

Department of Homeland Security

*Federal Emergency Management Agency
State and Local Programs*



Fiscal Year 2013
Congressional Justification

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BUDGET REQUEST AND SUPPORTING INFORMATION

Federal Emergency Management Agency State and Local Programs

I. Appropriation Overview

A. Mission Statement:

Through the appropriation for State and Local Programs (SLP), FEMA fulfills its role as the principal component of the Department of Homeland Security (DHS) responsible for preparing State and local governments to prevent, protect against, respond to, and recover from incidents of terrorism and other catastrophic events. The appropriation provides for grants, training, exercises, and other support to assist Federal agencies, States, territories, and tribal and local jurisdictions to prepare for terrorism and major disasters.

FEMA's FY 2013 budget for SLP has been revised to reflect a new grants structure and adjusted program funding levels. The new account structure for the SLP appropriation is now divided into three new categories: the National Preparedness Grant Program (NPGP), First Responder Assistance Programs (FRAP), and Management and Administration (SLP M&A). FEMA proposes to consolidate its current preparedness grant programs—with the exception of the Emergency Management Performance Grants (EMPG) and Firefighter Assistance Grants (AFG)—into a comprehensive preparedness grant program. NPGP will require grantees to develop and sustain core capabilities outlined in the National Preparedness Goal instead of requiring grantees to meet mandates from multiple individual, and often disconnected, grant programs. This also will streamline the grant process while taking into account both local requirements and contributions to national capabilities.

B. Budget Activities:

Protection and National Preparedness (PNP) is the FEMA component responsible for the coordination of protection and preparedness-related activities throughout the Agency, including grants, planning, training, exercises, individual and community preparedness, assessments, lessons learned, continuity, and National Capital Region Coordination (NCRC). PNP conducts its activities through four directorates (National Preparedness, Grant Programs, National Continuity, and NCRC) comprising 20 divisions and four offices. SLP funds are administered within PNP by two of those directorates, the Grants Programs Directorate (GPD), and the National Preparedness Directorate (NPD).

Grant Programs Directorate

GPD serves as the primary grants management organization within FEMA and manages all business functions for FEMA's extensive grants catalog. GPD also houses the Preparedness Grants Division, FEMA's program office dedicated to the Agency's suite of preparedness grants, administered in support of the Department of Homeland Security's overall mission. GPD's activities are described in greater detail in PPA-3: Management and Administration.

National Preparedness Directorate

NPD's mission is to provide the doctrine, programs, and resources to prepare the Nation to prevent, protect, mitigate, respond to, and recover from disasters while minimizing the loss of lives,

infrastructure, and property. NPD coordinates the enhancement of the Nation's readiness through its stewardship of the comprehensive preparedness cycle of planning, organizing, equipping, training, exercising, and improving through evaluation. NPD programs provide resources to support preparedness activities for State and local capabilities as outlined in Presidential Policy Directive-8 (PPD-8) on National Preparedness and the Homeland Security Act of 2002. NPD is responsible for administering the National Exercise Program; the National Training and Education Division, which includes the Emergency Management Institute and the Center for Domestic Preparedness; Evaluation and Assessments; Technical Assistance; Individual and Community Preparedness; and the National Integration Center. These programs are described in greater detail in PPA-3: Management and Administration.

In 2011, PNP led FEMA and the Federal interagency in the implementation of PPD-8: National Preparedness, which includes the development of a *National Preparedness Goal* and a *National Preparedness System*. The *National Preparedness Goal* establishes core capabilities for a secure and resilient Nation, including prevention, protection, response, recovery, and mitigation activities that will serve as the basis for preparedness activities within FEMA, throughout the Federal Government, and at the State and local levels. At all levels of government, using the core capabilities, jurisdictions, and agencies as outlined in the *National Preparedness System* will engage in a consistent preparedness process.

To achieve the *National Preparedness Goal*, and in support of the *National Preparedness System*, FEMA proposes to consolidate its current preparedness grant programs—with the exception of the EMPG and AFG—into a comprehensive preparedness grant program. NPGP will require grantees to develop and sustain core capabilities outlined in the *National Preparedness Goal* instead of requiring grantees to meet mandates from multiple individual, and often disconnected, grant programs.

Consolidating the preparedness grant programs will support the recommendations of the Redundancy Elimination and Enhanced Performance for Preparedness (REEPP) Grants Act, will further the Administration's initiatives to reduce the administrative burden on State and local governments, and will streamline the grant application process. This will enable grantees to focus on how Federal funds can add value to the jurisdiction's prioritization of threats, risks, and consequences while contributing to national capabilities. To further increase the efficiency of the National Preparedness Grant, FEMA will issue multiyear guidelines, enabling the Agency to focus its efforts on measuring progress towards building and sustaining national capabilities.

Starting in FY 2013, all FEMA-funded grant projects will be validated via peer review to ensure that projects support the development and sustainment of regional and national preparedness capabilities. The peer review process will incorporate components of the DHS/Infrastructure Protection State, Local, Tribal, and Territorial Government Coordinating Council and will engage representatives from stakeholder agencies from the jurisdiction receiving grant funds, peers from comparable jurisdictions, Federal preparedness coordinators, analysts from multiple State and Regional grant program offices, DHS component representatives, and representatives from national associations. Grantees will be asked to justify their prioritization decisions and how proposed projects will, over the lifecycle of funding, sustain current capabilities and/or address gaps in capabilities. Proposals for the development of new assets will be evaluated carefully to ensure that all new capabilities can be leveraged as national resources that will benefit the region as a whole in addition to the State or local jurisdiction. This

approach will expedite awards, while at the same time, increase accountability over the use of Federal grant funds. Additionally, direct involvement by regional FEMA representatives during the review process will assist in targeting funds for regionally critical projects, and will reduce the development of redundant assets within the Region.

C. Budget Request Summary

In Fiscal Year (FY) 2013, DHS requests \$2,900,212,000 for SLP as described below:

- \$1,540,908,000: For grants under the NPGP
- \$1,080,000,000: For grants under the FRAP to include:
 - \$670,000,000: AFG (\$335,000,000 for Staffing for Adequate Fire and Emergency Response (SAFER) grants and \$335,000,000 for AFG)
 - \$350,000,000: EMPG
 - \$60,000,000: Training Partnership Grants (in place of the National Domestic Preparedness Consortium and the Continuing Training Grants Program)
- \$279,304,000: For Management and Administration, which includes the National Exercise Program, Center for Domestic Preparedness, Technical Assistance, Evaluation & Assessment, and those activities traditionally funded by transfer to the Salaries and Expenses appropriation.

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

**Department of Homeland Security
Federal Emergency Management Agency
State and Local Programs**
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
State and Local Program Grants	-	-	1,861,994	-	-	1,049,476	-	-	-	-	-	(1,049,476)			(1,049,476)			
National Preparedness Grant Program	-	-	-	-	-	-	-	-	1,540,908	-	-	1,540,908	-	-	1,540,908			
First Responder Assistance Programs	55	55	1,121,809	96	88	1,025,000	-	-	1,080,000	(96)	(96)	55,000			99,250	(96)	(88)	(44,250)
Emergency Management Performance Grants	15	15	339,004	15	15	350,000	-	-	350,000	(15)	(15)	-			10,500	(15)	(15)	(10,500)
Firefighter Assistance Grants	40	40	782,805	81	73	675,000	-	-	670,000	(81)	(81)	(5,000)			28,750	(81)	(73)	(33,750)
Training Partnership Grants	-	-	-	-	-	-	-	-	60,000	-	-	60,000	-	-	60,000			
Education, Training, and Exercises	-	-	233,873	94	93	215,927	-	-	-	(94)	(93)	(215,927)				(94)	(93)	(215,927)
Management and Administration ¹	-	-	-	-	-	-	907	876	279,304	907	876	279,304			(111,696)	907	876	391,000
Total, State and Local Programs	55	55	3,217,676	190	181	2,290,403	907	876	2,900,212	717	695	609,809	-	-	478,986	717	695	130,823
Subtotal, Enacted Appropriations and Budget Estimates	55	55	3,217,676	190	181	2,290,403	907	876	2,900,212	717	695	609,809	-	-	478,986	717	695	130,823
Less: Adjustments for Other Funding Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net, Enacted Appropriations and Budget Estimates:	55	55	3,217,676	190	181	2,290,403	907	876	2,900,212	717	695	609,809	-	-	478,986	717	695	130,823

¹ In FY 2011, funds appropriated for the management and administration of the grants, to include Firefighter Assistance Grants (AFG) but not Emergency Management Performance Grants (EMPG), were transferred to FEMA's Management and Administration appropriation. In FY 2012, funds appropriated for the management and administration of the grants, not including AFG and EMPG, were transferred to FEMA's Salaries and Expenses appropriation. The amounts shown in this PPA for these years represent funding appropriated for education, training, and exercises programs. In FY 2013, FEMA is proposing to consolidate all management and administration funding, including those supporting AFG and EMPG, under the Management and Administration PPA along with those funds typically appropriated for education, training, and exercises.

