) to the individual functional proponents.

**Summary Justification and Explanation of Changes**

|                                       | FY 2011 Actual<br>Obligations | FY 2012 Enacted<br>Budget Authority | FY 2013 Requested<br>Budget Authority | FY 2012 to FY 2013<br>Change |
|---------------------------------------|-------------------------------|-------------------------------------|---------------------------------------|------------------------------|
| 12.1 Benefits                         | -                             | 3,538                               | 3,038                                 | (500)                        |
| <b>Total, Salaries &amp; Benefits</b> | -                             | <b>3,538</b>                        | <b>3,038</b>                          | <b>(500)</b>                 |

|               | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---------------|-------------------------------|--|--|------------------------------|
| 23.1 GSA rent | 0                             | \$32,894                               | \$24,594                                 | -\$8,300                     |

GSA Rent includes all payments to General Services Administration (GSA) for rental of space and rent-related services. FY 2013 includes a decrease of \$8,300,000 to be achieved FEMA-wide through consolidation of facilities to reduce the overall FEMA footprint.

|   | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---|-------------------------------|--|--|------------------------------|
| 23.3 Communications, utilities, and misc. charges | 0                             | \$20,916                               | \$16,081                                 | -\$4,835                     |

Communications, utilities, and miscellaneous charges include all payments for rental or lease of IT equipment and services, postal services and rentals, and utility service. FY 2013 includes a decrease of \$4,835,000 resulting from \$2,935,000 being funded via transfer from the SALP appropriation and an additional reduction of \$1,900,000 to be realized through management efficiencies.

|                     | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---------------------|-------------------------------|--|--|------------------------------|
| 25.2 Other services | 0                             | \$39,683                               | \$27,726                                 | -\$11,957                    |

Other services include report contracted services with non-Federal sources that are not otherwise classified under Object Class 25. FY 2013 includes a decrease of \$12,056,000 as a net result of \$2,167,000 being funded via transfer from the SALP appropriation, a net increase in DHS WCF of \$11,243,000, and use of \$14,098,000 in unobligated balance at start of FY 2012.

|                        | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|------------------------|-------------------------------|--|--|------------------------------|
| 32.0 Land & structures | 0                             | \$12,083                               | \$10,583                                 | -\$1,500                     |

Land and structures includes the costs for FEMA elements resident on Mount Weather. FY 2013 includes a decrease of \$1,500,000 to be achieved through relocation of FEMA personnel from Mount Weather to more cost-effective locations.

**Department of Homeland Security  
Federal Emergency Management Agency  
Management and Administration  
Urban Search and Rescue  
Summary of Requirements by Object Class  
(Dollars in Thousands)**

| Object Classes                                    | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---|-------------------------------|--|--|------------------------------|
| <b>Personnel and Compensation Benefits</b>        | -                             | -                                      | -  | -                            |
| 11.1 Total FTE & personnel compensation           | 735                           | -                                      | -  | -                            |
| 12.1 Benefits                                     | 188                           | -                                      | -  | -                            |
| <b>Total, Personnel and Compensation Benefits</b> | <b>923</b>                    | -                                      | -  | -                            |
| <b>Other Object Classes</b>                       | -                             | -                                      | -  | -                            |
| 21.0 Travel                                       | 136                           | -                                      | -  | -                            |
| 22.0 Transportation of things                     | 10                            | -                                      | -  | -                            |
| 23.3 Communications, utilities, and misc. charges | 265                           | -                                      | -  | -                            |
| 24.0 Printing                                     | 2                             | -                                      | -  | -                            |
| 25.2 Other services                               | 404                           | -                                      | -  | -                            |
| 26.0 Supplies and materials                       | 111                           | -                                      | -  | -                            |
| 31.0 Equipment                                    | 1,324                         | -                                      | -  | -                            |
| 41.0 Grants/Subsidies/Contributions               | 31,908                        | -                                      | -  | -                            |
| <b>Total, Other Object Classes</b>                | <b>34,160</b>                 | -                                      | -  | -                            |
| <b>Adjustments</b>                                | -                             | -                                      | -  | -                            |
| Unobligated Balance, start of year                | -                             | -                                      | -  | -                            |
| Unobligated Balance, end of year                  | -                             | -                                      | -  | -                            |
| Recoveries of Prior Year Obligations              | -                             | -                                      | -  | -                            |
| <b>Total Requirements</b>                         | <b>35,083</b>                 | -                                      | -  | -                            |
| <b>Full-time Equivalents</b>                      | <b>8</b>                      | -                                      | -  | -                            |

