



FEMA GPD Grant Program Accomplishments Report Summary of Initial Findings (FY03-07)

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FEMA

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INTRODUCTION

The Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA) Grant Programs Directorate (GPD) has a lead role in the programmatic administration of FEMA preparedness grant funding. United by one purpose – to improve the Nation’s preparedness – GPD’s preparedness grant programs distributed more than \$19.5 billion from Fiscal Years 2003 to 2007 (FY03-07).¹ GPD launched the Cost-to-Capability Initiative in FY2008 to:

- (1) develop the tools needed by GPD, and by grantees, to manage performance across a diverse portfolio of preparedness-related grant programs, and
- (2) better demonstrate the historical and future effectiveness of GPD’s preparedness grant and cooperative agreement programs in building State and local all-hazards capabilities outlined in the Target Capabilities List (TCL).

Before creating new data collection and analysis tools, GPD reviewed existing grantee-reported data to establish the feasibility of quantifying its preparedness grant programs’ combined accomplishments from FY03 to FY07. GPD found that the best sources of project-level data varied among grant programs and fiscal year in format, level of detail, content, and frame of reference – limiting the sophistication of its accomplishments analysis.²

While not able to directly quantify GPD preparedness grant programs’ impact on the Nation’s level of preparedness, GPD was able to create a single policy-based approach to analyzing past grant program accomplishments. Building off of the TCL, GPD used an analytical approach, based on common variables, to create a clear link between DHS preparedness policy and grantees’ use of their preparedness grant awards. These common variables, listed on the following page, represent areas of investment found across all grant programs. By using common variables, GPD can now explain how States used limited Federal funds from multiple preparedness grant programs to build and maintain the 37 target capabilities in the TCL.

Findings from this study are documented in the *FEMA GPD Grant Program Accomplishments Report, Initial Findings (FY03-07)*. The *Initial Findings* include data from the seven grant programs listed in Figure 1, *Grant Programs and Fiscal Years Analyzed for the Initial Findings*.³ Combined, these programs represent 64.8 percent of GPD’s grant portfolio value from FY03-07.⁴ This document summarizes the *Initial Findings* and highlights insights GPD gained from the first-ever study of how grantee spending is building capabilities.

Figure 1. Grant Programs and Fiscal Years Analyzed for the Initial Findings

Grant Program	Fiscal Years Analyzed
HSGP	FY03* – FY07
EMPG	FY05 – FY07
TSGP	FY05 – FY07
IPRSGP	FY05 – FY07
PSGP	FY03 – FY07
BZPP	FY05 – FY07
Chem-BZPP	FY06

* HSGP FY03 includes subsets of SHSP and UASI only, due to limited availability and quality of data.

¹ FY03 marks the first year the full grant lifecycle was managed by DHS and is the starting point for this study. FY08 data may be included in subsequent studies, as it becomes available.

² Findings from the study of data quality are in the *Analysis of GPD Preparedness Grant Program Data (FY03-07)*, a companion document to the full *FEMA GPD Grant Program Accomplishments Report, Initial Findings*.

³ For the purpose of this report, the Homeland Security Grant Program (HSGP) is treated as one grant program. HSGP has served as an administrative umbrella for various grant programs including EMPG, MMRS, LETPP, CCP, SHSP, and UASI.

⁴ Assistance to Firefighters Grant Program funding is not included in the total portfolio value.

Common Variables: An introduction to the methodology

To connect DHS preparedness policy and grantees’ use of their preparedness grant awards, GPD developed common variables that transcended the various grant programs in its portfolio. These common variables introduce contextual information about the expected impact of an expenditure on the process of building or maintaining any target capability. Figure 2, *Common Variable Groupings and Definitions*, identifies the nine common variables that represent types of typical target capability investments found across all preparedness grant programs. These nine common variables are organized into three groups – *More Capability*, *More Events*, and *More Communities* – that describe at a high-level the types of strategies used to build target capabilities and, by extension, the Nation’s preparedness. Associating the common variables with target capability investment adds a layer of policy analysis to the existing cost categorization method of Planning, Organization, Equipment, Training and Exercises (POETE).

The common variable groups describe target capability enhancement in terms of the expansion of existing resources and ability (*More Capability*), the extension of program operation functions to serve different kinds of hazard situations (*More Events*), and the increase in geographic reach or population base served resulting from preparedness enhancement efforts (*More Communities*). The common variables provide GPD and grantees an initial approach to aligning grant awards with grant program performance. The approach will continue to evolve as the Cost-to-Capability Initiative matures and continues to integrate stakeholder feedback.

Figure 2. Common Variable Groupings and Definitions

	Common Variable	General Definition
More Capability	Capacity	<ul style="list-style-type: none"> Refers to the addition of capability components that result in expanded, increased or enhanced coverage of a population or geography
	Resiliency	<ul style="list-style-type: none"> Refers to backup systems, spare equipment, hardening or Continuity of Operations, and better protection of existing equipment and/or facilities
	Sustainment	<ul style="list-style-type: none"> Refers to “life-cycle cost” associated with equipment or teams Sample costs are energy, maintenance, operations, or logistics equipment costs Usually “maintaining” current capability or “replacing” equipment
	Personnel Proficiency	<ul style="list-style-type: none"> Refers to any type of training and exercise
More Events	Performance	<ul style="list-style-type: none"> Refers to use of a technology to accomplish capability tasks faster and/or better
	Functionality	<ul style="list-style-type: none"> Refers to use of a technology that results in expanding (increasing) the functional capability of a team This process may result in a team being able to operate in an additional threat environment
More Communities	Information Sharing	<ul style="list-style-type: none"> Refers to linking, integrating, and/or interfacing different emergency response disciplines and/or jurisdictions
	Planning	<ul style="list-style-type: none"> Refers to the creation of Strategic, Emergency Operations, Emergency Support Function, Continuity of Operations/Government, and Incident Action Plans; Studies and Assessments that support plans; standard operating procedures, and any functional annexes Excludes the planning of a specific project or a milestone supporting funding
	Regionalization and Collaboration	<ul style="list-style-type: none"> Refers exclusively to activities dealing with mutual aid agreements, memoranda or agreements (understanding), and efforts to establish these contacts

KEY FINDINGS

This section of the *Summary of Initial Findings* provides a summary analysis of detailed information presented in *FEMA GPD Grant Program Accomplishments Report, Initial Findings (FY03-07)*. Two types of findings emerge. The first finding identifies the data needed to support more sophisticated analyses in the future. The remaining findings reflect analysis of grant program accomplishments in furthering DHS policy objectives, using existing data.

The findings reveal how grantees have concentrated their grant awards, spending most of their awards on a few target capabilities and common variables. These investment patterns are then analyzed from a variety of perspectives to uncover trends and potential relationships between target capabilities, common variables, national homeland security policy and doctrine, and geographic FEMA Regions.⁵ These findings represent the combined accomplishments of the seven grant programs in Figure 1. Highlights from the study of individual grant programs are in Appendix C.

Finding 1: Improvements to existing grant data collection methods and additional data, beyond what is collected through grant reporting, are needed to demonstrate the performance of GPD's preparedness grant programs

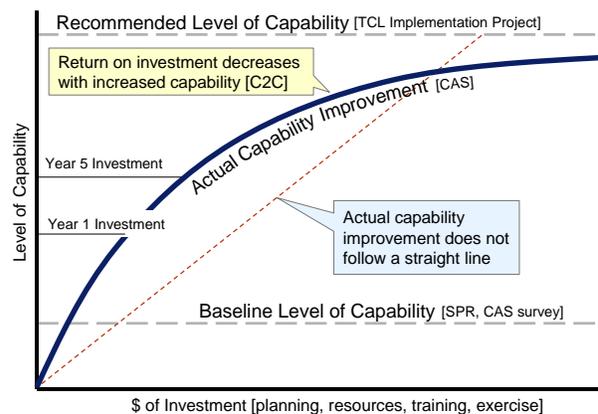
Completing the *FEMA GPD Grant Program Accomplishments Report, Initial Findings (FY03-07)* helped GPD determine the four types of data needed to meaningfully compare and contrast grant programs' impact on the Nation's level of preparedness. The nature of the existing data is largely narrative, inconsistently reported among grantees, and specific to individual grant programs.⁶ To better manage the performance of preparedness grant programs and maximize their capability return on investment, GPD needs to have access to information beyond how much money was spent and what items were purchased.

As shown in Figure 3, *The Big Picture: Capabilities-Based Preparedness Management*, four types of information are needed to strategically manage preparedness:

- capability baseline,
- recommended target level of capability,
- actual capability,
- estimated capability gain per dollar invested.

GPD is working closely with the National Preparedness Directorate, which manages the sources of the capability baseline, target level of capability, and actual level of capability, to include: State Preparedness Report (SPR); Comprehensive Assessment System (CAS/PrepCAST); and, the TCL Implementation Project. Collectively these data sources, combined with a more structured approach to grants data collection will provide insight into overall preparedness program performance.

Figure 3. The Big Picture: Capabilities-based Preparedness Management



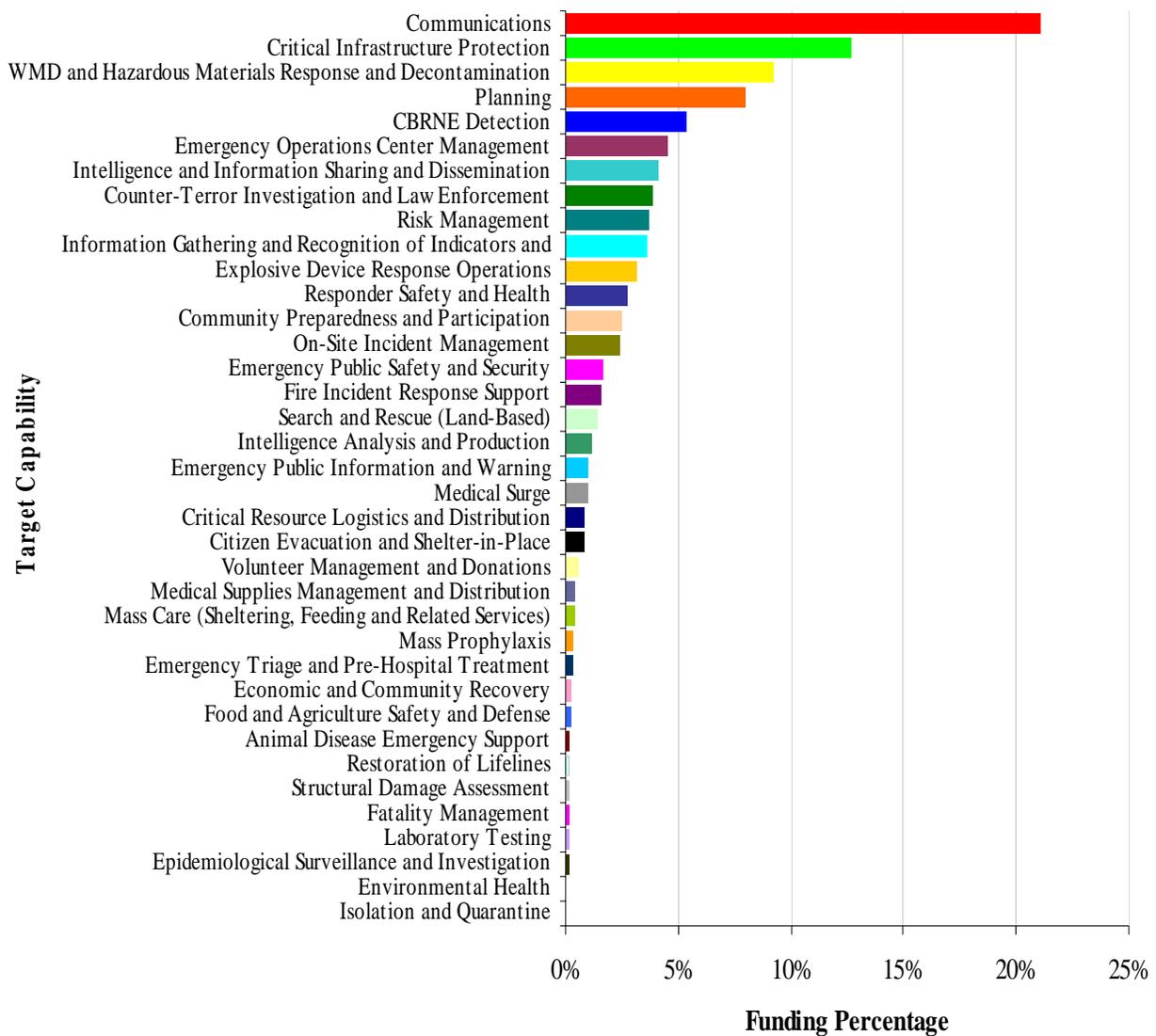
⁵ The grant funds analyzed at the FEMA Region level will not sum to the total amount of funding analyzed. IPRSGP, which is awarded to Amtrak, is not associated with a geography. Also, some HSGP FY03 grant records did not have a State identifier.

⁶ In some cases, the funding analyzed is less than the amount awarded due to challenges with data quality.

Finding 2: Grantee spending is concentrated on a limited number of target capabilities

Figure 4, *Total GPD Funding Analyzed, FY03-07(\$10,627,712,943): Target Capability as a Percentage of Total Funding*, presents the distribution of funding by target capability from FY03-07. The top five most funded target capabilities were Communications, Critical Infrastructure Protection, WMD and Hazardous Materials Response and Decontamination, Planning, and CBRNE Detection. These target capabilities accounted for 56.2 percent of total funding analyzed, with the remaining 32 target capabilities accounting for the balance; 14 of the target capabilities received less than 0.5 percent of total funding. All target capabilities receive some level of funding, despite the graphical depiction that indicates near zero percentage values for Environmental Health as well as Isolation and Quarantine.

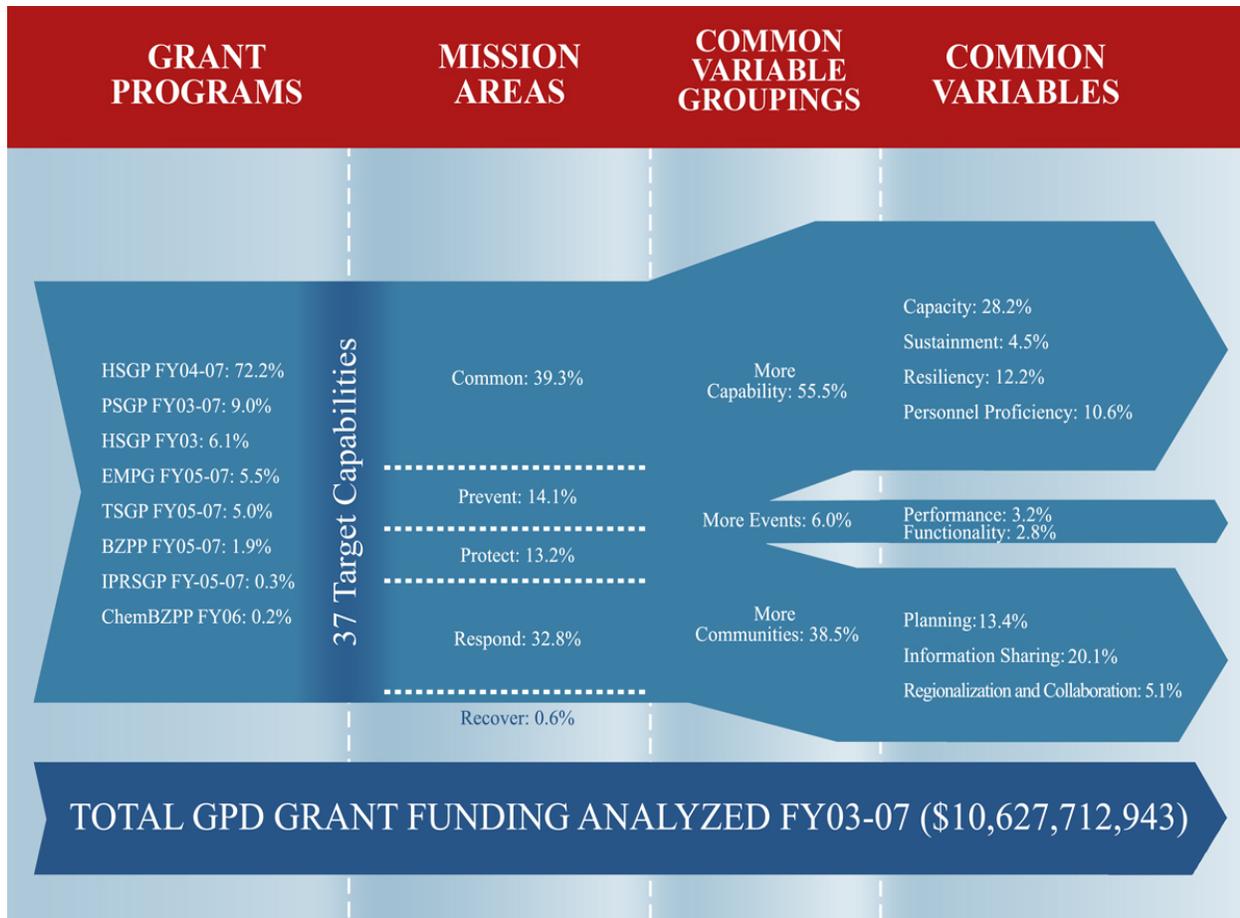
Figure 4. Total GPD Funding Analyzed, FY03-07 (\$10,627,712,943): Target Capability as a Percentage of Total Funding



Finding 3: Concentrated investments on the top capabilities drive spending patterns in Mission Area and Common Variables

Figure 5, *Overview of FY03-07 GPD Grant Funding Analyzed*,⁷ presents conceptually the initial distribution of funds by FEMA across grant programs and shows how, through grantee activity, the grant funds have been allocated to support mission areas, common variable groupings, and individual common variables.