III. Current Services Program Description by PPA

**Department of Homeland Security
Federal Emergency Management Agency
State and Local Programs
National Preparedness Grant Program
Program Performance Justification
(Dollars in Thousands)**

PPA: National Preparedness Grant Program

	<u>Perm. Pos</u>	<u>FTE</u>	<u>Amount</u>
2011 Actual Obligations	-	-	1,861,994
2012 Enacted Budget Authority	-	-	1,049,476
2013 Current Services	-	-	1,049,476
2013 Program Change	-	-	491,432
2013 Total Request	-	-	1,540,908
Total Change 2012 to 2013	-	-	491,432

FEMA requests \$1.541 billion in FY 2013 for this activity.

CURRENT SERVICES PROGRAM DESCRIPTION:

Over the past nearly 10 years, we have seen how Federal investments in State, territory, tribal, and local preparedness capabilities have developed significant national capacity to prevent, protect against, respond to, and recover from all kinds of disasters and threats. The FY 2013 National Preparedness Grant Program (NPGP) seeks to sustain and continue to build on these capabilities to create robust national capacity based on cross-jurisdictional and readily deployable State and local assets.

As recognized in the National Preparedness Goal, a secure and resilient Nation is one with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk. With this in mind, the FY 2013 NPGP will work to develop, maintain, and sustain core capabilities in the National Preparedness Goal.

Purpose of the Program

The FY 2013 NPGP will:

- Focus on the development and sustainment of the core capabilities identified in the National Preparedness Goal.
- Utilize the capability estimation process employed by applicants and verified by DHS to determine capability and resource deficiencies to inform the competitive process.

- Build a robust national preparedness capacity based on cross-jurisdictional and readily deployable State and local assets.

FY 2012 grants will prepare grantees for the transition to new requirements in FY 2013 in the following ways:

- Begin the process of transitioning from 16 separate preparedness grant programs² in FY 2011 to a more streamlined model within the construct of the FY 2012 appropriations.
- Continue the transition to address the core capabilities outlined in the National Preparedness Goal.
- Implement a two-year period of performance with very limited extensions.

Changes from Previous Years in FY 2013

Elevate national preparedness capabilities by focusing on regionally and nationally deployable assets

Over the last 10 years, we have recognized that Federal Emergency Management and Homeland Security (EMHS) funds are most effective when they develop and sustain capabilities that are cross-jurisdictional, readily deployable, and multipurpose. We also know that threats, risks, hazards, and their consequences vary across the United States. Therefore, the NPGP will focus on the development and sustainment of National Incident Management System (NIMS)-typed capabilities that can be utilized nationally and regionally, like canine explosive detection teams, Urban Search and Rescue Teams, and Hazardous Materials (HAZMAT) teams, as well as other deployable assets.

As part of the peer review process, all EMHS resources will be considered in the context of their availability and utility to multiple jurisdictions, regions and the Nation. The peer review process will require that resources, regardless of funding source, are complementary and that mutual aid and similar agreements allow for their use across jurisdictional boundaries for a wide range of threats and hazards. This will aid in preventing the use of Federal funds to replicate capabilities that are in close proximity. Jurisdictions also must maintain membership in the Emergency Management Assistance Compact (EMAC) to facilitate the mutual aid of capabilities in order to be eligible for funding.

Building and sustaining core capabilities

The NPGP will optimize the development and sustainment of core capabilities as outlined in the National Preparedness Goal. Particular emphasis will be placed on building and sustaining capabilities that address high-consequence events that pose the greatest risk to the security and resilience of the United States and along its borders and that can be utilized to address multiple threats and hazards. Grantees will map their proposed investments to one or more specific core capabilities and will incorporate effectiveness measures that facilitate accountability. This clear linkage will enable all levels of government to collectively demonstrate how the proposed investment will build and sustain core capabilities necessary to strengthen the Nation's preparedness. The FY 2013 NPGP will encourage the use of complete lifecycle planning of inventories and resources. This will allow grantees to plan and budget for equipment upgrades, develop and maintain skills through training and exercises, and update plans and procedures to enable delivery of core capabilities across the prevention, protection, mitigation, response, and recovery mission areas.

Evaluation of new assets and capability requests

² Emergency Management Performance and Firefighters Assistance grant programs are not included.

Proposals from States and high-threat urban areas for the development of new assets and capabilities and for which a need is identified in the Threat Hazard Identification and Risk Assessment (THIRA) will be placed in a competitive pool. These proposals will be evaluated on the ability for a jurisdiction to build and sustain the capability as not just a local, but a nationally deployable resource that will increase one or more core capabilities for the region (i.e. FEMA Region).

Risk and vulnerability assessments

FEMA will base funding allocations on prioritized core capabilities as well as comprehensive threat/risk assessments and gap analyses. Specifically, allocations will consider current threat data (including domestic extremist threat input from the FBI), the needs identified in each State's THIRA, the Strategic National Risk Assessment and National Preparedness Report, and a regional risk assessment of gaps in national core capabilities (the FEMA Regional THIRA). Emphasis will be placed on building core capabilities that can be utilized nationally and regionally.

Consolidation of grants

To increase efficiency, FEMA will consolidate current grant programs into a comprehensive NPGP (excluding EMPG and Fire grants). The NPGP will enable grantees to develop and sustain core capabilities outlined in the National Preparedness Goal instead of requiring grantees to meet the mandates from multiple individual, often disconnected, grant programs.

Consolidating grant programs will support the recommendations of the Redundancy Elimination and Enhanced Performance for Preparedness Grants Act (REEPPG) and streamline the grant application process. This increased efficiency will enable grantees to focus on how Federal funds can add value to the jurisdiction's prioritization of threats, risks, and consequences while contributing to national preparedness capabilities.

Multiyear Program Guidance

To further increase the efficiency of the NPGP, FEMA will issue multiyear guidelines. Multiyear grants programs will enable FEMA to focus its efforts on measuring progress towards building and sustaining the core capabilities identified in the National Preparedness Goal.

Project Based Approach to Developing and Monitoring Capabilities

Starting in FY 2013, grant awards will be based on validated assessments of the needs and gaps for the jurisdiction and region where the project will be implemented. Consistent with the recommendations made in the 2011 REEPPG report, FEMA will use project-based monitoring as the principal means of measuring project progress. Project-based monitoring is a method of following projects from creation to completion, providing basic data to measure impact over time, improving accountability, and enabling FEMA to identify progress made in preparedness and determine current and future gaps.

Peer Review

All FEMA funded grant projects will be validated via peer review to ensure that projects support the development and sustainment of regional and national core capabilities. The peer review process will incorporate pieces of the DHS/Infrastructure Protection (IP) State, Local, Tribal, and Territorial Government Coordinating Council structure and engage representatives from stakeholder agencies from the jurisdiction receiving grant funds, peers from comparable jurisdictions, Federal preparedness coordinators and analysts from multiple State and Regional grant program offices, DHS component

representatives, and representatives from national associations. Grantees will be expected to justify why they prioritize funding particular projects and how these projects will, over the lifecycle of funding, sustain current capabilities as well as address gaps in capabilities. Proposals for the development of new assets will be evaluated carefully to ensure that all new capabilities can be leveraged as a national resource that will benefit the region as a whole in addition to the State or local jurisdiction. This approach will expedite awards, while at the same time, increase accountability over the use of Federal grant funds. Additionally, direct involvement by regional FEMA representatives during the review process will assist in targeting funds for regionally critical projects, and will reduce the redundancy of like assets throughout the Region.

Allocation of FY 2013 Grant Funding

All NPGP awards will be risk-informed. FEMA will base funding allocations on prioritized core capabilities as well as comprehensive threat/risk assessments and gap analyses. FY 2013 funding will be prioritized across the following focus areas, each of which will be supported via one or more investment justification:

Core Capabilities

Since the focus of the NPGP is to develop and sustain the core capabilities identified in the National Preparedness Goal, the program will prioritize nationally deployable NIMS-typed capabilities. This will include funding that States typically invest in preparedness activities (including the portion of the Transit Security Grant Program (TSGP) that is allocated for operational packages) that could be utilized anywhere in the country via EMAC or other mutual aid/assistance agreements. Such capabilities are identified in the National Preparedness Goal and include mass search and rescue operations, intelligence and information sharing, border security and border protection operations, cybersecurity, community resilience, and economic recovery. In addition, a portion of this funding may be used by States and high-threat urban areas to sustain core capabilities that may or may not be deployable, such as interoperable communications systems, mitigation-related capabilities, and fusion centers. FEMA will prioritize funding based on whether:

- The capability is one of the core capabilities identified in the National Preparedness Goal
- The capability meets one of the NIMS resource types
- The applicant belongs to or is located in member States of EMAC, except for American Samoa and the Commonwealth of the Northern Mariana Islands, which are not required to belong to EMAC at this time
- The capability can be utilized anywhere in the Nation upon request
- The capability addresses a risk or hazard identified in both the FEMA Regional and State THIRA
- FEMA has determined that the capability is not redundant

Applications not meeting the above criteria will not be eligible for grant funding. It is anticipated that funding will be allocated in the following manner:

- Each State and territory will receive a base level of funding allocated in accordance with a population-driven formula such as that for the EMPG program.
- The remainder of the State awards will be determined competitively, based on the criticality of the specific capability according to the Regional THIRA as evaluated by the criteria

above, as well as the applicant's ability to complete the project within the two-year period of performance.