**Urban Search and Rescue Mission Statement**

The National Urban Search and Rescue System is comprised of 28 task forces that provide a coordinated, national, all-risk capability to assist State and local governments in responding to structural collapse incidents when the President declares a major disaster or emergency under the Robert T. Stafford Disaster Relief and Emergency Assistance Act. These task forces are highly trained and possess the necessary expertise to extricate and medically treat victims in heavy rescue situations. Funding is used to operate and train the existing task forces, maintain the equipment caches, and replace/repair equipment that has been used in training and actual disasters.

**Summary Justification and Explanation of Changes**

|   | FY 2011 Actual<br>Obligations | FY 2012 Enacted<br>Budget Authority | FY 2013 Requested<br>Budget Authority | FY 2012 to FY 2013<br>Change |
|---|-------------------------------|-------------------------------------|---------------------------------------|------------------------------|
| 11.1 Total FTE & personnel compensation | 735                           | -                                   | -                                     | -                            |
| 12.1 Benefits                           | 188                           | -                                   | -                                     | -                            |
| <b>Total, Salaries &amp; Benefits</b>   | <b>923</b>                    | -                                   | -                                     | -                            |

**Department of Homeland Security  
Federal Emergency Management Agency  
Management and Administration  
Office of National Capital Region Coordination  
Summary of Requirements by Object Class  
(Dollars in Thousands)**

| Object Classes                                    | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---|-------------------------------|--|--|------------------------------|
| <b>Personnel and Compensation Benefits</b>        | -                             | -                                      | -  | -                            |
| 11.1 Total FTE & personnel compensation           | 2,094                         | -                                      | -  | -                            |
| 11.5 Other personnel compensation                 | 1                             | -                                      | -  | -                            |
| 12.1 Benefits                                     | 554                           | -                                      | -  | -                            |
| <b>Total, Personnel and Compensation Benefits</b> | <b>2,649</b>                  | -                                      | -  | -                            |
| <b>Other Object Classes</b>                       | -                             | -                                      | -  | -                            |
| 21.0 Travel                                       | 28                            | -                                      | -  | -                            |
| 25.2 Other services                               | 3,917                         | -                                      | -  | -                            |
| 26.0 Supplies and materials                       | 14                            | -                                      | -  | -                            |
| 31.0 Equipment                                    | 85                            | -                                      | -  | -                            |
| <b>Total, Other Object Classes</b>                | <b>4,044</b>                  | -                                      | -  | -                            |
| <b>Adjustments</b>                                | -                             | -                                      | -  | -                            |
| Unobligated Balance, start of year                | -                             | -                                      | -  | -                            |
| Unobligated Balance, end of year                  | -                             | -                                      | -  | -                            |
| Recoveries of Prior Year Obligations              | -                             | -                                      | -  | -                            |
| <b>Total Requirements</b>                         | <b>6,693</b>                  | -                                      | -  | -                            |
| <b>Full-time Equivalents</b>                      | <b>19</b>                     | -                                      | -  | -                            |

**Office of National Capital Region Coordination Mission Statement**

The National Capital Region Coordination (NCRC) program advances homeland security, including all-hazards preparedness, in the National Capital Region (NCR). The program serves as a model for other regions of the country. NCRC focuses on developing and refining a common regional approach to homeland security that results in the integrated strategies and interoperability among Federal, State, local, regional and private/nonprofit stakeholders. NCRC's primary responsibilities include coordinating and participating in programs and initiatives aimed at enhancing the homeland security posture of the region. NCRC also plays valuable roles in events, drills, and exercises that occur annually in the NCR. NCRC also serves as a principal in the NCR's regional governance structure and coordinates with the NCR's Regional Emergency Support Function to improve preparedness in the NCR.