Figure 5. Overview of FY03-07 GPD Grant Funding Analyzed⁸



As shown in Figure 5, grantees directed most of their awards toward the Common target capabilities (39.3 percent) and the Respond mission area (32.8 percent), with minimal funding directed toward the Recover mission area (0.6 percent). Figure 6, *Target Capability Funding by Mission Area*, demonstrates the magnitude of grantees’ concentration of funds within capabilities and mission areas.

⁷ Appendix B displays the Target Capabilities List v2.0, which demonstrates how target capabilities map to Mission Areas.

⁸ Funding percentages represent a share of GPD grant funding analyzed. Each vertical column provides a unique perspective of GPD grant funding and represents 100 percent of the \$10.6 billion analyzed.

Figure 6. Target Capability Funding by Mission Area

Mission Area	# of Capabilities per Mission Area (% of 37 capabilities)	% of Total Funding Analyzed (\$10,627,712,943)	# of Top 15 Funded Capabilities per Mission Area
Common	5 (13.5%)	39.3%	5
Prevent	4 (10.8%)	14.1%	3
Protect	4 (10.8%)	13.2%	1
Respond	21 (56.7%)	32.8%	6
Recover	3 (8.2%)	0.6%	0

If grantees invested evenly in all target capabilities, the Common target capabilities would account for just 13.5 percent of the total funding analyzed. In actuality, all five Common target capabilities are represented within the top 15 funded target capabilities and combined they consume 39.3 percent of the total funding analyzed. In contrast, although the Respond mission area accounts for 32.8 percent of the total funding analyzed, Figure 4 shows only six Respond mission area capabilities are represented in the top 15 funded target capabilities. Year over year analysis in the *Initial Findings* revealed that four Respond mission area target capabilities were funded at consistently high levels from FY03-07: WMD and Hazardous Materials Response and Decontamination, Explosive Device Response Operations, Emergency Operations Center Management, and Responder Safety and Health. However, on average, grantees directed relatively little funding to most of the Respond mission area capabilities, resulting in total funding levels that are lower than proportionate mission area spending levels.

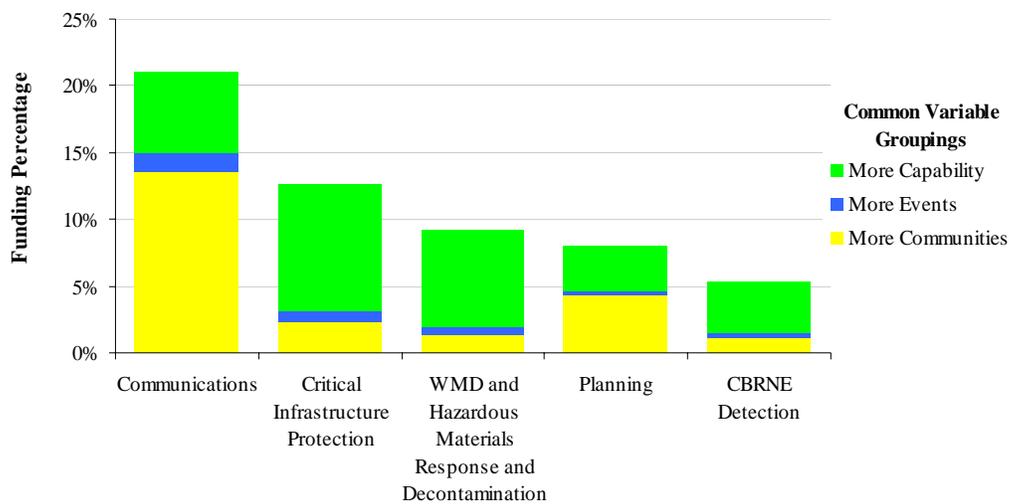
Finding 4: Grantee spending is focused on building *More Capability* in *More Communities*

Shifting perspective, Figure 5 highlights funding patterns that emerged for the common variable groupings. The *More Capability* common variable grouping received 55.5 percent of total analyzed funding. The largest proportion of this funding was for the Capacity common variable, which received 28.2 percent of analyzed funding. Capacity-building activities supported the enhanced coverage of a population or geography generally through the purchase of equipment. The smallest portion, 6.0 percent of analyzed funding, contributed to the *More Events* common variables. Both common variables in the *More Events* grouping are technology driven and support the faster processing of tasks or ability of a team to operate in a new environment. The *More Communities* common variables received 38.5 percent of analyzed funding. These common variables deal with cross-jurisdictional collaboration and planning functions, and the high level of funding dedicated to the purchase of interoperable communications equipment drives relatively high proportion of funding for this grouping. While Information Sharing received the majority of the funding within *More Communities*, Planning received an increasing percentage of total funding analyzed each year from FY03-07.

Finding 5: Investment strategies differ by mission area among the top five target capabilities

Combining these two areas of analysis, exploring common variables within the top funded target capabilities, provides even greater insight into specifically how grantees are allocating their funds to develop and sustain capabilities. Figure 7, *Total GPD Funding Analyzed FY03-07 (\$10,627,712,943): Funding for Top Five Funded Target Capabilities by Common Variable Grouping*, presents the portion of grant funding directed to activities of each common variable grouping in support of the top five funded target capabilities. This analysis provides GPD with insight into the type and purpose of grantee expenditures to develop these target capabilities. As presented in Figure 7, for common target capabilities grantees focused on reaching *More Communities*, but, for mission-specific capabilities the focus was on developing *More Capability*. Specifically, more than 50 percent of the total funding analyzed for both Communications and Planning was directed towards activities that expand the target capability’s geographic reach. In contrast, the Protect, Respond, and Prevent target capabilities (Critical Infrastructure Protection, WMD Hazardous Materials Response and Decontamination, and CBRNE Detection) saw a heavy investment in adding *More Capability*.

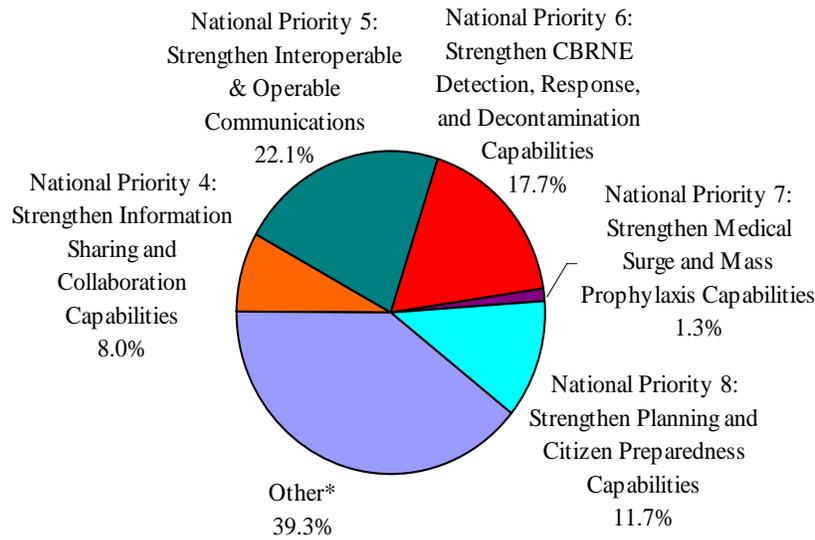
Figure 7. Total GPD Funding Analyzed, FY03-07 (\$10,627,712,943): Funding for Top Five Funded Target Capabilities by Common Variable Grouping



Finding 6: National Priorities influence grantee investment

The National Priorities identified in the National Preparedness Guidelines steer preparedness efforts toward meeting the Nation’s most urgent needs. Mapping the funding allocation to these priorities allows GPD to determine which preparedness priorities are receiving the greatest funding support from grant programs, and the target capabilities that are developing concurrently. Moreover, mapping the funding pattern of priorities with that of the common variables highlights activities that are contributing substantially to target capability development. Figure 8 below, *Total GPD Funding Analyzed FY03-07 (\$10,627,712,943): National Priority Funding as a Percentage of Total Funding*, shows the distribution of funds by National Priority. Note that only the capability-specific National Priorities are discussed. The remaining National Priorities are supported by all 37 target capabilities and benefit from all grant dollars awarded.

Figure 8. Total GPD Grant Funding Analyzed FY03-07 (\$10,627,712,943): National Priority Funding as a Percentage of Total Funding



* “Other” includes target capabilities not individually aligned to a National Priority.

Target capabilities are aligned to each National Priority. As shown in Figure 8, the five National Priorities with target capabilities aligned to them encompass over 60.0 percent of all grant funds. Of these five, National Priority 5: *Strengthen Interoperable and Operable Communications*⁹ and National Priority 6: *Strengthen CBRNE Detection, Response and Decontamination Capabilities* account for larger portions of total funding, in part because the two highest funded target capabilities align with these priorities. This finding necessarily implies that the other target capabilities supporting National Priorities 5 and 6 are receiving significantly less funding. For example, within National Priority 5, the Emergency Public Information and Warning target capability received 1.0 percent of total funding analyzed compared to Communications target capability, which received 21.5 percent of the total funding analyzed. The WMD and Hazardous Materials Response and Decontamination and Explosive Device Response Operations target capabilities combined accounted for 69.6 percent National Priority 6 grant funding.

Finding 7: There are minimal differences in common variable grouping spending patterns among FEMA Regions

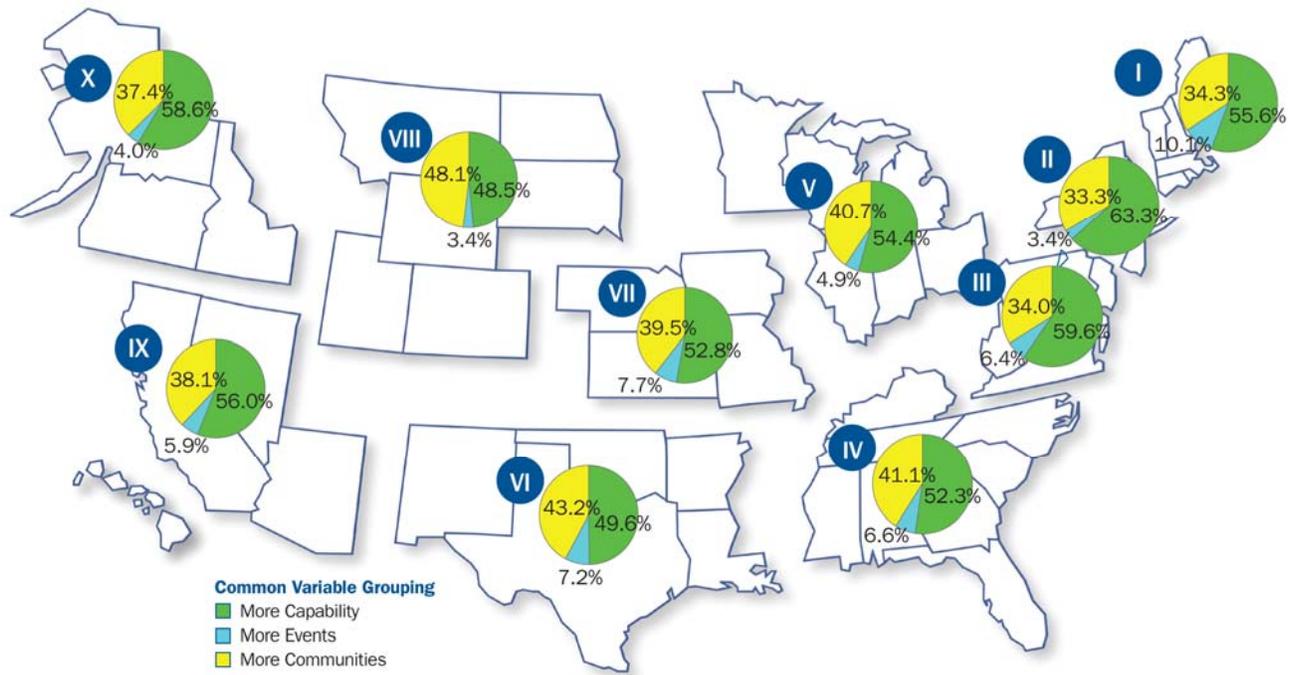
The geographic analysis reviewed common variable expenditures by FEMA Region, and found that each FEMA Region exhibited a similar common variable pattern when funding was aggregated. The activities carried out within the grant programs are not under the control of FEMA Regions. Funding activities are implemented at the State and local level by grantees; however, data compilation occurs by FEMA Region for purposes of analysis.

As shown below in Figure 9, *Total GPD Grant Funding Analyzed FY03-07: Distribution of Common Variable Funding by FEMA Region*, grantees consistently invested the greatest portion of

⁹ DHS Office of Emergency Communications (OEC) releases SAFECOM Recommended Guidance for Federal Grant Programs to develop and coordinate grant guidance for all Federal programs that fund interoperable emergency communications, to include some of the grant programs reviewed in this report.

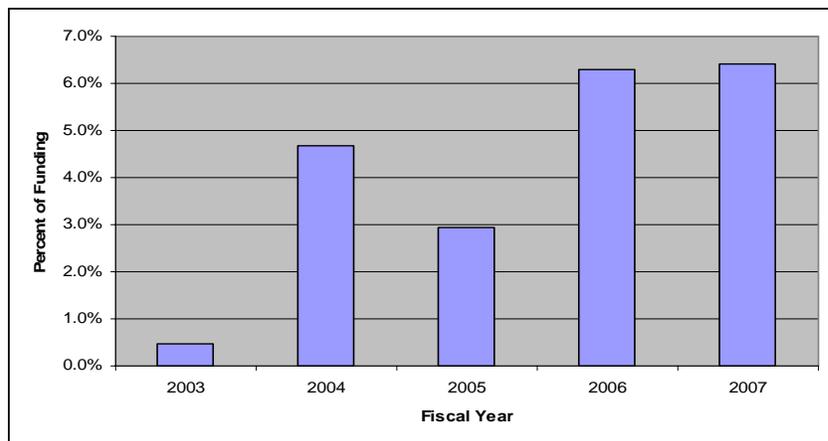
their funds in the *More Capability* common variable grouping. Similarities in how States and local grantees allocated funding assistance against common variable groupings is noteworthy, especially given the differences in population, geographic size, and the geographic focus of the different programs. Several Regions closely mirrored the percentage breakdown at the national level of *More Capability* (55.5 percent), *More Events* (6.0 percent), and *More Communities* (38.5 percent).

**Figure 9. Total GPD Grant Funding Analyzed FY03-07:
Distribution of Common Variable Funding by FEMA Region**



The *Initial Findings* show that relatively heavy investment in *More Capability* is driven by investment in Capacity, which averages at 28.5 percent of analyzed funding. While Capacity served as the driving force of *More Capability* activities, Sustainment lagged behind other common variables in this category with an average of 4.5 percent of analyzed funding. Figure 10, *Total GPD Grant Funding Analyzed FY03-07: Sustainment as a Percentage of Total Funding*, shows that across the Nation, investment in Sustainment has increased over time.

**Figure 10. Total GPD Grant Funding Analyzed FY03-07:
Sustainment as a Percentage of Total Funding**



As of FY07, Sustainment accounted for more than 6.0 percent of the funding analyzed.

CONCLUSION

To be effective stewards of more than \$3 billion in preparedness funding annually, GPD requires insight into whether its grant programs are effectively allocating money in the best possible manner to strengthen capabilities that are most crucial to securing the homeland. The Cost-to-Capability Initiative is building the tools needed by GPD, and by grantees, to manage the performance of its grant programs in a consistent and transparent manner that is directly connected to Homeland Security policy and doctrine. The first step in this process was developing a common understanding of how historic grantee spending has contributed to building the Nation's preparedness.