- FEMA will also take into account a grantee's prior performance in executing projects based on grant monitoring and amount of funds returned to the Treasury at the end of the period of performance.
- Priorities will vary by region according to the risks and hazards therein (i.e. hurricane risk for Gulf and East Coast states, terrorism for large urban areas, flooding in the Midwest and earthquakes and wildfires on the West Coast). The prioritization of deployable capabilities will bear directly on the FEMA Regional THIRA.

Another portion of the funding will be placed in a competitive pool for the development of new capabilities for which a need is identified in the THIRA and a corresponding resource estimation and implementation strategy are provided. These proposals will be evaluated by a national review panel for the ability for a jurisdiction to build and sustain the capability as not just a local, but a nationally deployable resource that will increase one or more core capabilities for the region (i.e. FEMA Region). All jurisdictions applying for competitive funds must affirm membership in EMAC and commit to regional and national deployment as needed. In addition, competitive applications will be required to address a capability gap identified in one of the FEMA Regional THIRAs, identify that the proposed new capability does not duplicate one that already exists within a reasonable response time and describe how the capability will be fully established within the two-year period of performance.

Enhancing Terrorism Prevention and Protection Capabilities:

As the terrorist threat to the United States has evolved, the terrorism prevention community has sought to enhance capabilities to detect and mitigate the threat posed by those who seek to carry out violent attacks against the people, government, or critical infrastructure of the United States. The threat posed by homegrown terrorism is real and not limited to a single ideology. Foreign terrorist groups affiliated with al-Qaida and individual terrorist thought leaders are actively seeking to recruit or inspire Westerners to carry out attacks against western and United States targets. The Nation must remain vigilant against homegrown and foreign terrorist threats.

In support of the National Preparedness Goal's Prevention and Protection core capabilities, the forthcoming National Prevention and Protection Frameworks, and the Strategic Implementation Plan (SIP) to the National Strategy on Empowering Local Partners to Prevent Violent Extremism in the United States, NPGP will seek to prioritize programs and initiatives that directly support local efforts to enable interdiction and disruption of terrorist activity through enhanced understanding and recognition of pre-operational activity and other crimes that are precursors or indicators of terrorist activity, in accordance with applicable privacy, civil rights, and civil liberties protections. Examples of such programs and initiatives include, but are not limited to, maturation and enhancement of fusion center and intelligence analysis activities, implementation of the Nationwide Suspicious Activity Reporting Initiative, and the "If you see something, say something" campaign to raise public awareness of terrorism and violent crime indicators.

Critical Infrastructure/Key Resources Protection (CIKR):

Finally, a priority focus area is critical infrastructure and key resource protection and long-term vulnerability reduction. This category includes physical security enhancements of:

- Level 1 and 2 CIKR sites in the National Critical Infrastructure Prioritization Program (NCIPP)
- Transit facilities on the Top Transit Asset List (TTAL)
- Port facilities identified in Port-Wide Risk Management Plans
- At-risk nonprofit organizations

A national review panel comprised of FEMA Federal Preparedness Coordinators, DHS Office of Infrastructure Protection, Transportation Security Agency, U.S. Coast Guard, Customs and Border Protection, Maritime Administration and others will review applications and allocate funding based on national risk prioritization using a combination of the existing TTAL, Maritime Security Risk Assessment Model score and NCIPP list.

Continuous Feedback

DHS will continue to solicit stakeholder feedback to ensure NPGP enables all levels of government to build and sustain, in a collaborative way, the core capabilities necessary to prepare for incidents that pose the greatest risk to the security of the Nation.

**Department of Homeland Security
Federal Emergency Management Agency
State and Local Programs
First Responder Assistance Programs
Program Performance Justification**
(Dollars in Thousands)

PPA: First Responder Assistance Programs

	Perm. Pos	FTE	Amount
2011 Actual Obligations	15	15	1,121,809
2012 Enacted Budget Authority	96	88	1,025,000
2013 Current Services	-	-	980,750
2013 Program Change	-	-	99,250
2013 Total Request	-	-	1,080,000
Total Change 2012 to 2013	(96)	(96)	55,000

DHS requests \$1.080 billion in FY 2013 for this activity.

CURRENT SERVICES PROGRAM DESCRIPTION:

Firefighter Assistance Grants

Assistance to Firefighter Grants (AFG)

The AFG program awards grants directly to fire departments and nonaffiliated EMS organizations throughout the United States to support one-year projects that improve the effectiveness and safety of the Nation's first responders in homeland security, firefighting, and emergency medical services (EMS) operations. Under its authorizing legislation, AFG must also expend a minimum of five percent of appropriated funds for fire prevention activities.

FEMA's GPD administers the program in cooperation with the U.S. Fire Administration. The entire AFG process is fully automated in an electronic grants system. Applicants apply online; grants are awarded electronically; grantees manage their grants (payment requests, amendments, etc.) online; and grants are monitored and closed out electronically. For FY 2012, eligible applicants again will be invited to submit an application for assistance in the following program areas most critical to enhancing the capabilities of the fire and EMS services:

- Operations and Safety programs, which include training, equipment, and personal protective equipment
- Firefighting Vehicle Acquisition program, which includes pumpers, brush trucks, tankers/tenders, rescue vehicles, ambulances, turntable ladder trucks with quintuple capabilities (quints), aerials, foam units, and fireboats

- Wellness/fitness activities
- Increasing the number of trained, "front-line" firefighters
- Modifications to facilities
- Fire Prevention and Safety (FP&S) activities, which include awareness and education, arson prevention, code enforcement, burn prevention, and firefighter safety research and development

Funding priorities for each of the funding activities are determined by DHS/FEMA and are based on the National Preparedness Goal and on recommendations from the Nation's fire service (represented by nine major fire service organizations). The applications that most closely relate to those announced priorities are reviewed by peer panels. Peer review panels typically commence within two weeks of the end of the grant application period and take three weeks to complete. Grant awards are based primarily on the results of the peer review panels.

Staffing for Adequate Fire and Emergency Response

SAFER grants and FP&S grants provide support to fire departments and nonaffiliated EMS to improve the readiness and capability of local first responders during all-hazards emergencies, including firefighting and EMS operations. FEMA strongly encourages applicants, to the extent practicable, to seek, recruit, and hire post-9/11 veterans to increase their ranks within their department in order to take advantage of the provisions of the VOW To Hire Heroes Act of 2011. In FY 2013, FEMA anticipates a preference for all SAFER applicants to have a policy in place addressing their intent to implement strategies to support this Act and have recruiting efforts aimed at post-9/11 veterans.”

Emergency Management Performance Grants Program

EMPGs are formula grants provided to assist State and local governments to sustain and enhance the effectiveness of their emergency management program. Funds are provided to all 50 States and six territories as well as to the Federated States of Micronesia and the Republic of the Marshall Islands. FEMA provides States the flexibility to allocate funds according to risk and to address the most urgent State and local needs in disaster mitigation, preparedness, response, and recovery. Working within the standard Federal Government grant administration process, EMPG provides the support that State and local governments need to achieve measurable results in key functional areas of emergency management: 1) Laws and Authorities; 2) Hazard Identification and Risk Assessment; 3) Hazard Management; 4) Resource Management; 5) Planning; 6) Direction, Control, and Coordination; 7) Communications and Warning; 8) Operations and Procedures; 9) Logistics and Facilities; 10) Training; 11) Exercises; 12) Public Education and Information; and 13) Finance and Administration.

Training Partnership Grants

Funds for the Training Partnership Grants, formerly funded separately as the Continuing Training Grants and National Domestic Preparedness Consortium (NDPC), are managed and administered through the National Training and Education Division (summarized under PPA 4 below). Training Partnership Grants will be awarded on a competitive basis to entities (e.g., State, local, tribal, and territorial governments; universities and higher education institutions; and nonprofits) that have demonstrable expertise and can develop/deliver training and education curricula that tie to the core capabilities in the National Preparedness Goal.