**Summary Justification and Explanation of Changes**

|   | FY 2011 Actual<br>Obligations | FY 2012 Enacted<br>Budget Authority | FY 2013 Requested<br>Budget Authority | FY 2012 to FY 2013<br>Change |
|---|-------------------------------|-------------------------------------|---------------------------------------|------------------------------|
| 11.1 Total FTE & personnel compensation | 2,094                         | -                                   | -                                     | -                            |
| 11.5 Other personnel compensation       | 1                             | -                                   | -                                     | -                            |
| 12.1 Benefits                           | 554                           | -                                   | -                                     | -                            |
| <b>Total, Salaries &amp; Benefits</b>   | <b>2,649</b>                  | -                                   | -                                     | -                            |

**Department of Homeland Security  
Federal Emergency Management Agency  
Management and Administration  
Operating Activities  
Summary of Requirements by Object Class  
(Dollars in Thousands)**

| Object Classes                                    | FY 2011<br>Actual Obligations | FY 2012<br>Enacted Budget<br>Authority | FY 2013<br>Requested Budget<br>Authority | FY 2012 to<br>FY 2013 Change |
|---|-------------------------------|--|--|------------------------------|
| <b>Personnel and Compensation Benefits</b>        | -                             | -                                      | -  | -                            |
| 11.1 Total FTE & personnel compensation           | 359,344                       | -                                      | -  | -                            |
| 11.3 Other than full-time permanent               | 1,249                         | -                                      | -  | -                            |
| 11.5 Other personnel compensation                 | 7,486                         | -                                      | -  | -                            |
| 12.1 Benefits                                     | 105,852                       | -                                      | -  | -                            |
| <b>Total, Personnel and Compensation Benefits</b> | <b>473,931</b>                | -                                      | -  | -                            |
| <b>Other Object Classes</b>                       | -                             | -                                      | -  | -                            |
| 21.0 Travel                                       | 16,617                        | -                                      | -  | -                            |
| 22.0 Transportation of things                     | 518                           | -                                      | -  | -                            |
| 23.1 GSA rent                                     | 44,280                        | -                                      | -  | -                            |
| 23.2 Other rent                                   | 41                            | -                                      | -  | -                            |
| 23.3 Communications, utilities, and misc. charges | 24,456                        | -                                      | -  | -                            |
| 24.0 Printing                                     | 1,301                         | -                                      | -  | -                            |
| 25.1 Advisory and assistance services             | 56,677                        | -                                      | -  | -                            |
| 25.2 Other services                               | 209,352                       | -                                      | -  | -                            |
| 25.3 Purchases from Gov't accts.                  | 71,885                        | -                                      | -  | -                            |
| 25.4 O&M of facilities                            | 8,124                         | -                                      | -  | -                            |
| 25.7 Operation and maintenance of equipment       | 11,734                        | -                                      | -  | -                            |
| 25.8 Subsistence & Support of persons             | 21                            | -                                      | -  | -                            |
| 26.0 Supplies and materials                       | 7,738                         | -                                      | -  | -                            |
| 31.0 Equipment                                    | 37,451                        | -                                      | -  | -                            |
| 32.0 Land & structures                            | 79,859                        | -                                      | -  | -                            |
| 41.0 Grants/Subsidies/Contributions               | 15,513                        | -                                      | -  | -                            |
| <b>Total, Other Object Classes</b>                | <b>585,567</b>                | -                                      | -  | -                            |
| <b>Adjustments</b>                                | -                             | -                                      | -  | -                            |
| Unobligated Balance, start of year                | -                             | -                                      | -  | -                            |
| Unobligated Balance, end of year                  | -                             | -                                      | -  | -                            |
| Recoveries of Prior Year Obligations              | -                             | -                                      | -  | -                            |
| <b>Total Requirements</b>                         | <b>1,059,498</b>              | -                                      | -  | -                            |
| <b>Full Time Equivalents</b>                      | <b>3,795</b>                  | -                                      | -  | -                            |

**Operating Activities Mission Statement**

Operating Activities includes the essential functions for all of FEMA's major mission organizations and directly supports FEMA's primary mission to reduce the loss of life and property and to protect the Nation from all hazards, including natural disasters, acts of terrorism, and other man-made disasters. Operating Activities leads and supports the Nation through a risk-based, comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation.