This *Summary of Initial Findings* compiles insights GPD gained from completing the *FEMA GPD Grant Program Accomplishments Report, Initial Findings (FY03-07)* into key findings that provide insight into how grantees are concentrating their investments. Analyzing this information from both the target capability and common variable perspective provides GPD and its stakeholders with unique insight into how grantees prioritize their use of limited Federal funds to build, develop, and sustain target capabilities.

Understanding the effectiveness of preparedness grant programs in building State and local homeland security capabilities requires continued partnership to integrate preparedness data with a single vision of capabilities-based preparedness management. This will require the maturation and integration of multiple programs and systems. GPD is committed to working with its partners to meet the requirement to accurately measure grant programs' achievement and effectiveness in light of prevailing Homeland Security priorities. This integration will be the next evolution in the Cost-to-Capability Initiative and will allow FEMA to target grant program dollars toward the most effective projects and measurably improve capability.

APPENDIX A: ACRONYMS LIST

This appendix provides a comprehensive list of the acronyms used in the FEMA GPD Grant Program Accomplishments Report: Summary of Initial Findings (FY03-07).

Acronym	Description
BZP	Buffer Zone Plan
BZPP	Buffer Zone Protection Program
CAS	Comprehensive Assessment System
CBRNE	Chemical, Biological, Radiological, Nuclear, or Explosive
Chem-BZPP	Chemical Buffer Zone Protection Program
CI/KR	Critical Infrastructure/Key Resource
DHS	Department of Homeland Security
EMPG	Emergency Management Performance Grant
FEMA	Federal Emergency Management Agency
FY	Fiscal Year
GPD	Grant Programs Directorate
HSGP	Homeland Security Grant Program
HSPD	Homeland Security Presidential Directive
IP	Office of Infrastructure Protection
IPRSGP	Inter-City Passenger Rail and Security Grant Program
POETE	Planning, Organization, Equipment, Training and Exercises
PSGP	Port Security Grant Program
SHSP	State Homeland Security Program
SPR	State Preparedness Report
TCL	Target Capabilities List
TSGP	Transit Security Grant Program
TWIC	Transportation Worker Identification Credential
UASI	Urban Areas Security Initiative
WMD	Weapon of Mass Destruction

APPENDIX B: THE TARGET CAPABILITIES LIST v2.0

The TCL is one of the three capabilities-based planning tools called for in the National Preparedness Guidelines. The *Target Capabilities List v2.0* identifies and defines 37 capabilities that the Nation may need to achieve and sustain, depending on relevant risks and threats, in order to be prepared. A capability can be delivered with any combination of properly planned, organized, equipped, trained, and exercised personnel that achieves the desired outcome. The TCL is designed to assist jurisdictions and agencies in understanding and defining their respective roles in a major event, the capabilities required to perform a specified set of tasks, and where to obtain additional resources if needed. Entities are expected to develop and maintain capabilities at levels that reflect the differing risk and needs across the country. Planners at all levels of government can use the TCL as a reference to help them design plans, procedures, training, and exercises that develop capacity and proficiency to perform their assigned missions and tasks in major events.

The Target Capabilities List v2.0	
Common Target Capabilities	Respond Mission Area
Planning	On-Site Incident Management
Communications	Emergency Operations Center Management
Community Preparedness and Participation	Critical Resource Logistics and Distribution
Risk Management	Volunteer Management and Donations
Intelligence and Information Sharing and Dissemination	Responder Safety and Health
Prevent Mission Area	Emergency Public Safety and Security Response
Information Gathering and Recognition of Indicators and Warnings	Animal Disease Emergency Support
Intelligence Analysis and Production	Environmental Health
Counter-Terror Investigation and Law Enforcement	Explosive Device Response Operations
CBRNE Detection	Fire Incident Response Support
Protect Mission Area	WMD and Hazardous Materials Response and Decontamination
Critical Infrastructure Protection	Citizen Evacuation and Shelter-In-Place
Food and Agriculture Safety and Defense	Isolation and Quarantine
Epidemiological Surveillance and Investigation	Search and Rescue (Land-Based)
Laboratory Testing	Emergency Public Information and Warning
Recover Mission Area	Emergency Triage and Pre-Hospital Treatment
Structural Damage Assessment	Medical Surge
Restoration of Lifelines	Medical Supplies Management and Distribution
Economic and Community Recovery	Mass Prophylaxis
	Mass Care (Sheltering, Feeding and Related Services)
	Fatality Management

APPENDIX C: GRANT PROGRAM FINDINGS

In addition to studying grantee behavior in the aggregate, the *Initial Findings* also reviewed each grant program to create more detailed findings. Highlights are presented in this Appendix.

Homeland Security Grant Program (HSGP) FY04-07

HSGP specifically supports objectives outlined in the National Preparedness Guidelines and related national preparedness doctrine, such as the National Incident Management System, National Response Framework, and the National Infrastructure Protection Plan, in addition to post-9/11 laws, and Homeland Security Presidential Directives (HSPDs).

Funding Source	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
HSGP FY04-07	\$7,701,244,051	54.5%	5.8%	39.7%
Top Five Target Capabilities: Communications WMD and Hazardous Materials Response and Decontamination Planning Critical Infrastructure Protection Intelligence and Information Sharing and Dissemination				
Key Findings:				
<ul style="list-style-type: none"> Funding for the Information Sharing common variable contributed to the Communications target capability at 12.5 percent of HSGP FY04-07 funding. The primary project activity for building this target capability was the purchase of interoperable communications equipment. Capacity was consistently the highest funded common variable within the <i>More Capability</i> grouping, averaging 30.8 percent from FY04-07. The primary target capabilities that contributed to building Capacity were Communications, and WMD and Hazardous Materials Response and Decontamination. Within <i>More Communities</i>, Regionalization and Collaboration increased from 4.1 percent in FY04 to 9.9 percent in FY07, demonstrating grantees' increasing investment in coordination across jurisdictions through vehicles such as Memorandum of Understanding/Agreement. 				

Homeland Security Grant Program (HSGP) FY03

HSGP FY03 (comprised of SHSP and UASI) provided financial assistance for the purchase of specialized equipment to enhance the capability of State and local agencies to prevent and respond to incidents of terrorism involving the use of chemical, biological, radiological, nuclear or explosive (CBRNE) weapons.

Funding Source	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
HSGP FY03	\$645,245,428	67.9%	2.9%	29.2%
Top Five Target Capabilities: Communications WMD and Hazardous Materials Response and Decontamination CBRNE Detection Critical Infrastructure Protection Emergency Public Safety and Security				
Key Findings:				
<ul style="list-style-type: none"> HSGP FY03 findings show that 70.3 percent of funds supported the top five funded target capabilities. The concentration of FY03 funding in a small sub-set of target capabilities is likely due to a narrow focus on responding to acts of terrorism, following the events of 9/11. Capacity activities enhanced the WMD and Hazardous Materials Response and Decontamination target capability for <i>More Capability</i>, representing 17.9 percent of total funding. These projects included personnel protective equipment and purchasing equipment such as watercraft or aircraft for expanded coverage. Substantial funding for the Communications target capability was directed to activities associated with building <i>More Communities</i>, reflecting the impact of purchasing interoperable communications equipment. 				

Emergency Management Performance Grant (EMPG) FY05-07

EMPG is dedicated specifically to the emergency management community and enables State and local Emergency Management Agencies to meet operational needs by using EMPG funds for hiring staff and other operational expenses.

Funding Source	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
EMPG FY05-07	\$587,286,934	43.5%	0.2%	56.3%
Top Five Target Capabilities: Emergency Operations Center Management Risk Management Communications Community Preparedness and Participation On-Site Incident Management				
Key Findings:				
<ul style="list-style-type: none"> The <i>More Capability</i> common variables with the highest funding were Planning and Sustainment, reflecting the program purpose described in program grant guidance: to focus States’ activities on addressing shortfalls and sustaining capabilities in their emergency management program with a specific focus on planning for catastrophic events. The Planning common variable enhanced the Emergency Operations Center Management target capability, contributing 25.9 percent of all EMPG funding analyzed. Data reported by grantees were often generic, stating simply the name of the grant program or using planning as a one-word description, limiting the ability to conduct detailed analysis. 				

Transit Security Grant Program (TSGP) FY05-07

TSGP employs a risk-based approach to create a sustainable, risk-based program for the protection of transit systems and the traveling public from terrorism, with special emphasis on explosives and non-conventional threats that would cause major loss of life and severe disruption.

Funding Source	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
TSGP FY05-07	\$527,903,249	52.8%	0.6%	46.6%
Top Five Target Capabilities: Critical Infrastructure Protection Risk Management Planning Communications Information Gathering and Recognition of Indicators and Warnings				
Key Findings:				
<ul style="list-style-type: none"> The Critical Infrastructure Protection target capability accounts for 35.6 percent of all funding; however, it consistently decreased from FY05-07. Over the same period, funding for the Planning and Risk Management target capabilities increased. The Resiliency common variable developed the Critical Infrastructure Protection target capability, representing 24.6 percent of total funding. These activities include Critical Infrastructure/Key Resource (CI/KR) protection, the protection of high-risk infrastructure sectors and assets, and threat mitigation/target hardening projects. 				

Inter-City Passenger Rail and Security Grant Program (IPRSGP) FY05-07

IPRSGP provides funding to strengthen security along the major Amtrak corridors on the East and West coasts, at the company’s hub in Chicago, IL, and throughout its southeastern and southwestern service areas. In addition, risk and vulnerability assessments of the major corridors and stations were conducted to identify, prioritize, and mitigate specific vulnerabilities.

Funding Source	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
IPRSGP FY05-07	\$27,026,142	47.6%	10.7%	41.7%
Top Five Target Capabilities: Critical Infrastructure Protection Risk Management Counter-Terror Investigation and Law Enforcement Information Gathering and Recognition of Indicators and Warnings Planning				
Key Findings: <ul style="list-style-type: none"> The Critical Infrastructure Protection and Risk Management target capabilities accounted for 60.7 percent of IPRSGP funding from FY05-07. Over the fiscal years analyzed, funding across the common variable groupings shifted from <i>More Capability</i>, declining from 78.9 percent in FY05 to 45.2 percent in FY07, to <i>More Communities</i>, rising from 20.5 percent in FY05 to 34.9 percent in FY07. This shift may be the consequence of Amtrak’s requirement to work with Citizen Corps Councils to expand plans to address citizen participation in FY06. There was an increase in funding for the Personnel Proficiency common variable within <i>More Capability</i> from 2.7 percent in FY05 to 16.4 percent in FY06. This shift is linked to the expansion of allowable expenses in FY06. 				

Port Security Grant Program (PSGP) FY03-07

PSGP funds are allocated to the Nation’s highest risk port areas to address priorities identified in National Preparedness Guidelines, the National Infrastructure Protection Plan, and the National Strategy for Maritime Security.

Funding Source	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
PSGP FY03-07	\$954,301,214	63.5%	13.3%	23.2%
Top Five Target Capabilities: Critical Infrastructure Protection Information Gathering and Recognition of Indicators and Warnings Communications CBRNE Detection Risk Management				
Key Findings: <ul style="list-style-type: none"> The Resiliency common variable enhanced the Critical Infrastructure Protection target capability, contributing 25.8 percent of total funding for PSGP. Projects that built the Critical Infrastructure Protection target capability through Resiliency include patrol boats, security cameras, floating barriers and portable barriers. Resiliency, a <i>More Capability</i> common variable, was the most highly funded; however, its share of total funding decreased from 67.2 percent in FY03 to 42.9 percent in FY07. The installation of Transportation Worker Identification Credential (TWIC) systems supported year-by-year funding to <i>More Communities</i>. 				

Buffer Zone Protection Program (BZPP) FY05-07

The BZPP is a targeted grant program focusing on infrastructure protection. Under the BZPP, the DHS Office of Infrastructure Protection (DHS/IP) partners with GPD, which administers the grants. With assistance from DHS, local law enforcement evaluates the area surrounding high priority critical infrastructure and key resources (CIKR), or the “Buffer Zone” and develops a Buffer Zone Plan (BZP) that identifies vulnerabilities associated with the site, as well as protective measures that can increase the security of the site. For each completed and approved BZP, DHS provides the responsible jurisdiction with grant funding for the equipment and planning activities necessary to implement the BZP.

Funding Source	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
BZPP FY05-07	\$166,791,647	62.4%	12.7%	24.9%
Top Five Target Capabilities: Critical Infrastructure Protection Counter-Terror Investigation and Law Enforcement Communications Information Gathering and Recognition of Indicators and Warnings CBRNE Detection				
Key Findings: <ul style="list-style-type: none"> Resiliency developed the Critical Infrastructure Protection target capability, contributing 11.1 percent of funding. Supporting projects include land-based portable barriers for target-hardening projects and security cameras. The Information Sharing common variable within the <i>More Communities</i> grouping more than doubled its proportion of BZPP funding from FY05-07, given the increased procurement of interoperable communications equipment. 				

Chemical Buffer Zone Protection Program (Chem-BZPP) FY06

Chem-BZPP Program is a targeted effort that provides funds to build security and risk management capabilities at the State and local level for chemical sector critical infrastructure in order to protect it from acts of terrorism and other hazards through planning and equipment acquisition.

Funding Source	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
Chem-BZPP FY06	\$17,914,276	43.8%	31.8%	24.4%
Top Five Target Capabilities: Critical Infrastructure Protection Communications Counter-Terror Investigation and Law Enforcement Explosive Device Response Operations CBRNE Detection				
Key Findings: <ul style="list-style-type: none"> Critical Infrastructure Protection accounts for 25.4 percent of funding and coincides with the need to expand the buffer zone protection area associated with potential terrorist attacks to CI/KR sites. <i>More Events</i> common variables received 31.8 percent of the total award allocation. This profile is unique to Chem-BZPP and illustrates the purchase of equipment with new function such as streaming video surveillance or digital systems. Communications is the second highest funded target capability; Communications funding was directed to <i>More Capability</i> activities that include the purchase of portable radios or mobile command towers. 				

**FEMA GPD Grant Program Accomplishments Report
Region I Summary of Initial Findings (FY03-07)
Maine, New Hampshire, Vermont, Rhode Island, Connecticut, Massachusetts**

Introduction

The regional summaries aggregate data by FEMA Region and demonstrate grantees’ target capability funding strategies (FY2003-2007) across multiple grant programs. In addition, analysis by common variable grouping enhances understanding of how grantees are building target capabilities while providing insight into grant program participants’ needs. These data allow for a comparison to the *FEMA GPD Grant Program Accomplishments Report: Summary of Initial Findings (FY2003-2007)*. Certain geographies may have different funding priorities and capability building strategies that drive differences between FEMA Regions and the *Initial Findings*. The findings below exhibit differences in the top funded target capabilities, explore the distribution of funds across the top five target capabilities, and display Regional investment patterns by National Priority and common variable grouping.