The Training Partnership Grants program will aim to incentivize innovation in homeland security training techniques through its competitive approach to awarding funds. This new training initiative will not preclude the NDPC members and other traditional recipients of FEMA training grant funding from receiving awards. However, it will employ a competitive process to build on the solid foundation that exists by developing new training venues and vehicles to educate the State and local first responder community.

First-time grant recipients that are facility-based training and education centers and do well in the competitive process will be awarded grants to develop curricula and assist with other programmatic upstart costs as they establish a reimbursable training program or course. The grant funding for these recipients will be multiyear in nature but will be phased out over several years, as the grantee builds a customer base that will be expected to pay the new training provider for the services they receive.

Other grant recipients (including former recipients under the NDPC and Continuing Training Grants) can compete each year for funding and may receive awards, based on the merits of their respective proposals.

Any recipient receiving an award through the Training Partnership Grants program will be required to sustain the programs and courses developed with funding they collect from attendees. While Federal discretionary grant programs that typically focus on the first responder community differ in their list of eligible expenses, many of these programs permit their awarded funds to be expended on reimbursable training initiatives.

**Department of Homeland Security
Federal Emergency Management Agency
State and Local Programs
Management and Administration
Program Performance Justification**
(Dollars in Thousands)

PPA: Management and Administration

	Perm. Pos	FTE	Amount
2011 Actual Obligations	-	-	233,873
2012 Enacted Budget Authority	94	93	215,927
2013 Adjustments-to-Base	813	783	175,073
2013 Current Services	907	876	391,000
2013 Program Change	-	-	(111,696)
2013 Total Request	907	876	279,304
Total Change 2012 to 2013	813	783	63,377

FEMA requests \$279.304 million in FY 2013 for this activity.

CURRENT SERVICES PROGRAM DESCRIPTION:

The Management and Administration PPA include both salaries and benefits and operating expenses for the following activities under the purview of FEMA's Protection and National Preparedness/Grants Program Directorate (GPD) and National Preparedness Directorate (NPD):

- Protection and National Preparedness Front Office
- Office of Counterterrorism and Security Preparedness
- Office of Preparedness Integration and Coordination
- Grants Program Directorate
- National Exercise Program
- Center for Domestic Preparedness
- Technical Assistance
- Evaluations and Assessments
- National Integration Center
- National Training and Education Division
- Emergency Management Institute
- Individual and Community Preparedness Division
- Salaries and Expenses

In addition, this PPA funds the salaries and benefits for headquarters and regional staff, travel, rent, printing and supplies, related preparedness activities, administration activities, and contributions to the DHS Working Capital Fund.

Protection and National Preparedness

Mission

Protection and National Preparedness (PNP) is responsible for the coordination of preparedness and protection-related activities throughout FEMA. This responsibility encompasses grants, planning, training, exercising, individual and community preparedness, assessments, lessons learned, continuity, and National Capital Regional Coordination (NCRC). PNP's comprehensive and diverse mission has necessitated the merging of various programs with similar or complementary objectives and milestones in recent years. As such, PNP's budget is funded through two appropriations - the FEMA Salaries and Expenses (S&E, formerly Management and Administration) and SLP appropriations.

Organizationally, PNP comprises four directorates: NPD, GPD, National Continuity Programs (NCP), and NCRC. NCP and NCRC are funded in S&E while NPD, GPD, and the Office of the Deputy Administrator for Protection and National Preparedness are funded in SLP. The Office of the Deputy Administrator for PNP includes a small front-office executive staff and three functional offices: the Strategic Resource Management Office (SRMO), the Office of Counterterrorism and Security Preparedness (OCSP); and the Office of Preparedness Integration and Coordination (OPIC).

PNP Front Office

The Front Office Executive Staff includes a senior counselor, a senior policy advisor, an executive assistant, and a scheduler. The office is responsible for providing direct support to the Deputy Administrator in areas such as scheduling, long-range planning, and integration of Directorate crosscutting actions. In addition, the senior staff provides management and oversight of cross-Directorate programs and initiatives and represents the Deputy Administrator in a variety of engagements and forums.

Office of Counterterrorism and Security Preparedness

The Office of Counterterrorism and Security Preparedness was established to serve as the lead integrator of prevention and protection programs and policy within FEMA. To accomplish this task, OCSP engages with various intra-departmental policy boards and working groups such as the Information Sharing and Safeguarding Governance Board, the DHS Countering Violent Extremism Working Group, and the Homeland Security Intelligence Council.

Office of Preparedness Integration and Coordination

OPIC was established to ensure headquarters preparedness activities and initiatives are coordinated effectively and efficiently with the Regional Federal Preparedness Coordinators (FPC) and to integrate preparedness into activities in other FEMA elements. OPIC works closely with FEMA's Office of Regional Operations to coordinate preparedness programs with the FEMA Regions. OPIC also serves as PNP's lead office for coordination and partnership efforts with State emergency managers and State homeland security advisors.

Strategic Resource Management Office

SRMO aligns and coordinates all available PNP resources, including people, dollars, systems, and business processes and provides the Deputy Administrator with an overall, detailed view of the resources within PNP and business-related activities within the Agency and PNP. The office serves as PNP's budget office, coordinating directorate spend plans, congressional justifications, and related documents and serving as a single-point-of contact to FEMA's Office of Chief Financial Officer (OCFO) and the White House Office of Management and Budget.

Grants Program Directorate

GPD is FEMA's primary grants-management organization and manages all business functions for the agency's extensive grants catalog. In January 2011, GPD realigned its internal organization to streamline the management of all FEMA grant programs and to improve the efficiency of the programmatic management of the agency's preparedness grants. As a result of that reorganization, GPD now comprises three separate divisions:

Grant Operations Division

The Grant Operations Division serves as the centralized financial management support division for all FEMA grant programs. It develops and manages policy relating to the administration of FEMA grant programs and maintains and reports on a variety of grant program data.

Preparedness Grant Division

The Preparedness Grant Division is the executive agent for FEMA's preparedness programs portfolio. It develops annual grant programs based on Congressional appropriations and executive branch direction and works directly with FEMA stakeholders to identify and resolve emerging grant-related issues in the emergency management and homeland security communities.

Resource Management and Business Administration Division

The Resource Management and Business Administration Division develops and oversees GPD's budget, apportions allotments for the annual award process for all FEMA grants, and provides human capital, administrative, and logistical support to GPD.

In addition to GPD's structural changes, FEMA has dedicated its efforts to grant process improvements. FEMA established an Intra-Agency Grants Task Force (GPTF) to facilitate the exchange of ideas and information necessary to ensure that grants are administered consistently and effectively, to eliminate duplication of efforts, and to strengthen FEMA's pre- and post-award grant functions. Participants include: GPD, OCFO, ODIC, Office of Policy and Program Analysis (OPPA), NCP, NPD, Recovery, Logistics Management, U.S. Fire Academy, Office of the Chief Information Officer (OCIO), and the FEMA Regions. The initial focus areas for GPTF include:

- ND Grants
- Grant Drawdown and Monitoring
- A-133 Audits
- Grant Closeout
- Federal Funding Accountability and Transparency Act
- Administrative Sanctions and Debt Resolution
- Improper Payment Information Act
- Grants Compliance with Federal Regulations

In addition to the GPTF, FEMA has been an active participant in an initiative championed by the DHS Deputy Secretary to improve the performance of all DHS financial assistance programs.

National Preparedness Directorate

NPD coordinates the doctrine and programs and contributes resources to prepare the Nation to prevent, protect, mitigate, respond to, and recover from disasters while minimizing the loss of lives, infrastructure, and property. NPD is responsible for coordinating the enhancement of the Nation's readiness through its stewardship of the comprehensive preparedness cycle of planning, organizing, equipping, training, exercising, and improvement through evaluation. NPD is responsible for administering the National Exercise Program (NEP); the National Training and Education Division (NTED), which includes the Emergency Management Institute (EMI) and the Center for Domestic Preparedness (CDP); Evaluation and Assessments; Technical Assistance; Individual and Community Preparedness; and the National Integration Center (NIC).

National Exercise Program

The mission of the NEP is to serve as the principal mechanism for examining the preparedness and readiness of the United States across the entire homeland security and emergency management enterprise. The program designs, coordinates, conducts, and evaluates exercises that rigorously test the Nation's ability to perform missions and functions that prevent, protect against, respond to, recover from, and mitigate all hazards.