### Summary Justification and Explanation of Changes

|   | FY 2011 Actual<br>Obligations | FY 2012 Enacted<br>Budget Authority | FY 2013 Requested<br>Budget Authority | FY 2012 to FY 2013<br>Change |
|---|-------------------------------|-------------------------------------|---------------------------------------|------------------------------|
| 11.1 Total FTE & personnel compensation | 359,344                       | -                                   | -                                     | -                            |
| 11.3 Other than full-time permanent     | 1,249                         | -                                   | -                                     | -                            |
| 11.5 Other personnel compensation       | 7,486                         | -                                   | -                                     | -                            |
| 12.1 Benefits                           | 105,852                       | -                                   | -                                     | -                            |
| <b>Total, Salaries &amp; Benefits</b>   | <b>473,931</b>                | -                                   | -                                     | -                            |

# I. Changes in Full-time Employment – Salaries and Expenses

|   | FY 2011    | FY 2012 | FY 2013      |
|---|------------|---------|--------------|
| <b>BASE: Year End Actual from Prior Year</b>                    | -          | -       | <b>4,271</b> |
| <b>Increases</b>  |            |         |              |
| Conversion of 2-year Non-Disaster Specific CORE to PFT          | 198        | -       | -            |
| <b>Subtotal, Increases</b>                                      | <b>198</b> | -       | -            |
| <b>Decreases</b>  |            |         |              |
| Removal of SALP & AFG Funded FTE                                | -          | -       | (681)        |
| Removal of FTE to offset cost of unfunded Pay COLA              | -          | -       | (14)         |
| <b>Subtotal, Decreases</b>                                      | -          | -       | <b>(695)</b> |
| <b>Year End Actuals/Estimated FTEs:</b>                         | <b>198</b> | -       | <b>3,576</b> |
| <b>Net Change from prior year base to Budget Year Estimate:</b> | <b>198</b> | -       | <b>(695)</b> |

## I. Changes in Full-time Employment – Management and Administration

|  | FY 2011      | FY 2012        | FY 2013    |
|--|--------------|----------------|------------|
| <b>BASE: Year End Actual from Prior Year</b>                         | <b>3,644</b> | <b>3,822</b>   | -          |
| <b>Increases</b>   |              |                |            |
| Adjustment for FTE Annualization                                     | 21           | 103            | -          |
| Realignment from SALP Infrastructure & Contractor to PFT conversions | 102          | -              | -          |
| 2-Year Core to PFT Conversions - AFG                                 | 18           | -              | -          |
| Conversion of 2-year Non-Disaster Specific CORE to PFT               | 198          | -              | -          |
| Adjustment for high grade to low grade buyback                       | 41           | -              | -          |
| Increase in AFG PFT  | 8            | -              | -          |
| FEMA new PFTs  | -            | 24             | -          |
| FCIP/SCEP to PFT Conversions   | -            | 18             | -          |
| DHS Acquisition Workforce Initiative                                 | -            | 9              | -          |
| DHS Balanced Workforce Strategy                                      | -            | 116            | -          |
| Annualization of FTE Funded by Prior Year DRF Transfer               | -            | -              | 872        |
| <b>Subtotal, Increases</b>   | <b>388</b>   | <b>270</b>     | <b>872</b> |
| <b>Decreases</b>   |              |                |            |
| Removal of SALP & AFG Funded FTE                                     | -            | (637)          | -          |
| Removal of FTE Funded by DRF Transfer                                | -            | (872)          | -          |
| Technical Adjustment of FTE funded by Prior Year DRF Transfer        | (210)        | -              | -          |
| <b>Subtotal, Decreases</b>   | <b>(210)</b> | <b>(1,509)</b> | <b>-</b>   |
| <b>Year-end Actuals/Estimated FTEs:</b>                              | <b>3,822</b> | <b>2,583</b>   | <b>872</b> |
| <b>Net Change from prior year base to Budget Year Estimate:</b>      | <b>178</b>   | <b>(1,239)</b> | <b>872</b> |