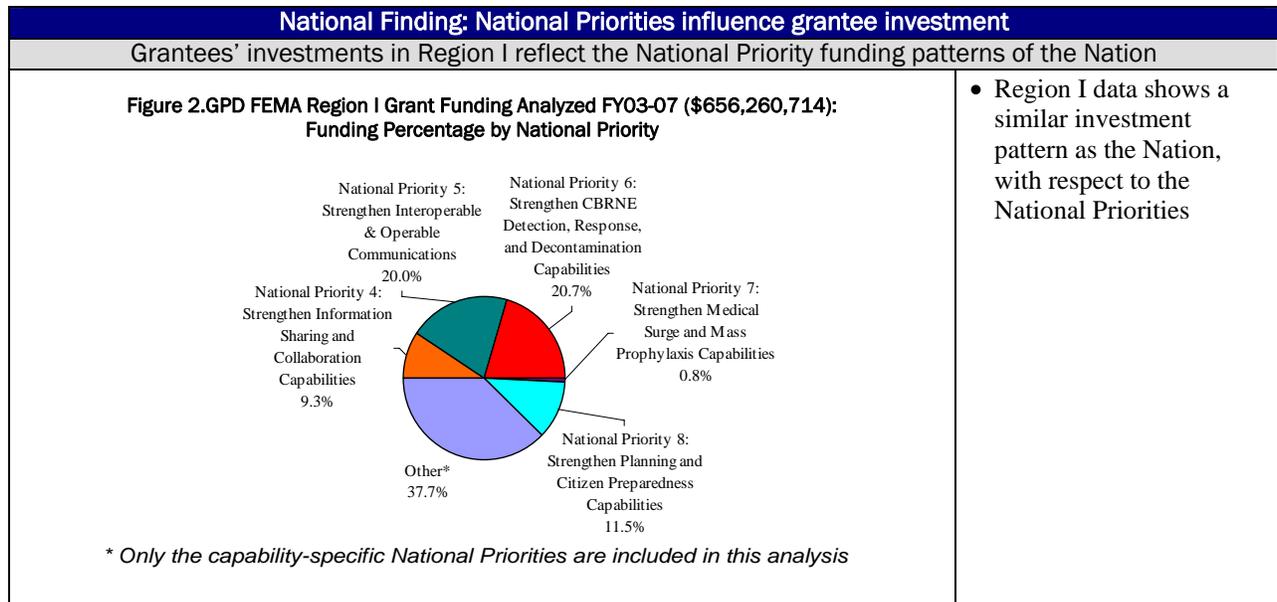
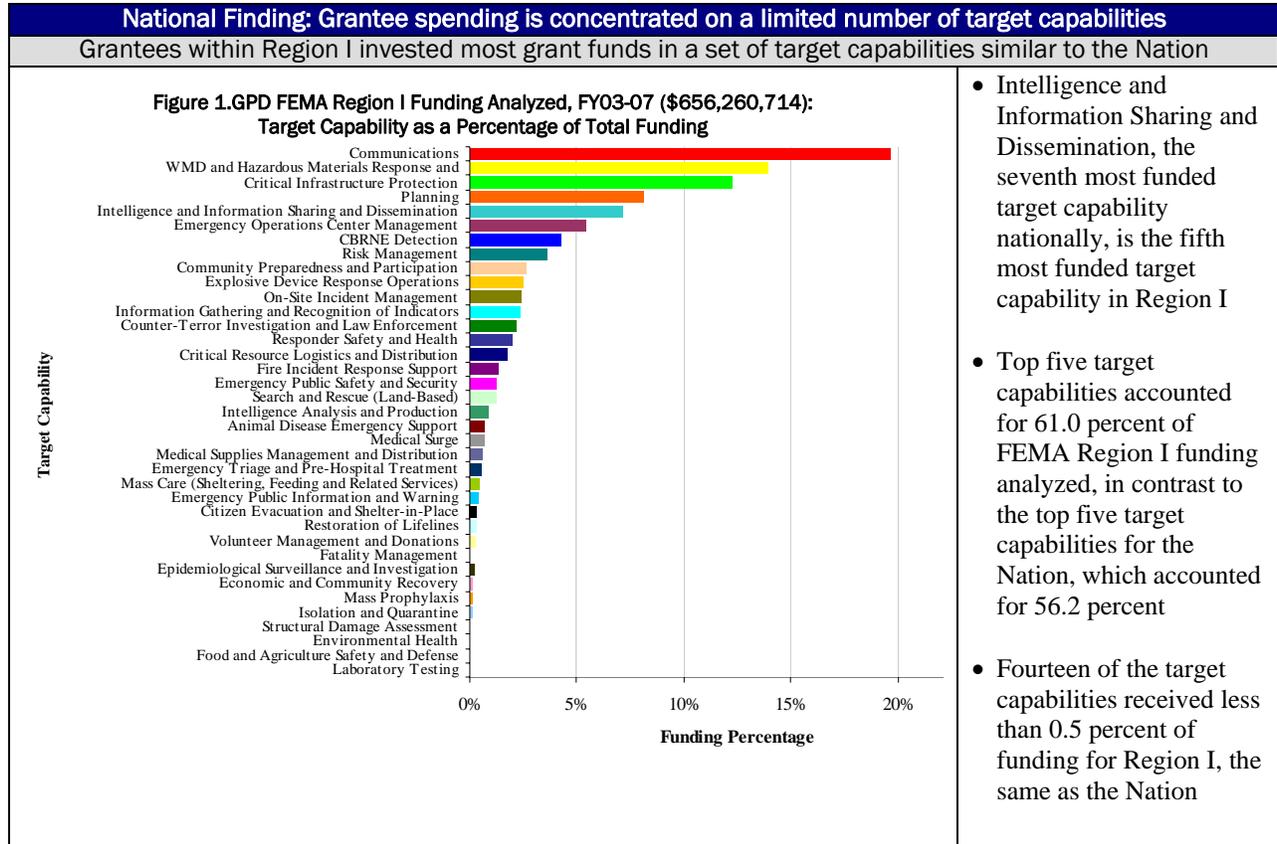
The activities carried out within the grant programs are not controlled by FEMA Regions. This data aggregates funding associated with grantee activities that occur at the State and local level. Analysis by FEMA Region demonstrates differences and similarities in priorities within a Region that impact target capability development. Note that the analysis may also be affected by differences in funding distribution since the percentage of dollars allocated to each grant program varies from Region to Region. As a result, the findings presented below do not constitute a regional scorecard. Rather, these data can be used to understand needs present within each FEMA Region in comparison to the Nation.

Regional Overview

REGION I	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
Maine, New Hampshire, Vermont, Rhode Island, Connecticut, Massachusetts	\$656,260,714	55.6%	10.1%	34.3%
Funding Analyzed by Grant Program: <ul style="list-style-type: none"> • HSGP FY04-07: \$462,285,723(70.4%) • HSGP FY03: \$58,916,122 (9.0%) • EMPG FY05-07: \$43,925,898(6.7%) • PSGP FY03-07: \$35,538,165 (5.4%) • TSGP FY05-07: \$48,633,657 (7.4%) • IPRSGP FY05-07: \$0 (0.0%) • BZPP FY05-07: \$6,961,149 (1.1%) • ChemBZPP FY06: \$0 (0.0%) 				
Top Five Target Capabilities: Communications WMD and Hazardous Materials Response and Decontamination Critical Infrastructure Protection Planning Intelligence and Information Sharing and Dissemination				

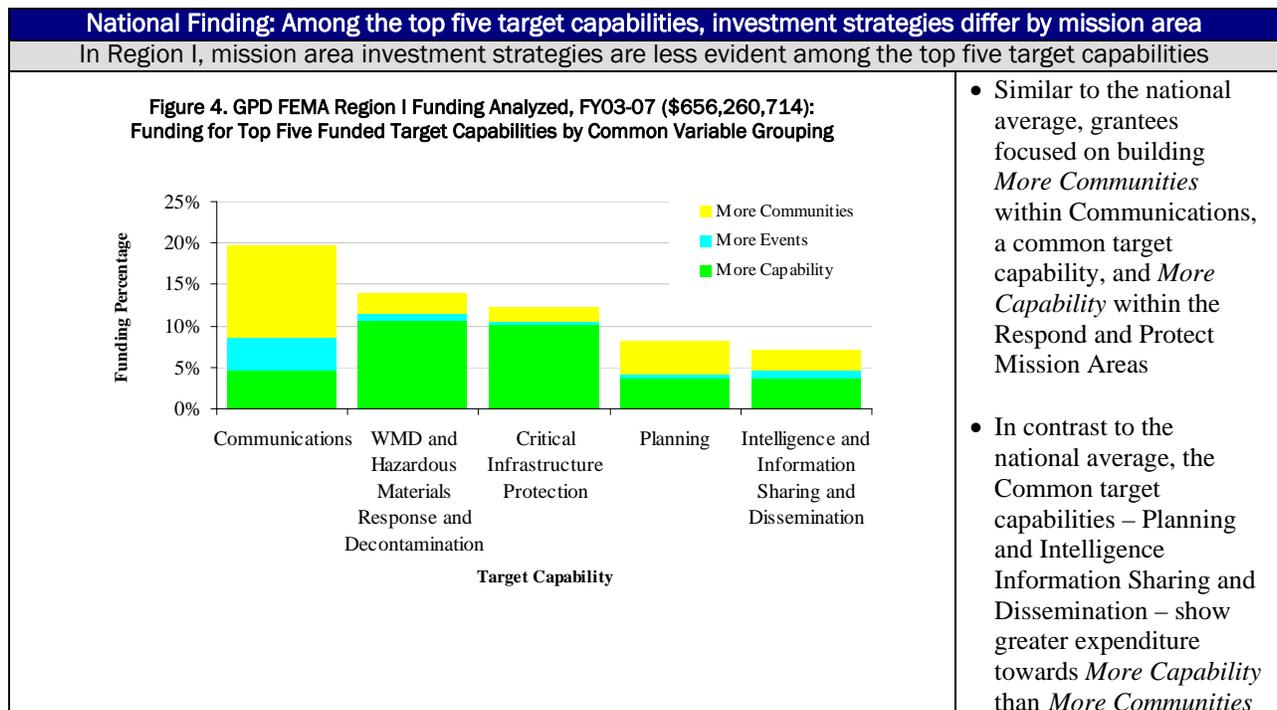
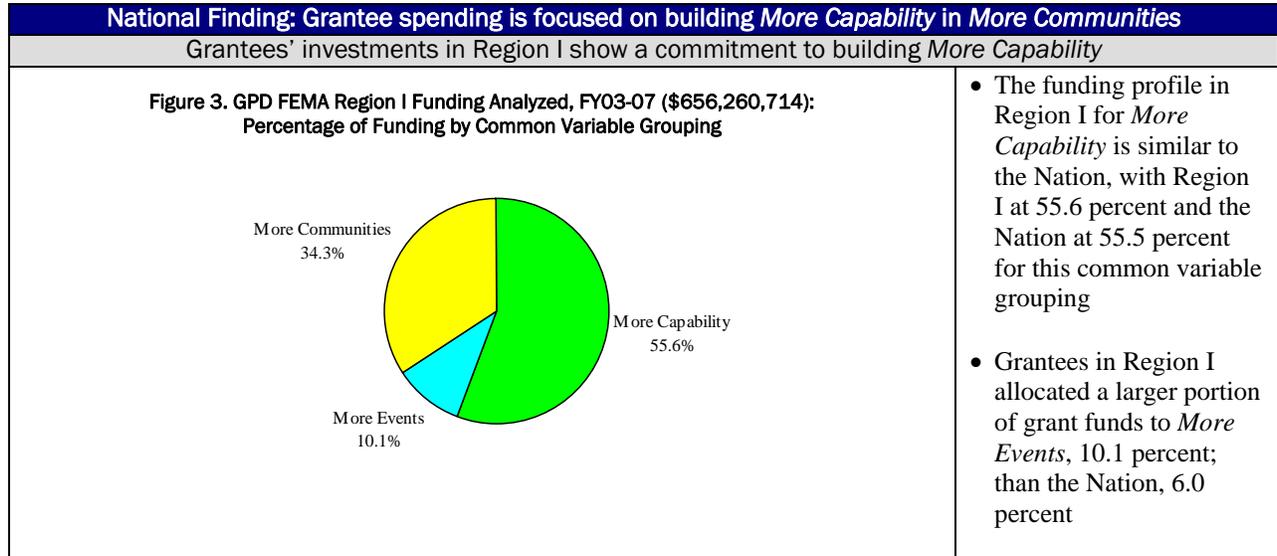
Region I - Target Capability Findings

This section presents Region I data alongside select findings from the *Grant Program Accomplishments Report: Summary of Initial Findings (FY03-07)*.



Region I - Common Variable Grouping Findings

The common variable groupings describe target capability enhancement in terms of the expansion of existing resources and ability (*More Capability*), the extension of program operation functions to serve different kinds of hazard situations (*More Events*), and the increase in geographic reach or population base served resulting from preparedness enhancement efforts (*More Communities*). Over time, a shift in funding from *More Capability* to *More Events* and toward *More Communities* may suggest maturation in preparedness development.



**FEMA GPD Grant Program Accomplishments Report
Region II Summary of Initial Findings (FY03-07)
New York, New Jersey, Commonwealth of Puerto Rico, Territory of the U.S. Virgin Islands**

Introduction

The regional summaries aggregate data by FEMA Region and demonstrate grantees’ target capability funding strategies (FY2003-2007) across multiple grant programs. In addition, analysis by common variable grouping enhances understanding of how grantees are building target capabilities while providing insight into grant program participants’ needs. These data allow for a comparison to the *FEMA GPD Grant Program Accomplishments Report: Summary of Initial Findings (FY2003-2007)*. Certain geographies may have different funding priorities and capability building strategies that drive differences between FEMA Regions and the *Initial Findings*. The findings below exhibit differences in the top funded target capabilities, explore the distribution of funds across the top five target capabilities, and display Regional investment patterns by National Priority and common variable grouping.

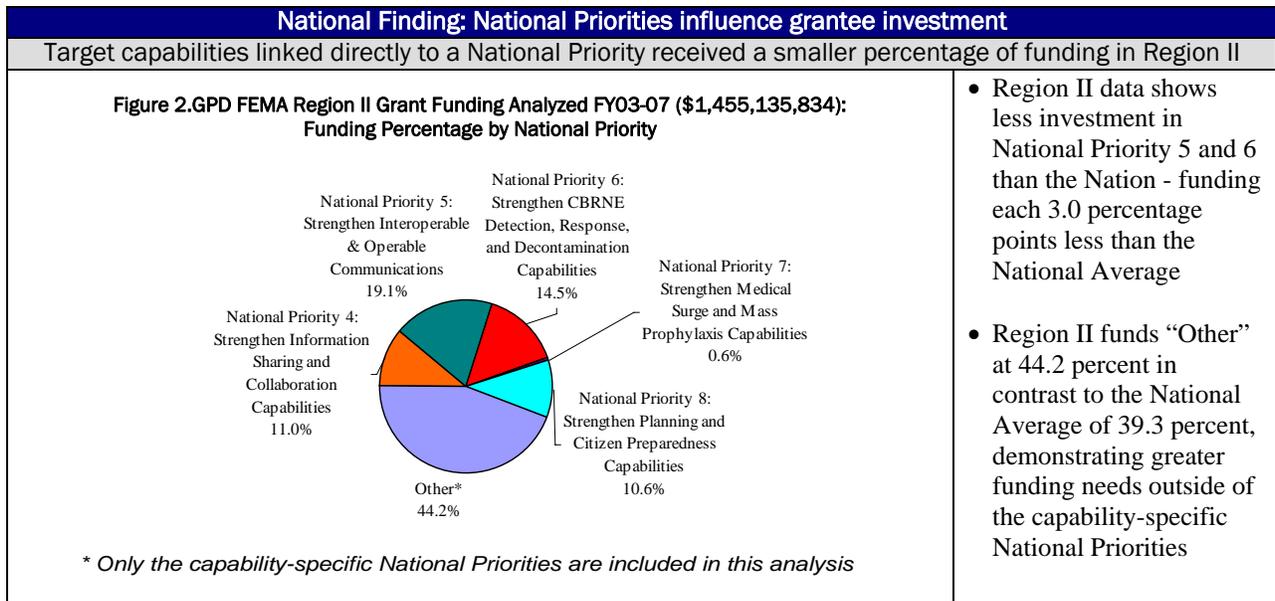
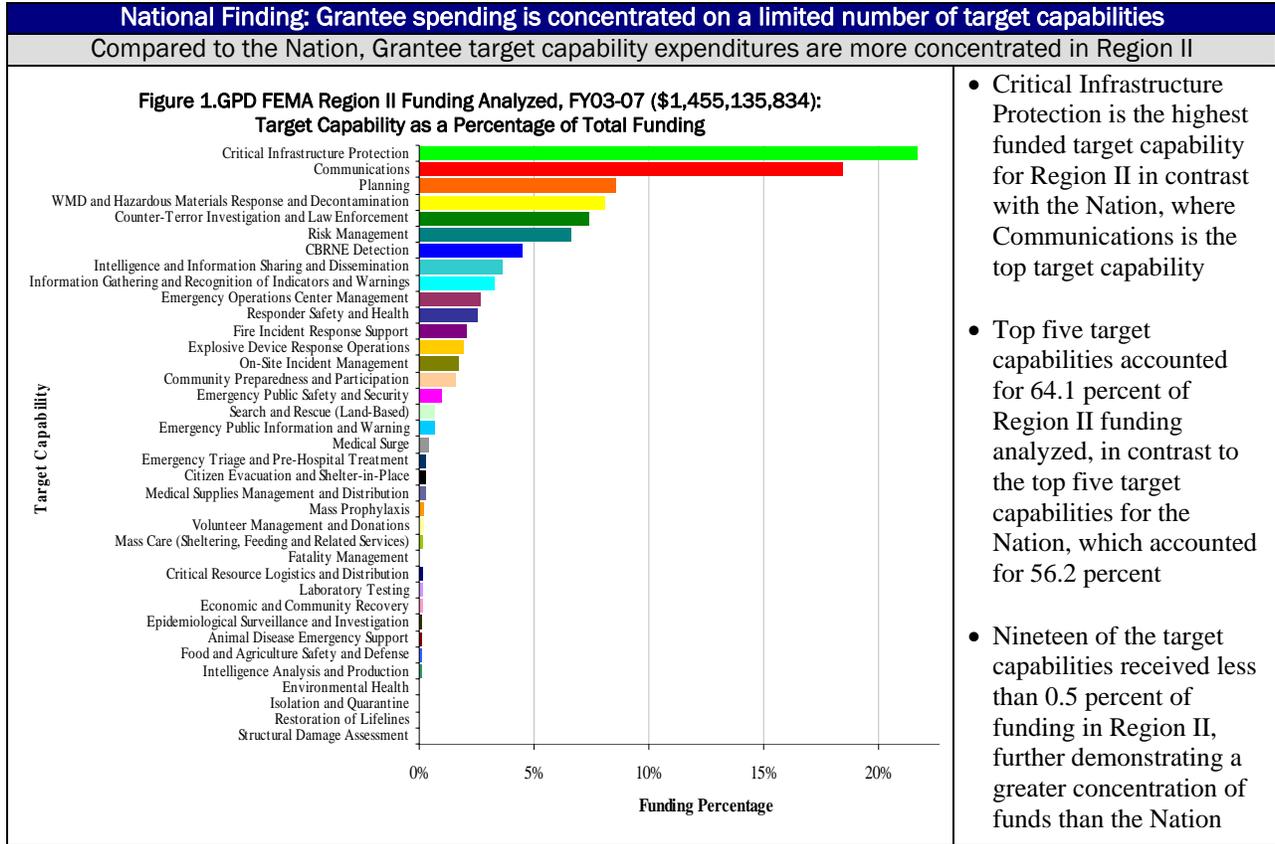
The activities carried out within the grant programs are not controlled by FEMA Regions. This data aggregates funding associated with grantee activities that occur at the State and local level. Analysis by FEMA Region demonstrates differences and similarities in priorities within a Region that impact target capability development. Note that the analysis may also be affected by differences in funding distribution since the percentage of dollars allocated to each grant program varies from Region to Region. As a result, the findings presented below do not constitute a regional scorecard. Rather, these data can be used to understand needs present within each FEMA Region in comparison to the Nation.