As directed by DHS Secretary Napolitano and in close collaboration with our Federal interagency partners, the National Security Staff (NSS), the FEMA National Advisory Council, and other stakeholders, DHS/FEMA conducted an extensive effort in 2010 to revise and improve the NEP. The results of this extensive effort are reflected in a revised NEP, signed by the FEMA Administrator on March 18, 2011, which calls for more realistic, smaller-scale exercises that progressively build toward a capstone national-level exercise to be held every two years. The revised NEP ensures lessons learned and corrective actions are captured, shared, and addressed more readily following exercise completion. The development of a NEP implementation plan, led by FEMA and in collaboration with the interagency and external stakeholders, will be completed in FY 2012. The intent of the implementation plan is to provide the details of the program performance, scoping of individual department and agency involvement, exercise selection, and formulation of the exercise program. While key NEP reforms already are being implemented, full implementation is scheduled for January 1, 2013, with the initiation of the first full two-year progressive exercise cycle. The NEP reform process will continue to yield savings as economies of scope are realized. The 2013 Request for NEP, which represents a \$4 million reduction to the 2012 Enacted level, is a reflection of these initial efficiency gains.

FEMA will continue to plan and conduct National-level exercises (NLE) while reforming the NEP. In May 2011, NEP conducted NLE 11 to focus on a major earthquake scenario in the New Madrid Seismic Zone. The NEP currently is planning NLE 2012, which will examine the Federal Government's ability to implement prevention, protection, response and recovery plans, in coordination with State, local, private sector, public and international stakeholders, to a simulated cyber attack on government, public, and private sector systems.

The NEP also includes:

- Principal Level Exercises for the President and his Cabinet Level Secretaries
- Support for regional, State, and local exercises
- Terrorism prevention exercises
- Exercise guidance and templates for States and locals to use in their own exercises
- A corrective action program to track and monitor corrective actions from exercises
- A National Exercise Simulation Center to provide simulations, modeling, and role players during exercises and incorporate more technology into exercise planning, conduct and evaluation
- Support for the Lessons Learned Information Sharing System (LLIS) to share lessons learned and best practices from exercises and real-world events

National Training and Education Division

NTED provides management and administration (M&A) of the Training Partnership Grants. NTED training partners provide first responders and Government officials with training that improves their ability to prepare for, protect against, respond to, recover from, and mitigate, all-hazards incidents and acts of terrorism through the Homeland Security National Training Program. NTED currently manages funding for more than 60 training partners.

Center for Domestic Preparedness

CDP provides specialized all-hazards preparedness training to State, local, and tribal emergency responders on skills tied to national priorities, particularly those related to weapons of mass destruction (WMD).. To date, more than 80,000 students from State, local, and tribal agencies have been trained at CDP. It is the Nation's only live-agent training facility for civilian responders and it offers a unique environment that enables them to train using toxic nerve agents and live biological agents in safety. Within the funding provided, \$5.5 million is used to operate the Noble Training Facility (NTF), the only hospital facility in the United States dedicated solely to training hospital and healthcare professionals in disaster preparedness and response operations. The NTF addresses training gaps identified by the healthcare response community and trains healthcare professionals to meet all-hazard threats in a realistic hospital environment. In addition to developing and delivering emergency responder training at various levels for a broad range of emergency response disciplines, CDP also participates in efforts to standardize this training for State, local, and tribal responders, while maintaining training quality and gathering meaningful evaluation data for continuous program improvement and effective program management. CDP maintains a campus of 124 acres and approximately 900,000 square feet of training and support facilities.

Technical Assistance (TA) Program

FEMA's TA program provides specialized expertise and services to State and local homeland security and emergency management agencies. The TA program is designed to be an agile program that addresses areas of greatest State and local need. It 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.

The program seeks to build and sustain capabilities by providing specific services and analytical capacities as well as preparedness guidance across two primary functional areas: (1) preparedness

technical assistance activities in support of the five homeland security mission areas (prevention, protection, response, recovery, and mitigation) and (2) homeland security grants management. This two-pronged approach ensures that initiatives measurably contribute to the enhancement of State and local homeland security programs and the specific homeland security capabilities they build and manage. These services result in expanded planning nationwide for large-scale and catastrophic events, expanded fusion center capabilities, more effective homeland security programs, improved grants management, and a transfer of knowledge and capabilities to State and local governments.

Since 2009, more than 175 TA deliveries have been made nationwide with deliveries in 2012 and 2013 expected to be comparable to or exceed 2010 levels.

Evaluations and Assessments Program

The Evaluations and Assessments Program is managed by FEMA's National Preparedness Assessment Division (NPAD) and supports the Agency's mission by working to measure overall national preparedness, as well as the effectiveness of preparedness programs, including grants. 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 programs include the following.

Preparedness Reports

The Evaluations and Assessments Program is leading the development of the National Preparedness Report described in PPD-8.

State Preparedness Report

Each State or territory that receives Federal assistance must submit an annual report on its level of preparedness to FEMA. NPAD develops the format and analyzes these 56 reports to discern nationwide trends, identify areas for increased attention, and inform broader assessments of national preparedness.

Remedial Action Management Program/Corrective Action Program (RAMP/CAP)

NPAD and the National Exercise Division are collaborating to refine the FEMA RAMP and the exercise CAP to ensure that they more accurately, consistently, and systematically track and disseminate corrective actions from exercises and real-world events. This is essential to affecting the change and evolution that spur sustained improvements in preparedness.

Lessons Learned Information Sharing (LLIS.gov)

NPAD is enhancing and updating LLIS.gov in order to better serve the evolving needs of FEMA and Whole Community partners and improve linkages with other programs and systems that support the learning environment for the emergency management and homeland security communities.

Performance Measures and Metrics

NPAD is responsible for developing and analyzing performance measures and metrics for PNP programs, including grants, community preparedness, and the Nation's overall preparedness. In FY 2012, NPAD is working with GPD to track metrics for State Homeland Security Grant Program (SHSGP) and Urban Area Security Initiative (UASI) grantees. For example, FEMA will track that all

equipment and training procured under the grants must be in support of the development or maintenance of an identified team or capability described and typed under the NIMS. Grantees also will report the percentage of SHSGP and UASI-funded personnel who are engaged in the Nationwide Suspicious Activity Reporting (SAR) Initiative and who have completed DHS's NSI training. These metrics will help define the accomplishments of these grantees to prepare for disasters and will contribute to the National Preparedness Report. NPAD also is developing performance objectives for the new National Preparedness Goal.

NPAD tracks data on program metrics and milestones to meet the goals of the DHS Strategic Plan. FEMA established new strategic measures in FY 2011 with ambitious targets for FY 2012 and FY 2013. For example, FEMA has set targets to increase the number of corrective actions completed by DHS to improve performance following NLEs from a baseline of 13 in FY 2010 to a total of 60 in FY 2013.

National Integration Center

The NIC provides guidance to ensure integrated preparedness and operations across all mission areas – Protection, Prevention, Mitigation, Response, and Recovery – and supports its Federal, State, local and tribal partners as they work to achieve the National Preparedness Goal.

The NIC provides a comprehensive national system that improves the Nation's capability across the Whole of Community to prepare for, prevent, protect against, respond to, recover from, and mitigate all hazards through the development, sustainment, and evolution of the National Incident Management System (NIMS), National Response Framework (NRF), and Comprehensive Planning Guide 101 (version 2): Developing and Maintaining Emergency Operations Plans. The NIC serves as the Executive Agent and is responsible for the interagency implementation of PPD-8: National Preparedness to include development and implementation of the National Preparedness System to achieve the National Preparedness Goal of a secure and resilient Nation.

As a component of FEMA's National Preparedness Directorate (NPD), the NIC is the program office within the Federal Government responsible for leading the adoption, implementation, maintenance, and continuous refinement of the NIMS as well as the development and/or promotion of preparedness doctrine, policy, guidance, job aids, and other tools related to the NIMS, NRF, and CPG-101. Additionally, the NIC coordinates the National Credentialing and Resource Typing Programs, which includes developing and maintaining the policies, standards, and procedures to ensure that emergency response and public safety personnel are qualified, properly identified, and equipped.

Emergency Management Institute

EMI is the emergency management community's flagship training institution, and provides training to Federal, State, local, tribal, volunteer, public, and private sector officials to strengthen emergency management core competencies for professional, career-long training. EMI directly supports the implementation of the NIMS, the NRF, the National Disaster Recovery Framework (NDRF), and the NPG by conveying necessary knowledge and skills to improve the Nation's capability to prepare for, protect against, respond to, recover from, and mitigate all hazards. EMI trains more than 2 million students annually. Training delivery systems include residential onsite training; offsite delivery in partnership with emergency management training systems, colleges, universities; and technology-based mediums to conduct individual training courses for emergency management personnel across the

Nation. State, local, and tribal organizations rely on EMI as the source for emergency management and response training and a curriculum to deploy at their own academies. Evaluation data as well as direct feedback from communities such as Tuscaloosa, Alabama, following its recent tornado, credit EMI's training programs with communities' success in successfully managing disasters and emergencies.