**J. FY 2013 Schedule of Working Capital Fund by Program/Project/Activity –  
Salaries and Expenses**

**N/A**

**J. FY 2013 Schedule of Working Capital Fund by Program/Project/Activity –  
Management and Administration**

FY 2013 Schedule of Working Capital Fund by Program/Project/Activity  
(Dollars in Thousands)

| <b>Program/Project/Activity</b>   | <b>FY 2011<br/>Actual Obligations<br/>Amount</b> | <b>FY 2012<br/>Enacted Budget<br/>Authority<br/>Amount</b> | <b>FY 2013<br/>Requested Budget<br/>Authority<br/>Amount</b> | <b>Increase/Decrease<br/>for FY 2013<br/>Amount</b> |
|-----------------------------------|--|--|--|---|
| Operating Activities              | \$17,777   | 0  | 0  | 0   |
| <b>Total Working Capital Fund</b> | <b>17,777</b>                                    | <b>0</b>   | <b>0</b>   | <b>0</b>  |

## **K. DHS Balanced Workforce Strategy**

In order to establish a high-performing workforce comprised of a strong internal core of Federal employees supported by the expertise of private contractors, the Department created the DHS Balanced Workforce Strategy. DHS is committed to establishing the appropriate mix of in-house and contract skills, experience and other resources necessary to balance the total DHS workforce. Pursuant to section 736 of Division D of the Omnibus Appropriations Act, 2009, P.L. 111-8, the Department is required to issue guidelines to DHS component agencies to facilitate consistent and sound application of this statutory requirement.

Through the DHS Balanced Workforce Strategy, the Department will ensure that only Federal employees perform work that is inherently governmental or otherwise needs to be reserved to the public sector to maintain control of and sustain agency operations, and obtains contract services when it is appropriate and cost-effective. After a workforce planning assessment, the Department will realign contractor and/or Federal positions as necessary to achieve a balanced workforce. Assessing the workforce also allows managers to understand how contract employees are deployed throughout their organization and integrated with Federal employees to better realize the full potential of our total workforce – both contracted and Federal. A strong internal core of Federal employees will build in-house capacity and institutional knowledge that is essential for effective government performance.

Along with the statutory requirement to issue guidance to DHS components, Section 736 requires the Department to review all existing contracts in order to identify any functions currently being performed that should be reserved for Federal employees. As the Department has a large magnitude of contracts, all contracts have prioritized based on risk into tiered ranking. The results of Tier 1 contract review are listed below. The results of the lower-priority contracts will post-date this budget submission and will be included in the FY 2014 budget.

| Position Type  | FY 2011 Actual |          | FY 2012 Request |           | FY 2012 Annualization |           | FY 2012 Follow-on |           | FY 2013 Increase |          | TOTAL FY 2011 – FY 2013 DHS Balanced Workforce Strategy |            |
|--|----------------|----------|-----------------|-----------|-----------------------|-----------|-------------------|-----------|------------------|----------|---|------------|
|  | Pos.           | FTE      | Pos.            | FTE       | Pos.                  | FTE       | Pos               | FTE       | Pos.             | FTE      | Pos   | FTE        |
| Response Directorate   |                |          | 45              | 45        |                       |           |                   |           | -                | -        | 45  | 45         |
| Logistics Management Directorate   |                |          | 4               | 4         | -3                    | -3        |                   |           | -                | -        | 1   | 1          |
| Office of the Chief Procurement Officer  |                |          | 5               | 5         |                       |           |                   |           | -                | -        | 5   | 5          |
| Office of the Chief Security Officer   |                |          | 25              | 25        |                       |           | 3                 | 3         | -                | -        | 28  | 28         |
| Office of Program Analysis & Evaluation  |                |          |                 |           |                       |           | 1                 | 1         | -                | -        | 1   | 1          |
| Office of the Chief Financial Officer  |                |          |                 |           |                       |           | 16                | 16        | -                | -        | 16  | 16         |
| Office of the Administrator – Center for Faith-Based and Neighborhood Partnerships |                |          |                 |           |                       |           | 1                 | 1         | -                | -        | 1   | 1          |
| National Continuity Program  |                |          |                 |           |                       |           | 43                | 43        | -                | -        | 43  | 43         |
| National Capital Region Coordination   |                |          |                 |           |                       |           | 1                 | 1         | -                | -        | 1   | 1          |
| <b>Total</b>   | <b>-</b>       | <b>-</b> | <b>79</b>       | <b>79</b> | <b>-3</b>             | <b>-3</b> | <b>65</b>         | <b>65</b> | <b>-</b>         | <b>-</b> | <b>141</b>  | <b>141</b> |

### **FY 2013 DHS Balanced Workforce Strategy**

- FEMA plans to convert 65 more contractors to Federal employees in FY 2012 than the 79 reported in the FY 2012 President's Budget. These positions and FTE are included in the FY 2012 Base. FEMA currently has no plans to convert any contractors to Federal employees in FY 2013.