Regional Overview

REGION II	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
New York, New Jersey, Commonwealth of Puerto Rico, Territory of the U.S. Virgin Islands	\$1,455,135,834	63.3%	3.4%	33.3%
Funding Analyzed by Grant Program:				
<ul style="list-style-type: none"> • HSGP FY04-07: \$988,531,052 (67.9%) • HSGP FY03: \$54,869,782 (3.8%) • EMPG FY05-07: \$50,296,488 (3.5%) • PSGP FY03-07: \$137,404,772 (9.4%) • TSGP FY05-07: \$197,770,806 (13.6%) • IPRSGP FY05-07: \$0 (0.0%) • BZPP FY05-07: \$21,067,334 (1.4%) • ChemBZPP FY06: \$5,195,600 (0.4%) 				
Top Five Target Capabilities: Critical Infrastructure Protection Communications Planning WMD and Hazardous Materials Response and Decontamination Counter-Terror Investigation and Law Enforcement				

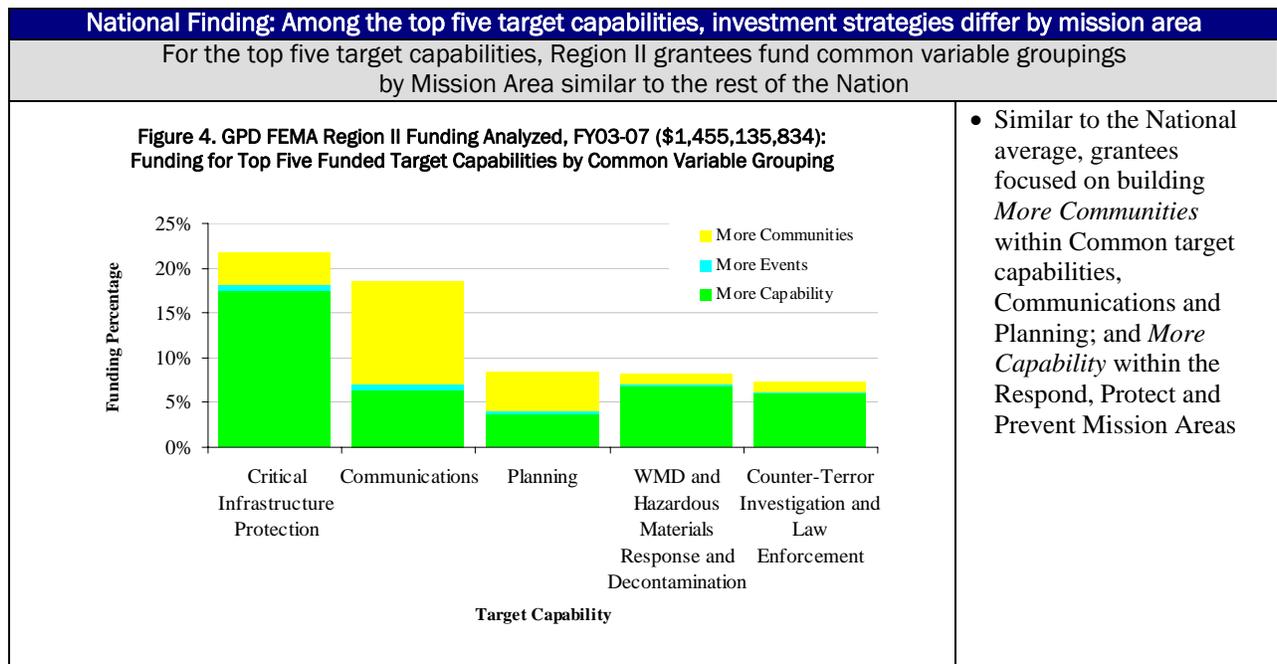
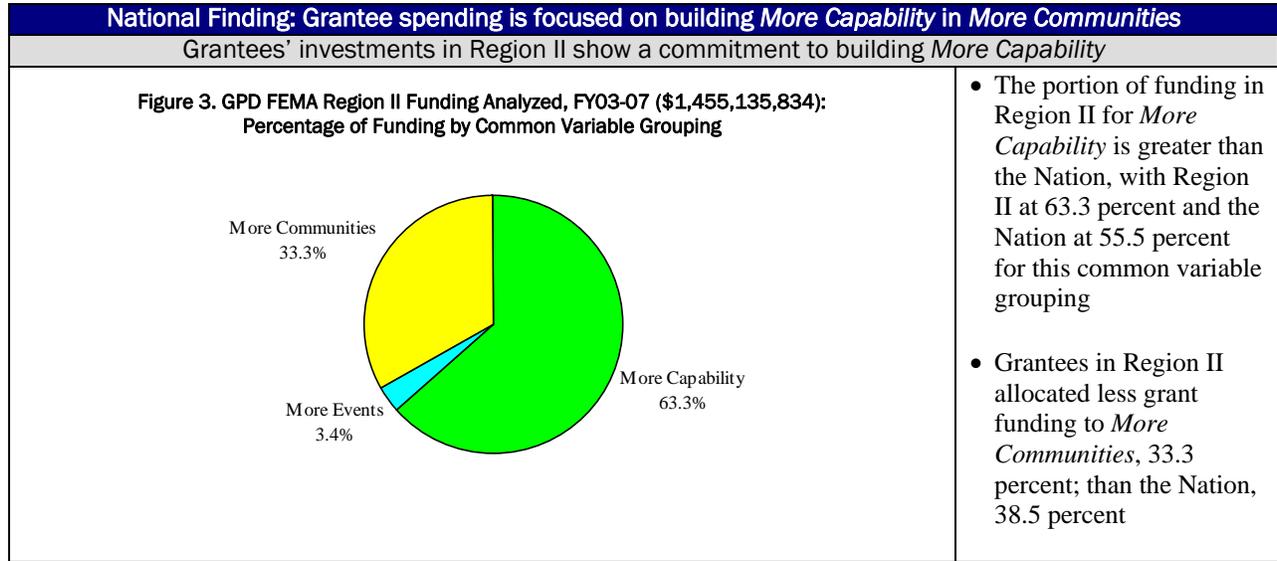
Region II - Target Capability Findings

This section presents Region II data alongside select findings from the *Grant Program Accomplishments Report: Summary of Initial Findings (FY03-07)*.



Region II - Common Variable Grouping Findings

The common variable groupings describe target capability enhancement in terms of the expansion of existing resources and ability (*More Capability*), the extension of program operation functions to serve different kinds of hazard situations (*More Events*), and the increase in geographic reach or population base served resulting from preparedness enhancement efforts (*More Communities*). Over time, a shift in funding from *More Capability* to *More Events* and toward *More Communities* may suggest maturation in preparedness development.



**FEMA GPD Grant Program Accomplishments Report
Region III Summary of Initial Findings (FY03-07)
District of Columbia, Delaware, Maryland, Pennsylvania, Virginia, West Virginia**

Introduction

The regional summaries aggregate data by FEMA Region and demonstrate grantees’ target capability funding strategies (FY2003-2007) across multiple grant programs. In addition, analysis by common variable grouping enhances understanding of how grantees are building target capabilities while providing insight into grant program participants’ needs. These data allow for a comparison to the *FEMA GPD Grant Program Accomplishments Report: Summary of Initial Findings (FY2003-2007)*. Certain geographies may have different funding priorities and capability building strategies that drive differences between FEMA Regions and the *Initial Findings*. The findings below exhibit differences in the top funded target capabilities, explore the distribution of funds across the top five target capabilities, and display Regional investment patterns by National Priority and common variable grouping.

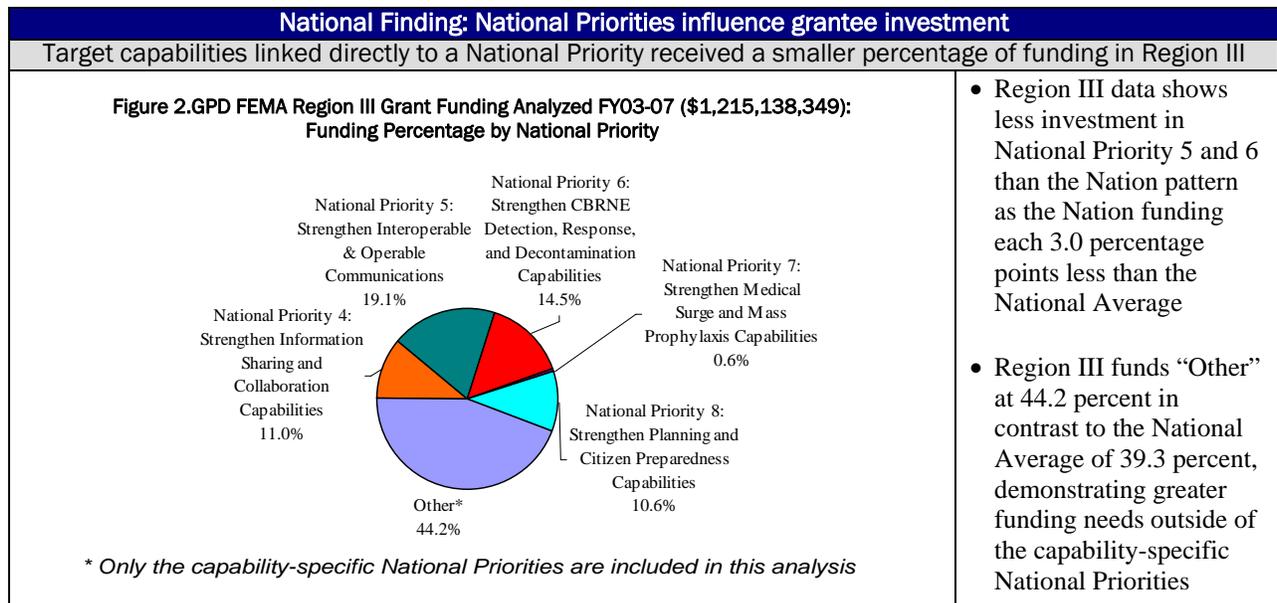
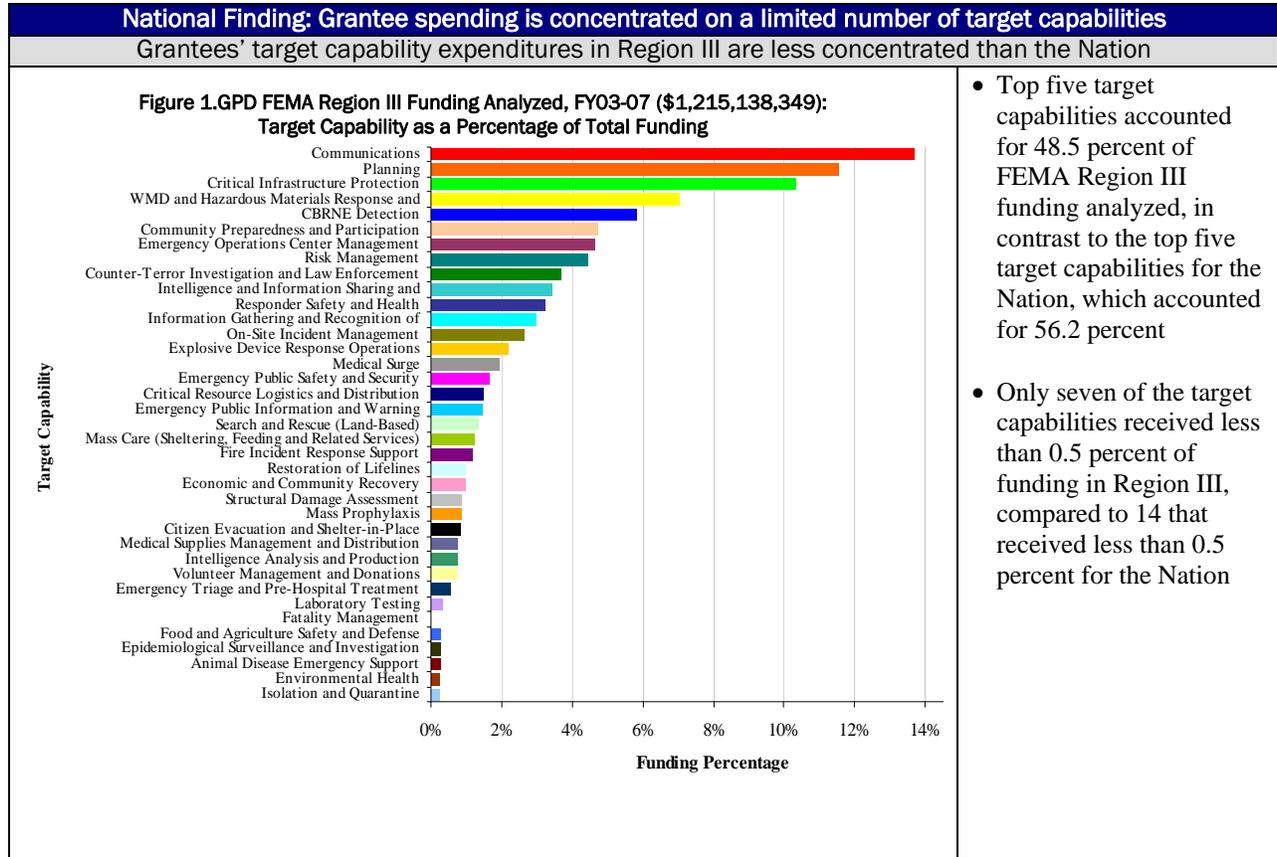
The activities carried out within the grant programs are not controlled by FEMA Regions. This data aggregates funding associated with grantee activities that occur at the State and local level. Analysis by FEMA Region demonstrates differences and similarities in priorities within a Region that impact target capability development. Note that the analysis may also be affected by differences in funding distribution since the percentage of dollars allocated to each grant program varies from Region to Region. As a result, the findings presented below do not constitute a regional scorecard. Rather, these data can be used to understand needs present within each FEMA Region in comparison to the Nation.