Individual and Community Preparedness Division (ICPD)

The mission of ICPD is to harness the power of every individual through whole-community planning, education, training, and volunteer service to make communities safer, stronger, and better prepared to respond to the threats of terrorism, crime, public health issues, and disasters of all kinds. This mission is accomplished through a national network of State, local, and tribal Citizen Corps Councils, and partner programs such as the Community Emergency Response Teams (CERT). Citizen Corps Councils build on community strengths from all sectors to engage community leaders, organizations and the public with government in whole-community planning and integration of nontraditional resources for all-hazards preparedness, and community resilience. Citizen Corps Partner Programs such as CERT, Medical Reserve Corps, and Volunteers in Police Service and Affiliates such as the American Red Cross and National Voluntary Organizations Active in Disasters promote and implement the joint mission to educate and train citizens for active roles in community preparedness including prevention, protection, mitigation, response, and recovery.

IV. Program Justification Changes

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

Program Increase 1: PPA Adjustments
 PPA: National Preparedness Grant Program
 First Responder Assistance Programs
 Management and Administration
 Program Increase: Positions 0.0, FTE 0.0, Dollars \$483,986

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							907	876	1,396,226
Program Increase							-	-	483,986
Total Request	-	-	2,095,867	94	93	1,265,403	907	876	1,880,212

Description of Item

FEMA requests \$1,540,908,000 in FY 2013 for the NPGP PPA; \$60,000,000 for Training Partnership Grants under the FRAP PPA; and \$279,304,000 under the Management and Administration (SLP M&A) PPA.

Justification

FEMA’s FY 2013 budget for SLP has been revised to reflect a new structure and adjusted program funding levels. The new account structure for the SLP appropriation is now divided into three new categories: the NPGP, FRAP, and SLP M&A. FEMA proposes to consolidate its current preparedness grant programs into a comprehensive preparedness grant program - NPGP. EMPG and AFG (shown separately below) will be reflected under the FRAP PPA. NPGP will require grantees to develop and sustain core capabilities outlined in the National Preparedness Goal rather than requiring grantees to meet mandates from multiple individual, and often disconnected, grant programs. This also will streamline the grant process while taking into account both local requirements and contributions to national capabilities.

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

Program Increase 2: Emergency Management Performance Grants
 PPA: First Responder Assistance Programs
 Program Increase: Positions 0.0, FTE 0.0, Dollars \$10,500.0

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							-	-	339,500
Program Increase							-	-	10,500
Total Request	15	15	339,004	15	15	350,000	-	-	350,000

Description of Item

DHS requests \$350,000,000 in FY 2013 for EMPG under the FRAP PPA.

Justification

Historically, DHS has requested a percentage of EMPG funding be made available for the management and administration of the grants. For FY 2013, DHS requests that this funding and associated positions be moved to the SLP M&A PPA and to increase available grant funding by that same amount. While the appropriated amount would not change, the amount available to award as grants would increase by \$10.5 million.

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

Program Increase 3: Firefighter Assistance Grants
PPA: First Responder Assistance Programs
Program Increase: Positions 0.0, FTE 0.0, Dollars \$28,750.0

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							-	-	641,250
Program Increase							-	-	28,750
Total Request	-	-	782,805	81	81	675,000	-	-	670,000

Description of Item

DHS requests \$670,000,000 in FY 2013 for AFG under the FRAP PPA.

Justification

Historically, DHS has requested a percentage of AFG funding be made available for the management and administration of the grants. For FY 2013, DHS requests that this funding and associated positions be moved to the SLP M&A PPA and to increase available grant funding. While the appropriated amount would decrease by \$5 million, the amount available to award as grants would increase by \$28.8 million.

V. Exhibits and Other Supporting Material

A. Justification of Proposed Legislative Language

For grants, contracts, cooperative agreements, and other activities, [\$1,349,681,000] \$2,900,212,000 shall be allocated as follows[, which shall be distributed, according to threat, vulnerability, and consequence, at the discretion of the Secretary of Homeland Security based on the following authorities]:

[(1) The State Homeland Security Grant Program under section 2004 of the Homeland Security Act of 2002 (6 U.S.C. 605): *Provided*, That notwithstanding subsection (c)(4) of such section 2004, for fiscal year 2012, the Commonwealth of Puerto Rico shall make available to local and tribal governments amounts provided to the Commonwealth of Puerto Rico under this paragraph in accordance with subsection (c)(1) of such section 2004.]

[(2) The Urban Area Security Initiative under section 2003 of the Homeland Security Act of 2002 (6 U.S.C. 604).]

[(3) The Metropolitan Medical Response System under section 635 of the Post-Katrina Emergency Management Reform Act of 2006 (6 U.S.C. 723).]

[(4) The Citizen Corps Program.]

[(5) Public Transportation Security Assistance and Railroad Security Assistance, under sections 1406 and 1513 of the Implementing Recommendations of the 9/11 Commission Act of 2007 (6 U.S.C. 1135 and 1163), including Amtrak security: *Provided*, That such public transportation security assistance shall be provided directly to public transportation agencies.]

[(6) Over-the-Road Bus Security Assistance under section 1532 of the Implementing Recommendations of the 9/11 Commission Act of 2007 (6 U.S.C. 1182).]

[(7) Port Security Grants in accordance with 46 U.S.C. 70107.]

[(8) The Driver's License Security Grants Program in accordance with section 204 of the REAL ID Act of 2005 (49 U.S.C. 30301 note).]

[(9) The Interoperable Emergency Communications Grant Program under section 1809 of the Homeland Security Act of 2002 (6 U.S.C. 579).]

[(10) Emergency Operations Centers under section 614 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5196c).]

[(11) Buffer Zone Protection Program Grants.]

[(12) Organizations (as described under section 501(c)(3) of the Internal Revenue Code of 1986 and exempt from tax section 501(a) of such code) determined by the Secretary to be at high risk of a terrorist attack:]

(1) \$1,540,908,000 shall be for the National Preparedness Grant Program for the purpose of achieving the National Preparedness Goal: Provided, That grants may be awarded on a competitive basis to achieve the National Preparedness Goal through the protection of critical infrastructure and key resources, the development and sustainment of capabilities, including nationally deployable resources to prevent and protect against terrorism and to respond to, recover from, and mitigate against all hazards: Provided further, That any grant made under the National Preparedness Grant Program, to the extent possible, be based on effectiveness determinations and threat and hazard identification and risk assessments: Provided further, That grants made under the National Preparedness Grant Program may provide a minimum allocation of funding to each state and territory, including the District of Columbia;

1978 (5 U.S.C. App.), \$350,000,000: *Provided*, That total administrative costs shall not exceed 3 percent of the total amount appropriated under this heading].

B. FY 2012 to FY 2013 Budget Change

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

	Pos.	FTE	Amount
FY 2011 Actual Obligations	55	55	3,217,676
FY 2012 Enacted Budget Authority	190	181	2,290,403
Adjustments-to-Base	-	-	-
Transfers	-	-	-
Increases	-	-	-
SALP S&B Executed in FEMA's S&E Approp.	717	695	72,875
SALP Programs Executed in FEMA's S&E Approp.	-	-	72,710
2013 pay increase	-	-	240
Total, Increases	717	695	145,825
Decreases	-	-	-
Management Efficiencies	-	-	(15,002)
Total, Decreases	-	-	(15,002)
Total, Adjustments-to-Base	717	695	130,823
FY 2013 Current Services	907	876	2,421,226
Program Changes	-	-	-
Increases	-	-	-
National Preparedness Grant Programs	-	-	1,540,908
Training Partnership Grants	-	-	60,000
Center for Domestic Preparedness	-	-	750
Firefighter Assistance Grants	-	-	28,750
Emergency Management Performance Grants	-	-	10,500
Total, Increases	-	-	1,640,908
Decreases	-	-	-
State and Local Program Grants	-	-	(1,041,976)
National Domestic Preparedness Consortium	-	-	(86,676)
Continuing Training Grants	-	-	(23,994)
National Security Special Events	-	-	(7,500)
National Exercise Program	-	-	(1,776)
Total, Decreases	-	-	(1,161,922)
Total, Program Changes	-	-	478,986
FY 2013 Requested Budget Authority	907	876	2,900,212
FY 2012 to FY 2013 Total Change	717	695	609,809

C. Summary of Requirements

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

	Pos.	FTE	Amount
FY 2011 Actual Obligations	55	55	3,217,676
FY 2012 Enacted Budget Authority	190	181	2,290,403
Adjustments-to-Base	-	-	-
Increases	717	695	145,825
Decreases	-	-	(15,002)
Total, Adjustments-to-Base	717	695	130,823
FY 2013 Current Services	907	876	2,421,226
Program Changes	-	-	-
Increases	-	-	1,640,908
Decreases	-	-	(1,161,922)
Total, Program Changes	717	687	478,986
FY 2013 Requested Budget Authority	907	876	2,900,212
FY 2012 to FY 2013 Total Change	717	695	609,809