### **DHS Balanced Workforce Strategy Follow-on**

- The Office of the Chief Security Officer (OCSO) has five contracts in the amount of \$6 million that will have positions converted to Federal employees. 25 positions were requested in the FY 2012 Congressional Justification. After further review an additional three positions will be converted. The amount of funding needed to hire Federal employees is \$0.610 million.
  - Implementation Timeline – Contracts are not expected to overlap. The requirements to exercise follow-on options will be evaluated each year, however, three of the contracts will be eliminated immediately following the conversion and the others will only be reduced and will continue through period of performance. Staff assistants within each of the directorates' divisions will absorb some of the administrative work currently being completed by the contractors.
- The Office of Policy and Program Analysis (OPPA) has one contract which will be reduced by \$0.156 million that will have one position converted to a Federal employee. The amount of funding needed to hire the Federal employee is \$0.130 million. The inherently governmental functions were being completed by the two Federal staff assigned to this program; however, after reviewing the number of requests, the reauthorization of the Defense Production Act (DPA) this past year and the added responsibilities providing support for the chair of the DPA committee every other year, OPPA found that having additional Federal support would be more beneficial and offer some cost savings to the Government.
  - Implementation Timeline - Overlap is being anticipated for training purposes. The reduction to the contract should be effective no later than June 1, 2012; other functions of the contract will continue to be exercised.
  - This position will support our DPA Division, which currently only has two Federal employees, with the following functions:
    - Research and analysis of DPA issues including statutory authorities and Executive Branch guidance
    - Research and analysis of industrial base capabilities and the use of DPA authorities to address shortfalls
    - Drafting and editing of reports, briefings, testimony, and other DPA Program Division documents
    - Scheduling, organizing, attending and reporting on meetings related to the DPA and the DPA Committee
    - Evaluation of requests from DHS Components to use the DPA for homeland security purposes
- The Office of the Chief Financial Officer (OCFO) has 3 contracts in the amount of \$2.741 million that will have positions converted to Federal employees, which will eliminate or reduce contract cost. The amount of funding needed to hire Federal employees is \$1.784 million.

- Implementation Timeline – One contract will overlap for transition and training purposes. The requirements to exercise follow-on options will be evaluated each year; however, one of the contracts will be eliminated in mid-FY 2012 following the conversion and the other two will be reduced and will continue through period of performance. One of the contracts will require two Federal employees to absorb the work of the four contracting personnel.
- The Office of the Administrator – Center for Faith-Based and Neighborhood Partnerships (OA-CFBNP) has 1 contract in the amount of \$0.110 million that will have one position converted to a Federal employee, which will eliminate contract cost. The amount of funding needed to hire Federal employees is \$0.109 million. There will be no overlap between the conversion and the contract.
- The National Continuity Programs (NCP) has 16 contracts totaling \$13.334 million per year that will have positions converted to Federal employees, which will eliminate or reduce contract cost. Hiring 43 Federal employees to replace the work performed on these contracts or portions of these contracts will require an additional \$7.133 million in S&B funding per year. The projected savings over the next five years from converting these positions is approximately \$7.027 million, which includes funding not spent on remaining portions of these contracts or converted to S&B funding.
  - Implementation Timeline – The contract will overlap for transition and training purposes. The contract is scheduled to end in August/September of FY 2012. There will not be any responsibilities absorbed by current Federal employees.
- The National Capital Region Coordination (NCRC) has 1 contract in the amount of \$0.091 million that will have one position converted to a Federal employee, which will eliminate or reduce contract cost. The amount of funding needed to hire Federal employees is \$0.080 million.
  - Implementation Timeline –The contract will overlap for transition and training purposes. The contract is scheduled to end by June 30, 2012. There will not be any responsibilities absorbed by current Federal employees as this is a one-for-one conversion.