Regional Overview

REGION III	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
District of Columbia, Delaware, Maryland, Pennsylvania, Virginia, West Virginia	\$1,215,138,349	59.6%	6.4%	34.0%
Funding Analyzed by Grant Program: <ul style="list-style-type: none"> • HSGP FY04-07: \$909,016,062 (74.9%) • HSGP FY03: \$66,768,455 (5.5%) • EMPG FY05-07: \$61,610,244 (5.1%) • PSGP FY03-07: \$64,833,507 (5.3%) • TSGP FY05-07: \$96,309,425 (7.9%) • IPRSGP FY05-07: \$0 (0.0%) • BZPP FY05-07: \$16,001,871 (1.3%) • ChemBZPP FY06: \$598,785 (0.0%) 				
Top Five Target Capabilities: Communications Planning Critical Infrastructure Protection WMD and Hazardous Materials Response and Decontamination CBRNE Detection				

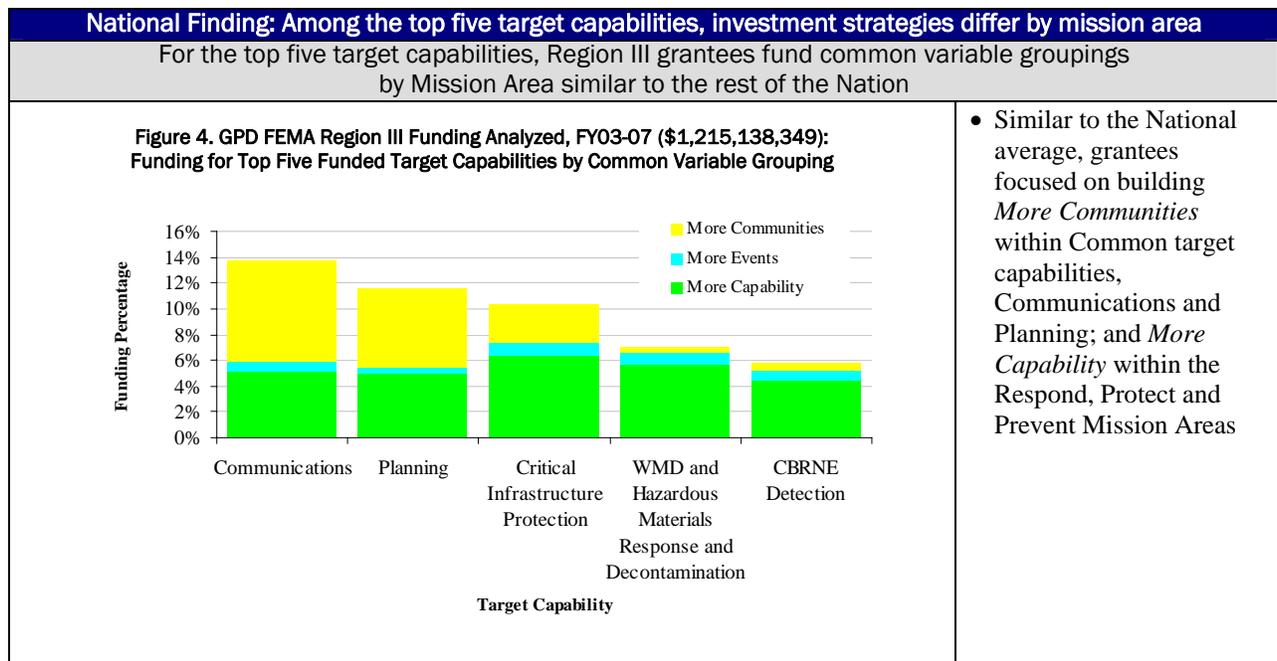
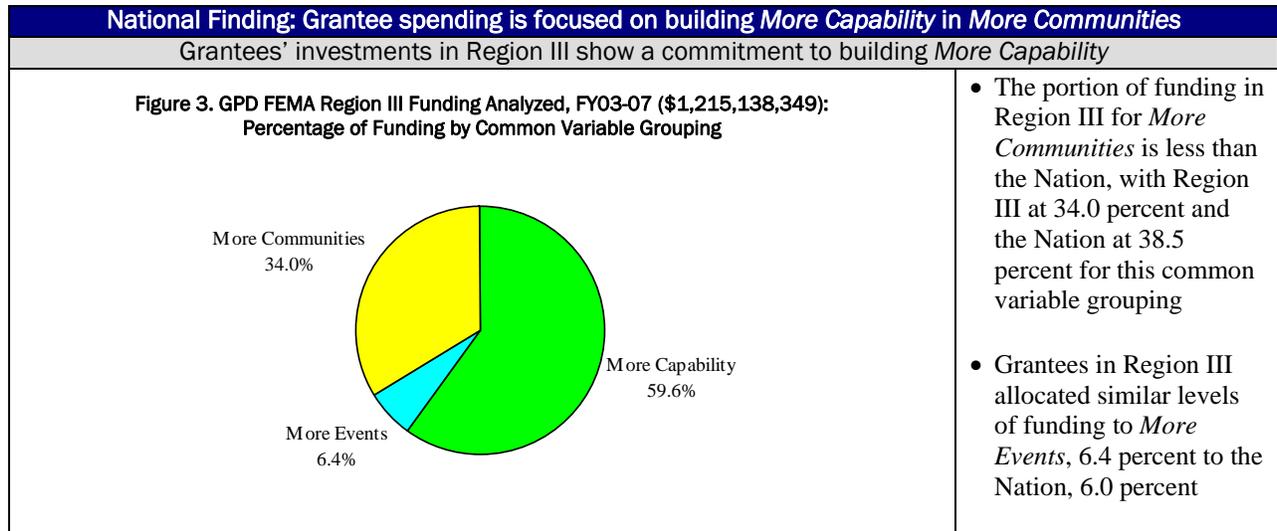
Region III - Target Capability Findings

This section presents Region III data alongside select findings from the *Grant Program Accomplishments Report: Summary of Initial Findings (FY03-07)*.



Region III - Common Variable Grouping Findings

The common variable groupings describe target capability enhancement in terms of the expansion of existing resources and ability (*More Capability*), the extension of program operation functions to serve different kinds of hazard situations (*More Events*), and the increase in geographic reach or population base served resulting from preparedness enhancement efforts (*More Communities*). Over time, a shift in funding from *More Capability* to *More Events* and toward *More Communities* may suggest maturation in preparedness development.



**FEMA GPD Grant Program Accomplishments Report
Region IV Summary of Initial Findings (FY03-07)**

Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee

Introduction

The regional summaries aggregate data by FEMA Region and demonstrate grantees’ target capability funding strategies (FY2003-2007) across multiple grant programs. In addition, analysis by common variable grouping enhances understanding of how grantees are building target capabilities while providing insight into grant program participants’ needs. These data allow for a comparison to the *FEMA GPD Grant Program Accomplishments Report: Summary of Initial Findings (FY2003-2007)*. Certain geographies may have different funding priorities and capability building strategies that drive differences between FEMA Regions and the *Initial Findings*. The findings below exhibit differences in the top funded target capabilities, explore the distribution of funds across the top five target capabilities, and display Regional investment patterns by National Priority and common variable grouping.

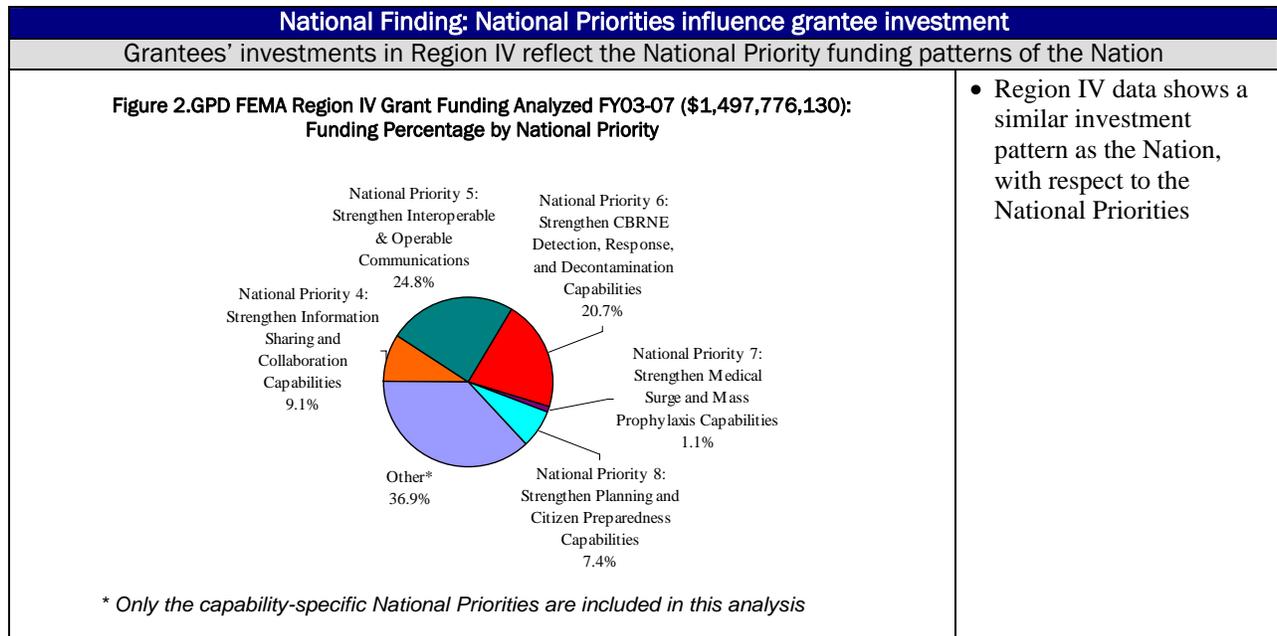
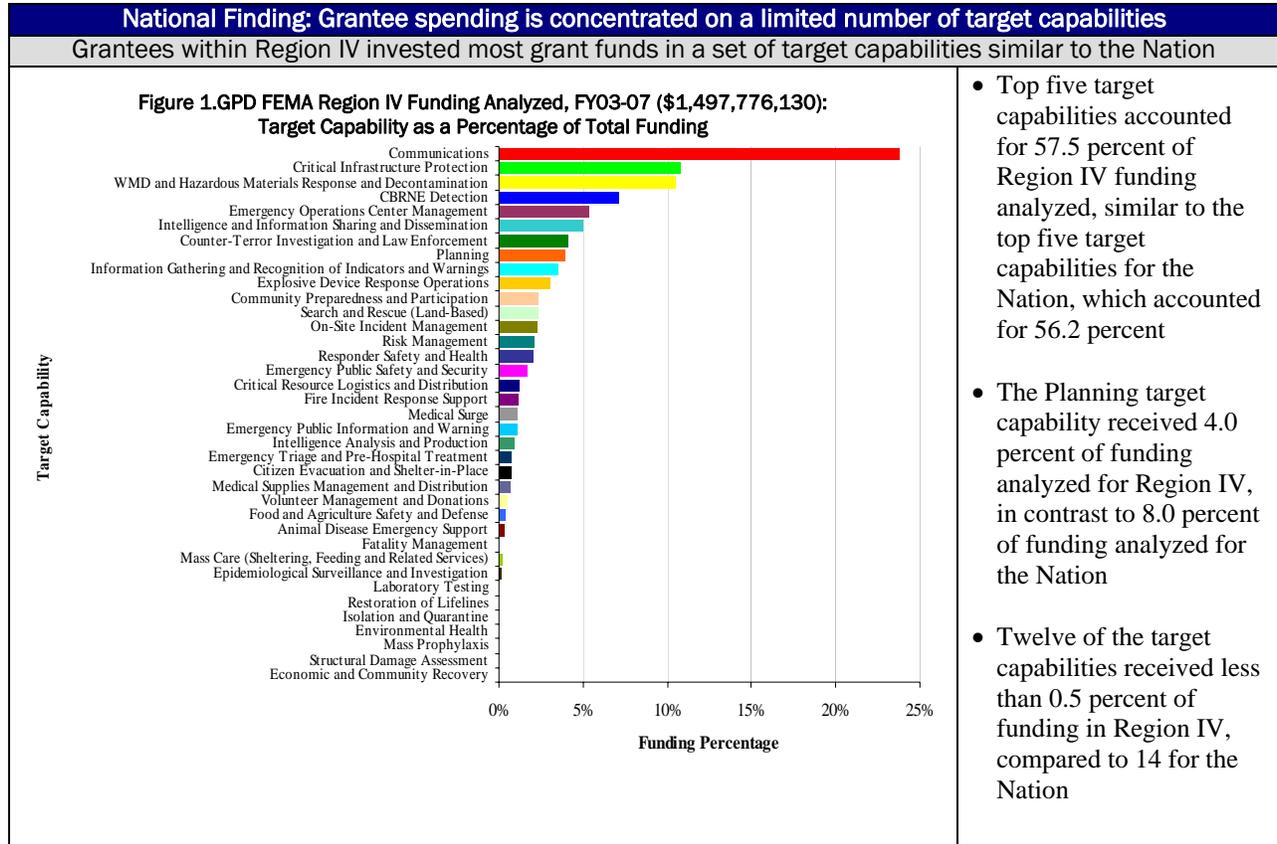
The activities carried out within the grant programs are not controlled by FEMA Regions. This data aggregates funding associated with grantee activities that occur at the State and local level. Analysis by FEMA Region demonstrates differences and similarities in priorities within a Region that impact target capability development. Note that the analysis may also be affected by differences in funding distribution since the percentage of dollars allocated to each grant program varies from Region to Region. As a result, the findings presented below do not constitute a regional scorecard. Rather, these data can be used to understand needs present within each FEMA Region in comparison to the Nation.

Regional Overview

REGION IV	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee	\$1,497,776,130	52.3%	6.6%	41.1%
Funding Analyzed by Grant Program: <ul style="list-style-type: none"> • HSGP FY04-07: \$1,108,912,345 (74.0%) • HSGP FY03: \$95,223,940 (6.4%) • EMPG FY05-07: \$101,249,885 (6.8%) • PSGP FY03-07: \$142,286,178 (9.5%) • TSGP FY05-07: \$23,194,260 (1.5%) • IPRSGP FY05-07: \$0 (0.0%) • BZPP FY05-07: \$26,909,522 (1.8%) • ChemBZPP FY06: \$0 (0.0%) 				
Top Five Target Capabilities: Communications Critical Infrastructure Protection WMD and Hazardous Materials Response and Decontamination CBRNE Detection Emergency Operations Center Management				

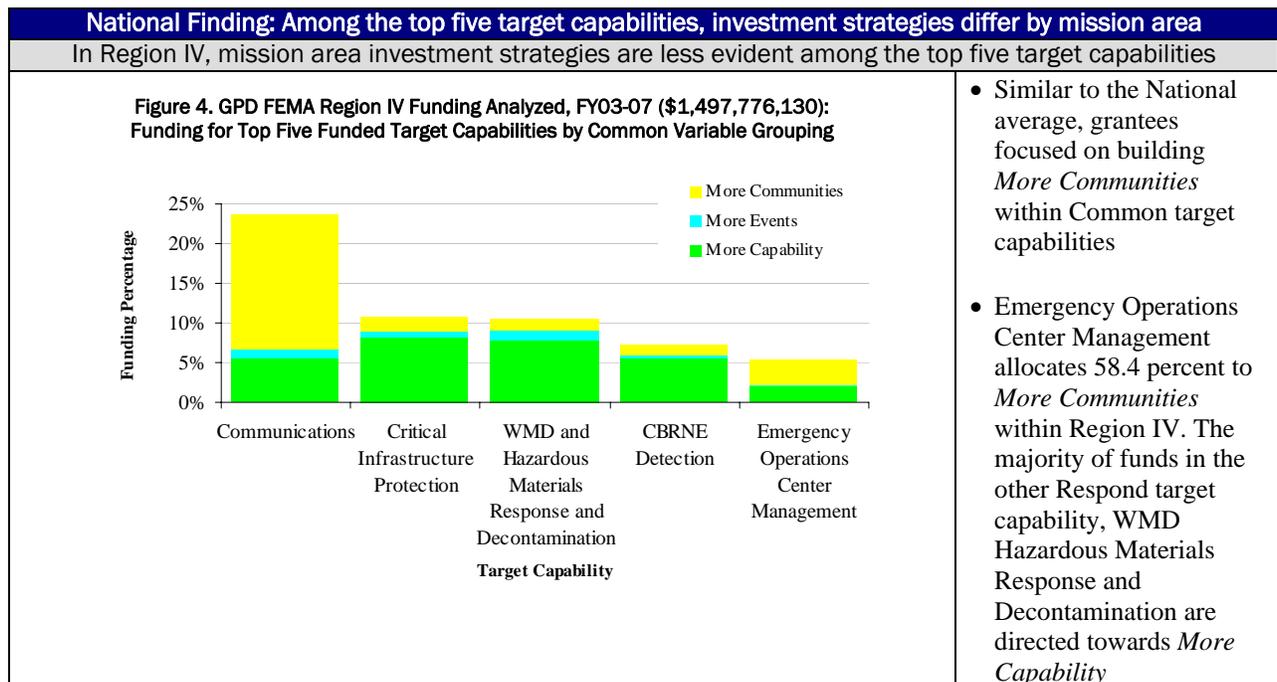
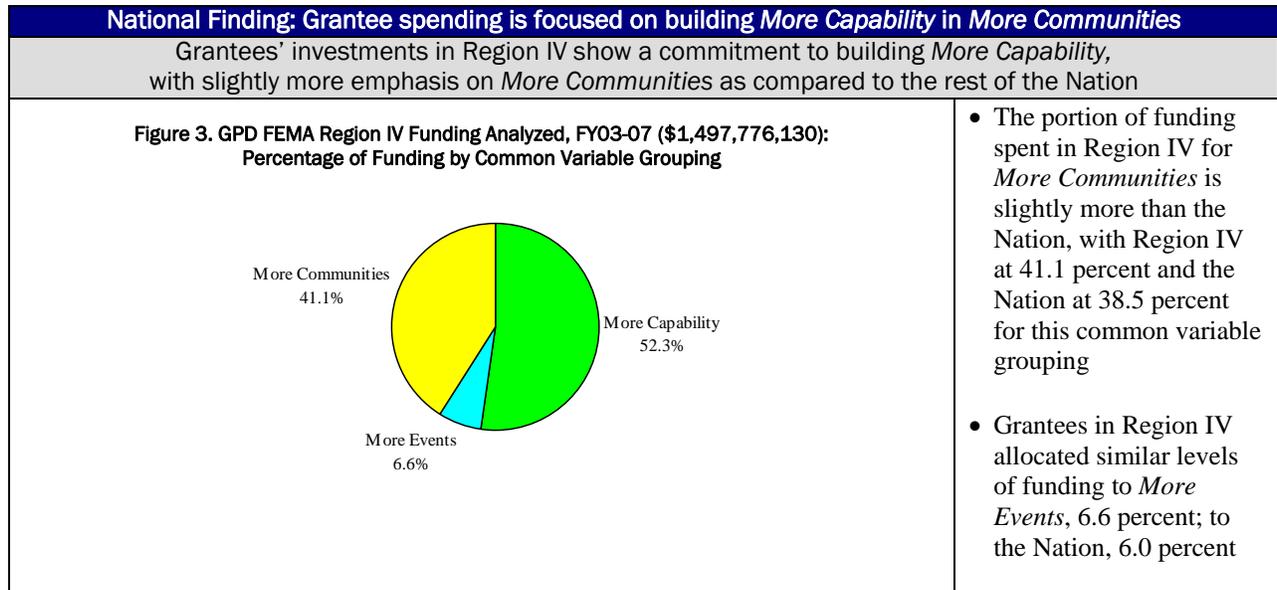
Region IV - Target Capability Findings

This section presents Region IV data alongside select findings from the *Grant Program Accomplishments Report: Summary of Initial Findings (FY03-07)*.