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
State and Local Program Grants	-	-	1,049,476	-	-	-	-	-	(1,049,476)	-	-	-	-	-	(1,049,476)
National Preparedness Grant Program	-	-	-	-	-	-	-	-	1,540,908	-	-	1,540,908	-	-	1,540,908
First Responder Assistance Programs	96	88	1,025,000	(96)	(88)	(44,250)	-	-	99,250	-	-	1,080,000	(96)	(96)	55,000
Education, Training and Exercises	94	93	215,927	(94)	(93)	(215,927)	-	-	-	-	-	-	(94)	(93)	(215,927)
Management and Administration	-	-	-	907	876	391,000	-	-	(111,696)	907	876	279,304	907	876	279,304
Total	190	181	2,290,403	717	695	130,823	-	-	478,986	907	876	2,900,212	717	687	609,809

D. Summary of Reimbursable Resources

**Department of Homeland Security
Federal Emergency Management Agency
State and Local Programs
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
Collections by Source:												
DHS - US Citizenship & Immigration Service (CIS)	-	-	28,500	-	-	-	-	-	-	-	-	-
Department of Commerce	-	-	2,975	-	-	-	-	-	-	-	-	-
Total Budgetary Resources	-	-	31,475	-	-	-	-	-	-	-	-	-

	FY 2011 Actuals			FY 2012 Enacted			FY 2013 Request			Increase/Decrease		
	Pos	FTE	Amount	Pos	FTE	Amount	Pos	FTE	Amount	Pos	FTE	Amount
Obligations by Program/Project Activity:												
Total Obligations	-	-	31,475	-	-	-	-	-	-	-	-	-

E. Summary of Requirements by Object Class

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

Object Classes	FY 2011 Actual Obligations	FY 2012 Enacted Budget Authority	FY 2013 Requested Budget Authority	FY 2012 to FY 2013 Change
Direct Obligations	-	-	-	-
Personnel and Other Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	1,497	17,379	73,359	55,980
11.5 Other personnel compensation	111	99	733	634
12.1 Benefits	367	3,491	30,707	27,216
Total, Personnel and Other Compensation Benefits	1,975	20,969	104,799	83,830
Other Object Classes	-	-	-	-
21.0 Travel	5,151	7,470	11,884	4,414
22.0 Transportation of things	100	165	165	-
23.1 GSA rent	125	661	5,326	4,665
23.3 Communications, utilities, and misc. charges	3,832	2,709	2,805	96
24.0 Printing	1,050	1	160	159
25.1 Advisory and assistance services	88	-	1,018	1,018
25.2 Other services	11,336	104,688	145,662	40,974
25.3 Purchases from Gov't accts.	149,110	502	-	(502)
25.7 Operation and maintenance of equipment	2,437	6,466	-	(6,466)
26.0 Supplies and materials	449	1,014	1,209	195
31.0 Equipment	2,883	2,849	2,026	(823)
41.0 Grants/Subsidies/Contributions	3,039,140	2,263,145	2,603,908	340,763
Total, Other Object Classes	3,215,701	2,389,670	2,774,163	384,493
Total, Direct Obligations	3,217,676	2,410,639	2,878,962	468,323
Adjustments	-	-	-	-
Unobligated balance, end of year	-	641,250	670,000	28,750
Unobligated balance, start of year	-	(761,486)	(648,750)	120,236
Recoveries of Prior Year Obligations	-	-	-	-
Total, Adjustments	-	(120,236)	21,250	148,986
Total Requirements	3,217,676	2,290,403	2,900,212	617,309
Full-time Equivalents	55	181	876	695

F. Permanent Positions by Grade

**Department of Homeland Security
Federal Emergency Management Agency
State and Local Programs
Permanent Positions by Grade**

	FY 2011	FY 2012	FY 2013	FY 2012 to
	Actual Obligations	Enacted Budget Authority	Requested Budget Authority	FY 2013 Change
	Pos.	Pos.	Pos.	Total
Grades and Salary Ranges				
Total, SES	-	2	12	10
GS-15	1	6	59	53
GS-14	8	25	148	123
GS-13	25	96	385	289
GS-12	13	31	141	110
GS-11	1	4	57	53
GS-9	2	9	56	47
GS-8	-	1	7	6
GS-7	4	11	31	20
GS-6	-	1	5	4
GS-5	1	4	5	1
GS-4	-	-	1	1
Total Permanent Positions	55	190	907	717
Unfilled Positions EOY	-	-	-	-
Total Permanent Employment EOY	55	190	907	717
Headquarters	40	154	672	518
U.S. Field	15	36	235	199
Total, State and Local Programs	55	190	907	717
Full-time Equivalent	55	181	876	695
Average ES Salary	160,000	160,000	160,800	800
Average GS Salary	99,827	97,428	97,915	487
Average Grade	13	12	12	-

G. Capital Investment and Construction Initiative Listing

N/A

H. PPA Budget Justifications

**Department of Homeland Security
Federal Emergency Management Agency
State and Local Programs
State and Local Program Grants
Summary of Requirements by Object Class
(Dollars in Thousands)**

Object Classes	FY 2011 Actual Obligations	FY 2012 Enacted Budget Authority	FY 2013 Requested Budget Authority	FY 2012 to FY 2013 Change
Personnel and Compensation Benefits	-	-	-	-
Other Object Classes	-	-	-	-
41.0 Grants/Subsidies/Contributions	1,861,994	1,049,476	-	(1,049,476)
Total, Other Object Classes	1,861,994	1,049,476	-	(1,049,476)
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	1,861,994	1,049,476	-	(1,049,476)
Full-time Equivalents	-	-	-	-

State and Local Program Grants Mission Statement

This program provides resources to support preparedness projects that build State and local capabilities as outlined in the National Preparedness guidelines, the Target Capabilities List, and the National Strategy for Homeland Security of 2007.

**Department of Homeland Security
Federal Emergency Management Agency
State and Local Programs
National Preparedness Grants Program
Summary of Requirements by Object Class
(Dollars in Thousands)**

Object Classes	FY 2011 Actual Obligations	FY 2012 Enacted Budget Authority	FY 2013 Requested Budget Authority	FY 2012 to FY 2013 Change
Personnel and Compensation Benefits	-	-	-	-
Other Object Classes	-	-	-	-
41.0 Grants/Subsidies/Contributions	-	-	1,540,908	1,540,908
Total, Other Object Classes	-	-	1,540,908	1,540,908
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	-	-	1,540,908	1,540,908
Full-time Equivalents	-	-	-	-

National Preparedness Grants Program Mission Statement

To support the National Preparedness Goal, the National Preparedness Grant Program (NPGP) is a new comprehensive grants program designed to develop, sustain, and leverage core capabilities across the country in support of national preparedness, prevention, and response. The NPGP also will streamline the grant process while taking into account both local requirements and contributions to national capabilities.

**Department of Homeland Security
Federal Emergency Management Agency
State and Local Programs
Emergency Management Performance Grants
Summary of Requirements by Object Class
(Dollars in Thousands)**

Object Classes	FY 2011 Actual Obligations	FY 2012 Enacted Budget Authority	FY 2013 Requested Budget Authority	FY 2012 to FY 2013 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	1,474	1,474	-	(1,474)
11.5 Other personnel compensation	19	19	-	(19)
12.1 Benefits	359	359	-	(359)
Total, Personnel and Compensation Benefits	1,852	1,852	-	(1,852)
Other Object Classes	-	-	-	-
21.0 Travel	204	294	-	(294)
23.1 GSA rent	125	124	-	(124)
23.3 Communications, utilities, and misc. charges	49	49	-	(49)
25.1 Advisory and assistance services	88	-	-	-
25.2 Other services	5,754	5,598	-	(5,598)
25.3 Purchases from Gov't accts.	607	502	-	(502)
25.7 Operation and maintenance of equipment	1,373	2,077	-	(2,077)
26.0 Supplies and materials	-	1	-	(1)
31.0 Equipment	24	3	-	(3)
41.0 Grants/Subsidies/Contributions	328,928	339,500	350,000	10,500
Total, Other Object Classes	337,152	348,148	350,000	1,852
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	339,004	350,000	350,000	-
Full-time Equivalent	15	15	-	(15)

Emergency Management Performance Grants Mission Statement

EMPG is a formula grant provided to assist State and local governments to sustain and enhance the effectiveness of their emergency management program. Funds are provided to all 50 States and six territories as well as to the Federated States of Micronesia and the Republic of the Marshall Islands. FEMA provides States the flexibility to allocate funds according to risk and to address the most urgent State and local needs in disaster mitigation, preparedness, response, and recovery.