Region IV - Common Variable Grouping Findings

The common variable groupings describe target capability enhancement in terms of the expansion of existing resources and ability (*More Capability*), the extension of program operation functions to serve different kinds of hazard situations (*More Events*), and the increase in geographic reach or population base served resulting from preparedness enhancement efforts (*More Communities*). Over time, a shift in funding from *More Capability* to *More Events* and toward *More Communities* may suggest maturation in preparedness development.



**FEMA GPD Grant Program Accomplishments Report
Region V Summary of Initial Findings (FY03-07)
Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin**

Introduction

The regional summaries aggregate data by FEMA Region and demonstrate grantees’ target capability funding strategies (FY2003-2007) across multiple grant programs. In addition, analysis by common variable grouping enhances understanding of how grantees are building target capabilities while providing insight into grant program participants’ needs. These data allow for a comparison to the *FEMA GPD Grant Program Accomplishments Report: Summary of Initial Findings (FY2003-2007)*. Certain geographies may have different funding priorities and capability building strategies that drive differences between FEMA Regions and the *Initial Findings*. The findings below exhibit differences in the top funded target capabilities, explore the distribution of funds across the top five target capabilities, and display Regional investment patterns by National Priority and common variable grouping.

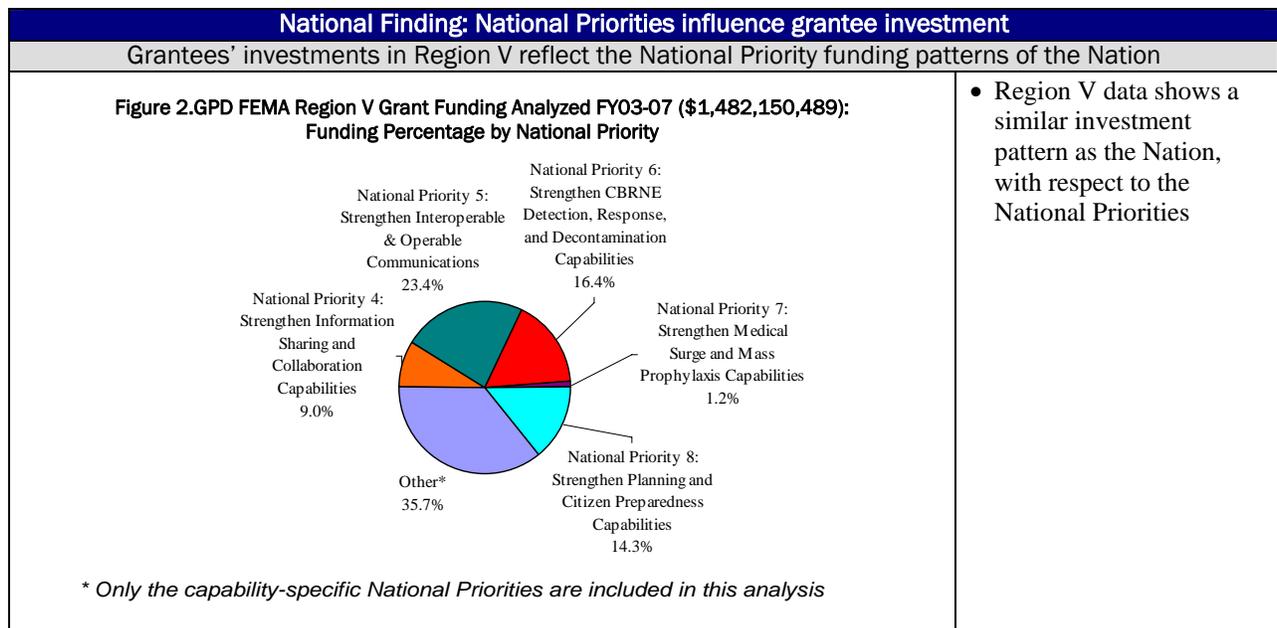
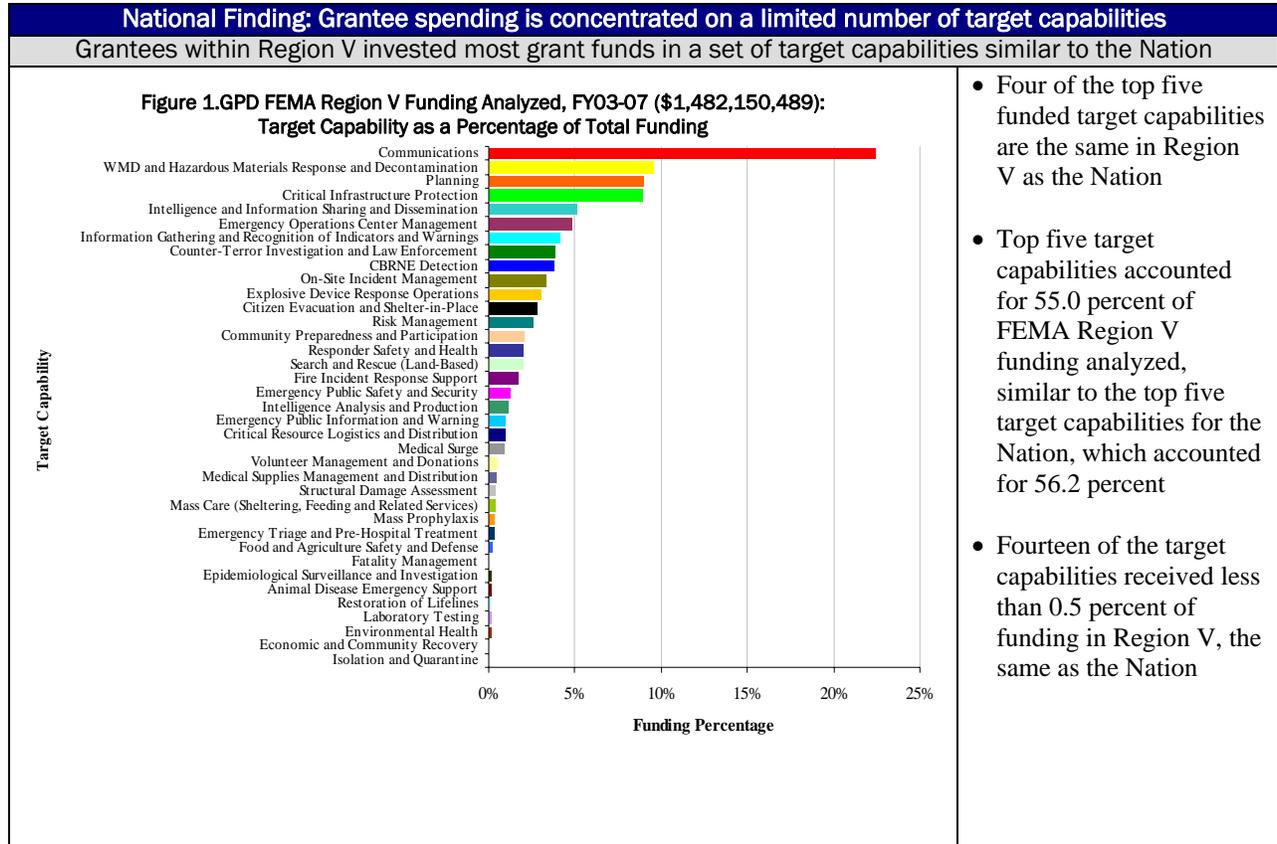
The activities carried out within the grant programs are not controlled by FEMA Regions. This data aggregates funding associated with grantee activities that occur at the State and local level. Analysis by FEMA Region demonstrates differences and similarities in priorities within a Region that impact target capability development. Note that the analysis may also be affected by differences in funding distribution since the percentage of dollars allocated to each grant program varies from Region to Region. As a result, the findings presented below do not constitute a regional scorecard. Rather, these data can be used to understand needs present within each FEMA Region in comparison to the Nation.

Regional Overview

REGION V	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin	\$1,482,150,489	54.4%	4.9%	40.7%
Funding Analyzed by Grant Program: <ul style="list-style-type: none"> • HSGP FY04-07: \$1,150,179,629 (77.6%) • HSGP FY03: \$114,952,923 (7.8%) • EMPG FY05-07: \$86,161,452 (5.8%) • PSGP FY03-07: \$47,233,648 (3.2%) • TSGP FY05-07: \$54,203,024 (3.7%) • IPRSGP FY05-07: \$0 (0.0%) • BZPP FY05-07: \$27,416,785 (1.8%) • ChemBZPP FY06: \$2,003,028 (0.1%) 				
Top Five Target Capabilities: Communications WMD and Hazardous Materials Response and Decontamination Planning Critical Infrastructure Protection Intelligence and Information Sharing and Dissemination				

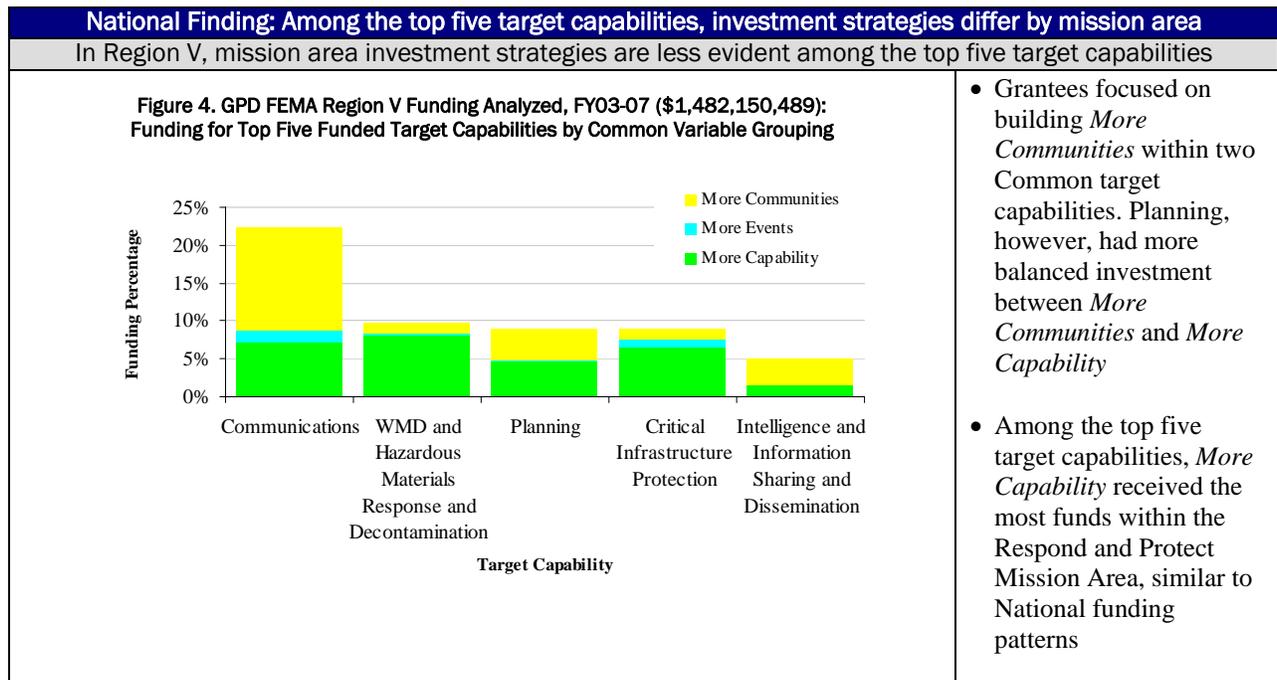
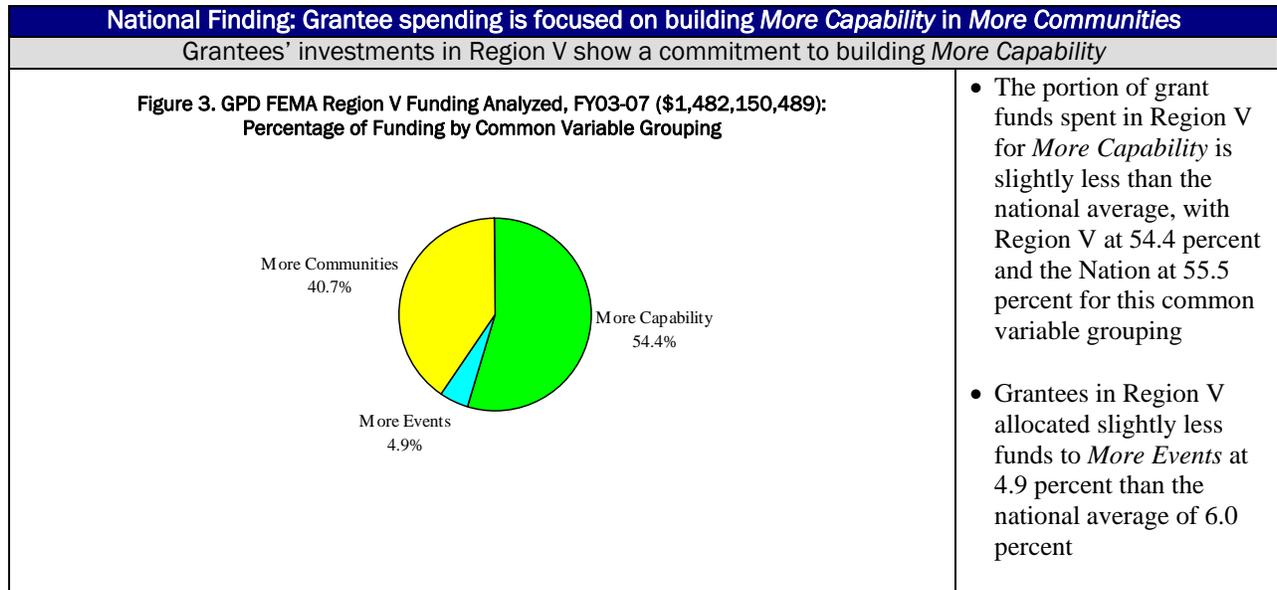
Region V - Target Capability Findings

This section presents Region V data alongside select findings from the *Grant Program Accomplishments Report: Summary of Initial Findings (FY03-07)*.



Region V - Common Variable Grouping Findings

The common variable groupings describe target capability enhancement in terms of the expansion of existing resources and ability (*More Capability*), the extension of program operation functions to serve different kinds of hazard situations (*More Events*), and the increase in geographic reach or population base served resulting from preparedness enhancement efforts (*More Communities*). Over time, a shift in funding from *More Capability* to *More Events* and toward *More Communities* may suggest maturation in preparedness development.



**FEMA GPD Grant Program Accomplishments Report
Region VI Summary of Initial Findings (FY03-07)
Arkansas, Louisiana, New Mexico, Oklahoma, Texas**

Introduction

The regional summaries aggregate data by FEMA Region and demonstrate grantees’ target capability funding strategies (FY2003-2007) across multiple grant programs. In addition, analysis by common variable grouping enhances understanding of how grantees are building target capabilities while providing insight into grant program participants’ needs. These data allow for a comparison to the *FEMA GPD Grant Program Accomplishments Report: Summary of Initial Findings (FY2003-2007)*. Certain geographies may have different funding priorities and capability building strategies that drive differences between FEMA Regions and the *Initial Findings*. The findings below exhibit differences in the top funded target capabilities, explore the distribution of funds across the top five target capabilities, and display Regional investment patterns by National Priority and common variable grouping.