**Department of Homeland Security
Federal Emergency Management Agency
State and Local Programs
Firefighter Assistance Grants
Summary of Requirements by Object Class
(Dollars in Thousands)**

Object Classes	FY 2011 Actual Obligations	FY 2012 Enacted Budget Authority	FY 2013 Requested Budget Authority	FY 2012 to FY 2013 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	23	9,436	-	(9,436)
11.5 Other personnel compensation	92	15	-	(15)
12.1 Benefits	8	424	-	(424)
Total, Personnel and Compensation Benefits	123	9,875	-	(9,875)
Other Object Classes	-	-	-	-
21.0 Travel	47	1,120	-	(1,120)
23.1 GSA rent	-	537	-	(537)
24.0 Printing	-	1	-	(1)
25.2 Other services	5,582	17,499	-	(17,499)
25.7 Operation and maintenance of equipment	1,064	4,389	-	(4,389)
26.0 Supplies and materials	9	319	-	(319)
31.0 Equipment	-	10	-	(10)
41.0 Grants/Subsidies/Contributions	775,980	761,486	641,250	(120,236)
Total, Other Object Classes	782,682	785,361	641,250	(144,111)
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	(761,486)	(641,250)	120,236
Unobligated Balance, end of year	-	641,250	670,000	28,750
Recoveries of Prior Year Obligations	-	-	-	-
Total, Adjustments	-	(120,236)	28,750	148,986
Total Requirements	782,805	675,000	670,000	(5,000)
Full-time Equivalents	-	73	-	(73)

Firefighter Assistance Grants (AFG) Mission Statement

The AFG program awards grants directly to fire departments and nonaffiliated emergency medical service (EMS) organizations throughout the United States to support one-year projects that improve the effectiveness and safety of the Nation's first responders in homeland security, firefighting, and EMS operations.

**Department of Homeland Security
Federal Emergency Management Agency
State and Local Programs
Training Partnership Grant
Summary of Requirements by Object Class
(Dollars in Thousands)**

Object Classes	FY 2011 Actual Obligations	FY 2012 Enacted Budget Authority	FY 2013 Requested Budget Authority	FY 2012 to FY 2013 Change
Personnel and Compensation Benefits	-	-	-	-
Other Object Classes	-	-	-	-
41.0 Grants/Subsidies/Contributions	-	-	60,000	60,000
Total, Other Object Classes	-	-	60,000	60,000
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	-	-	60,000	60,000
Full-time Equivalents	-	-	-	-

Training Partnership Grant Mission Statement

Training Partnership Grants will be awarded on a competitive basis to entities (e.g., State, local, tribal, and territorial governments; universities and higher education institutions; and nonprofits) that have demonstrable expertise and can develop/deliver training and education curricula relevant to the core capabilities in the National Preparedness Goal.

**Department of Homeland Security
Federal Emergency Management Agency
State and Local Programs
Education, Training, and Exercises
Summary of Requirements by Object Class
(Dollars in Thousands)**

Object Classes	FY 2011 Actual Obligations	FY 2012 Enacted Budget Authority	FY 2013 Requested Budget Authority	FY 2012 to FY 2013 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	-	6,469	-	(6,469)
11.5 Other personnel compensation	-	65	-	(65)
12.1 Benefits	-	2,708	-	(2,708)
Total, Personnel and Compensation Benefits	-	9,242	-	(9,242)
Other Object Classes	-	-	-	-
21.0 Travel	4,900	6,056	-	(6,056)
22.0 Transportation of things	100	165	-	(165)
23.3 Communications, utilities, and misc. charges	3,783	2,660	-	(2,660)
24.0 Printing	1,050	-	-	-
25.2 Other services	148,503	81,591	-	(81,591)
26.0 Supplies and materials	440	694	-	(694)
31.0 Equipment	2,859	2,836	-	(2,836)
41.0 Grants/Subsidies/Contributions	72,238	112,683	-	(112,683)
Total, Other Object Classes	233,873	206,685	-	(206,685)
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	233,873	215,927	-	(215,927)
Full-time Equivalents	-	93	-	(93)

Education, Training, and Exercises Mission Statement

This PPA includes both salaries and benefits and operating expenses for activities under the purview of FEMA's Grants Program Directorate (GPD) and National Preparedness Directorate (NPD). In addition, this PPA funds the salaries and benefits for headquarters and regional staff, travel, rent, printing and supplies, related preparedness activities, administration activities, and contributions to the DHS Working Capital Fund.

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

Object Classes	FY 2011 Actual Obligations	FY 2012 Enacted Budget Authority	FY 2013 Requested Budget Authority	FY 2012 to FY 2013 Change
Personnel and Compensation Benefits	-	-	-	-
11.1 Total FTE & personnel compensation	-	-	73,359	73,359
11.5 Other personnel compensation	-	-	733	733
12.1 Benefits	-	-	30,707	30,707
Total, Personnel and Compensation Benefits	-	-	77,162	77,162
Other Object Classes	-	-	-	-
21.0 Travel	-	-	11,884	11,884
22.0 Transportation of things	-	-	165	165
23.1 GSA Rent	-	-	5,326	5,326
23.3 Communications, utilities, and misc. charges	-	-	2,805	2,805
24.0 Printing	-	-	160	160
25.1 Advisory & Assistance Services	-	-	1,018	1,018
25.2 Other services	-	-	145,662	145,662
26.0 Supplies and materials	-	-	1,209	1,209
31.0 Equipment	-	-	2,026	2,026
41.0 Grants/Subsidies/Contributions	-	-	4,250	4,250
Total, Other Object Classes	-	-	279,304	279,304
Adjustments	-	-	-	-
Unobligated Balance, start of year	-	-	-	-
Unobligated Balance, end of year	-	-	-	-
Recoveries of Prior Year Obligations	-	-	-	-
Total Requirements	-	-	279,304	279,304
Full-time Equivalent	-	-	876	876

Management and Administration Mission Statement

This PPA includes both salaries and benefits and operating expenses for activities under the purview of FEMA's GPD and NPD. In addition, this PPA funds the salaries and benefits for headquarters and regional staff, travel, rent, printing and supplies, related preparedness activities, administration activities, and contributions to the DHS Working Capital Fund.

I. Changes in Full-time Employment

**Department of Homeland Security
Federal Emergency Management Agency
State and Local Programs
Changes in Full-time Equivalent**

	FY 2011	FY 2012	FY 2013
BASE: Year End Actual from Prior Year	55	55	181
Increases			
Movement of personnel back into SALP appropriation		126	695
DHS Balance Workforce Strategy			
Decreases	-	-	-
Year End Actual / Estimated FTEs:	55	181	876
Net Change from prior year base to Budget Year Estimate:	-	126	695

J. FY 2013 Schedule of Working Capital Fund by Program/Project/Activity

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

Program/Project/Activity	FY 2011 Actual Obligations Amount	FY 2012 Enacted Budget Authority Amount	FY 2013 Requested Budget Authority Amount	Increase/Decrease for FY 2013 Amount
Emergency Management Performance Grants	\$41	\$46	0	-\$46
Firefighter Assistance Grants	0	200	0	-200
Management and Administration	0	0	\$2,674	2,674
Total Working Capital Fund	41	246	2,674	2,428

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.

Included within the 2013 Budget, the DHS requests \$8 million and 221 full-time permanent positions for the FY 2011 - FY 2013 DHS Balanced Workforce Strategy.

Position Type	FY 2011 Actual		FY 2012 Base		FY 2012 Annualization		FY 2012 Follow On		FY 2013 Increase		TOTAL FY2011 – FY2013 DHS Balanced Workforce Strategy	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos	FTE
Grant Management Specialist							19	19			19	19
EHP Specialist							5	5			5	5
Congressional Specialist							1	1			1	1
Program Analyst							52	52			52	52
Fire Grant Specialist							8	8			8	8
Admin Specialist							2	2			2	2
Training Specialist							1	1			1	1
Webmaster							2	2			2	2
System Administrator							1	1			1	1
Training Technician							11	11			11	11
Supervisory Training Technician							1	1			1	1
Higher Education Coordinator							2	2			2	2
Administrative Assistant			3	3			1	1			4	4
Administrative Specialist							8	8			8	8
Training Needs Analysis and Research Analyst			4	4							4	4
Training Evaluation Specialist			2	2							2	2
Network/VOIP Specialist			1	1							1	1
IT Manager			1	1							1	1
Supply Technician			3	3							3	3
Occupational Health Nurse			1	1							1	1
Multi-Media Specialist			2	2							2	2
Junior Instructional Systems Designer/Program Specialist			3	3							3	3
Training Specialist (SME)– Chemical			1	1							1	1

Annualization of FY 2012 Base DHS Balanced Workforce Strategy

FEMA requests \$8 million to support the salaries and benefits of the 221 positions established through the FY 2011-2013 DHS Balanced Workforce Strategy. FEMA has identified 37 contracts under Protection and National Preparedness that will be either terminated or reduced as a result of in-sourcing. Funding for these positions is included in the amount transferred to and reported under FEMA's Management and Administration appropriation.