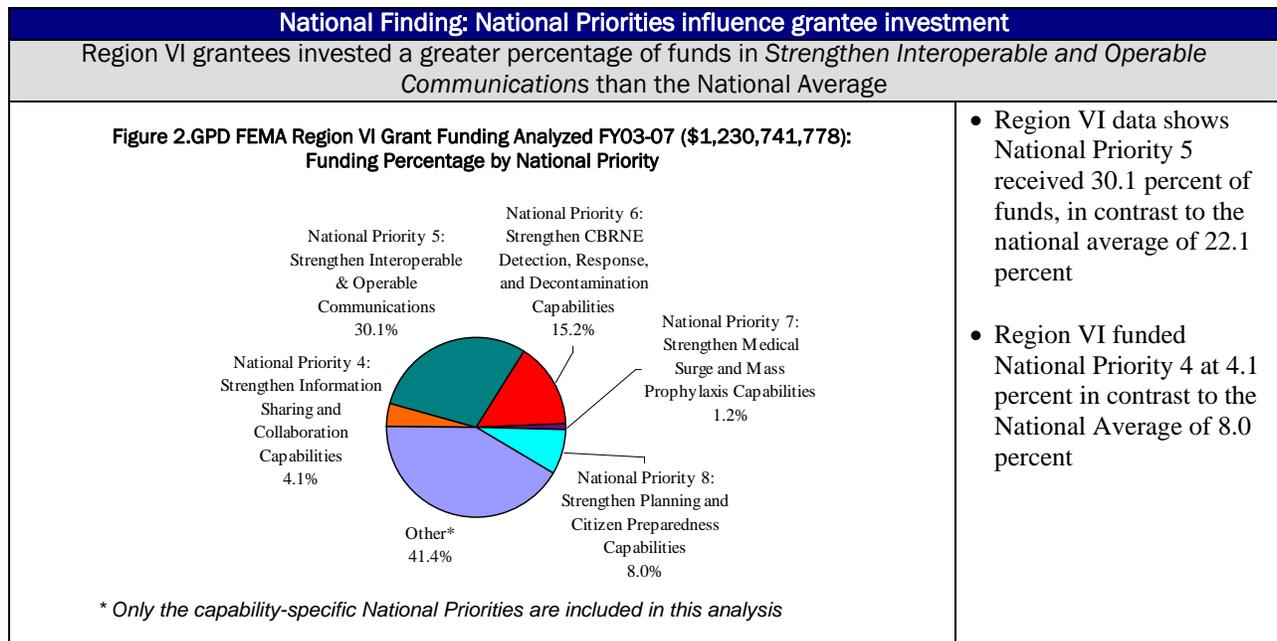
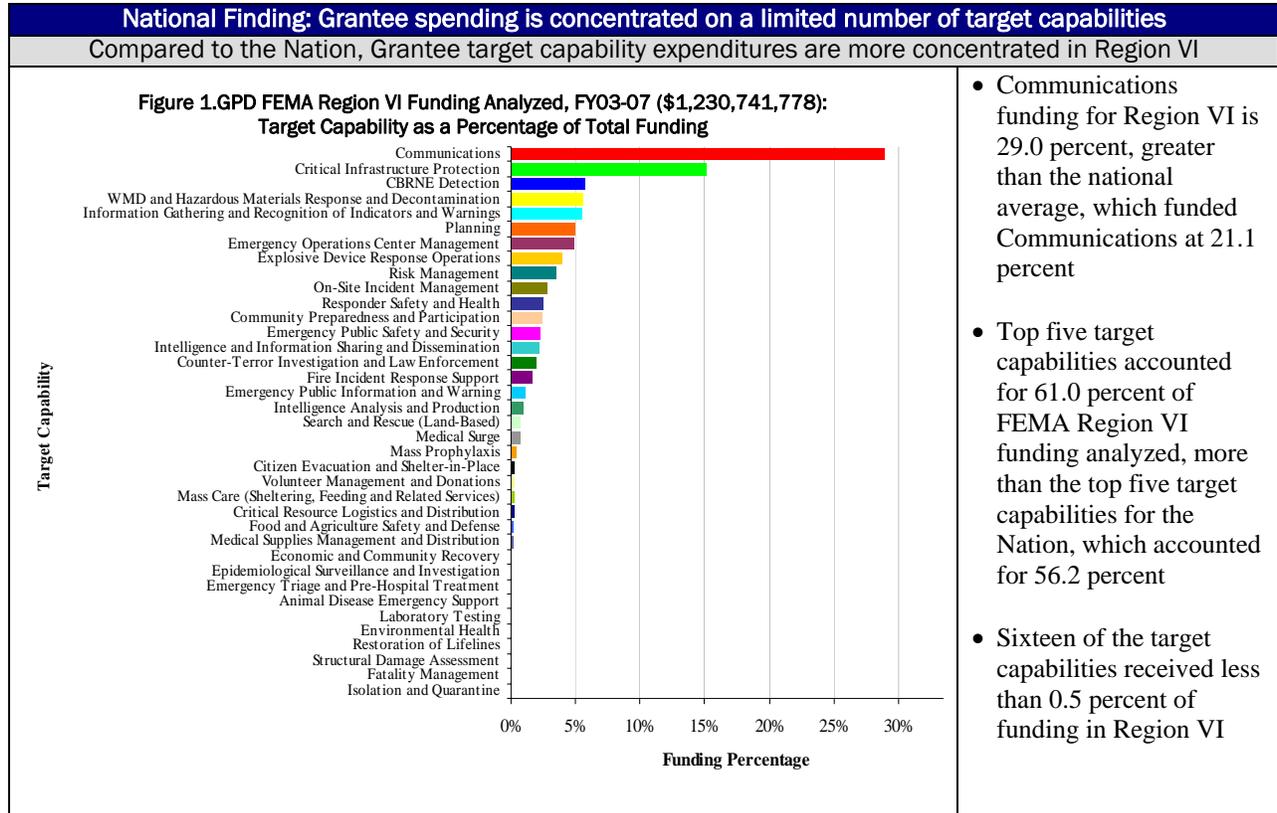
The activities carried out within the grant programs are not controlled by FEMA Regions. This data aggregates funding associated with grantee activities that occur at the State and local level. Analysis by FEMA Region demonstrates differences and similarities in priorities within a Region that impact target capability development. Note that the analysis may also be affected by differences in funding distribution since the percentage of dollars allocated to each grant program varies from Region to Region. As a result, the findings presented below do not constitute a regional scorecard. Rather, these data can be used to understand needs present within each FEMA Region in comparison to the Nation.

Regional Overview

REGION VI	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
Arkansas, Louisiana, New Mexico, Oklahoma, Texas	\$1,230,741,778	49.6%	7.2%	43.2%
Funding Analyzed by Grant Program: <ul style="list-style-type: none"> • HSGP FY04-07: \$799,795,284 (64.9%) • HSGP FY03: \$37,767,927 (3.1%) • EMPG FY05-07: \$64,092,983 (5.2%) • PSGP FY03-07: \$292,635,448 (23.8%) • TSGP FY05-07: \$11,851,728 (1.0%) • IPRSGP FY05-07: \$0 (0.0%) • BZPP FY05-07: \$19,744,193 (1.6%) • ChemBZPP FY06: \$4,854,215 (0.4%) 				
Top Five Target Capabilities: Communications Critical Infrastructure Protection CBRNE Detection WMD and Hazardous Materials Response and Decontamination Information Gathering and Recognition of Indicators and Warnings				

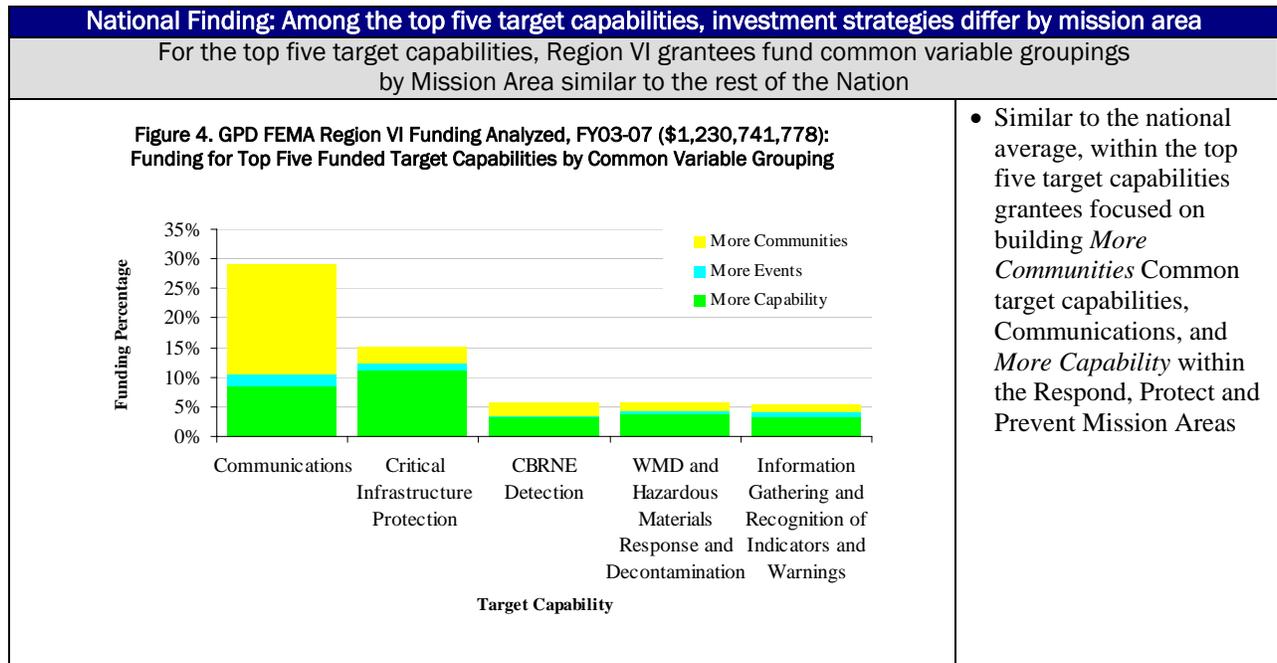
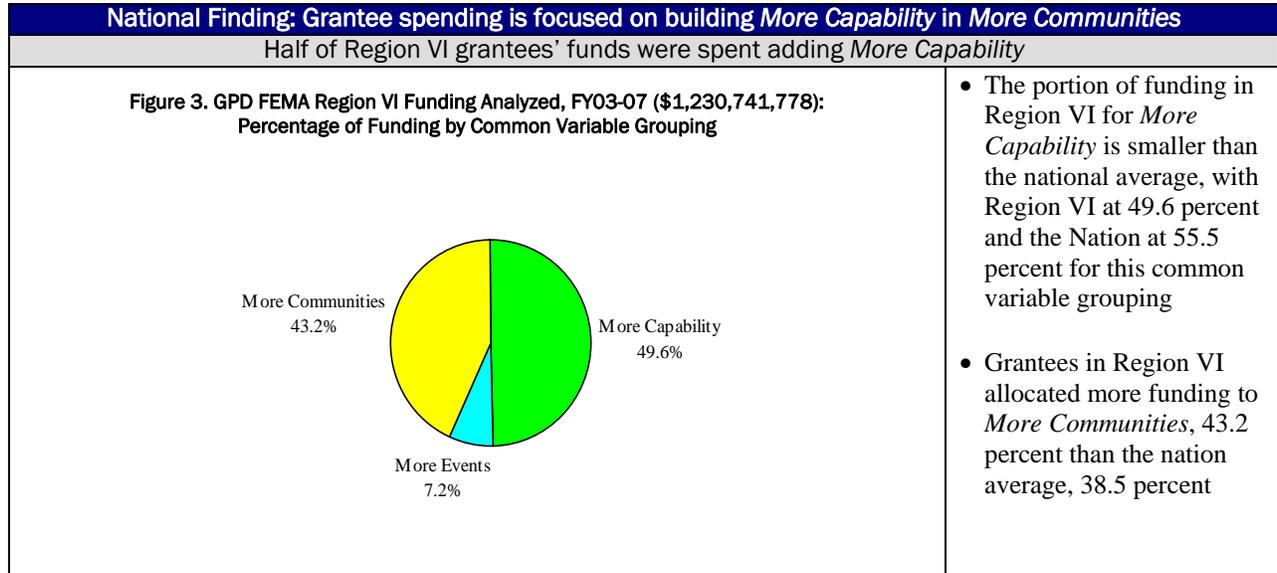
Region VI - Target Capability Findings

This section presents Region VI data alongside select findings from the *Grant Program Accomplishments Report: Summary of Initial Findings (FY03-07)*.



Region VI - Common Variable Grouping Findings

The common variable groupings describe target capability enhancement in terms of the expansion of existing resources and ability (*More Capability*), the extension of program operation functions to serve different kinds of hazard situations (*More Events*), and the increase in geographic reach or population base served resulting from preparedness enhancement efforts (*More Communities*). Over time, a shift in funding from *More Capability* to *More Events* and toward *More Communities* may suggest maturation in preparedness development.



**FEMA GPD Grant Program Accomplishments Report
Region VII Summary of Initial Findings (FY03-07)
Iowa, Kansas, Missouri, Nebraska**

Introduction

The regional summaries aggregate data by FEMA Region and demonstrate grantees’ target capability funding strategies (FY2003-2007) across multiple grant programs. In addition, analysis by common variable grouping enhances understanding of how grantees are building target capabilities while providing insight into grant program participants’ needs. These data allow for a comparison to the *FEMA GPD Grant Program Accomplishments Report: Summary of Initial Findings (FY2003-2007)*. Certain geographies may have different funding priorities and capability building strategies that drive differences between FEMA Regions and the *Initial Findings*. The findings below exhibit differences in the top funded target capabilities, explore the distribution of funds across the top five target capabilities, and display Regional investment patterns by National Priority and common variable grouping.

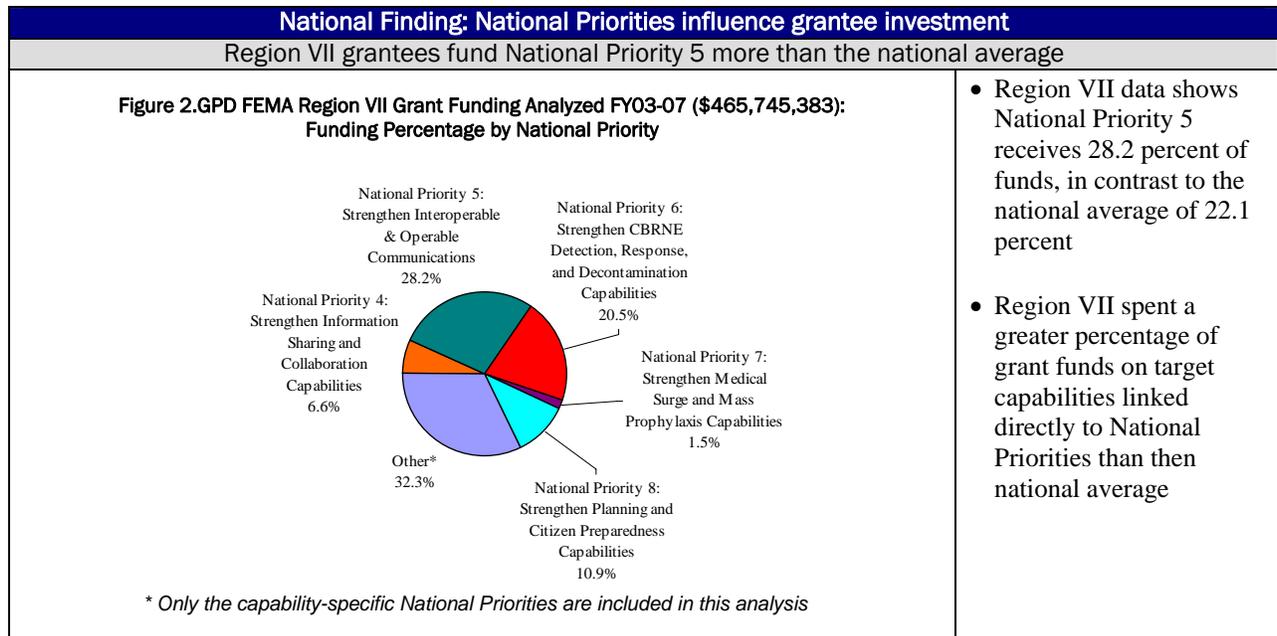
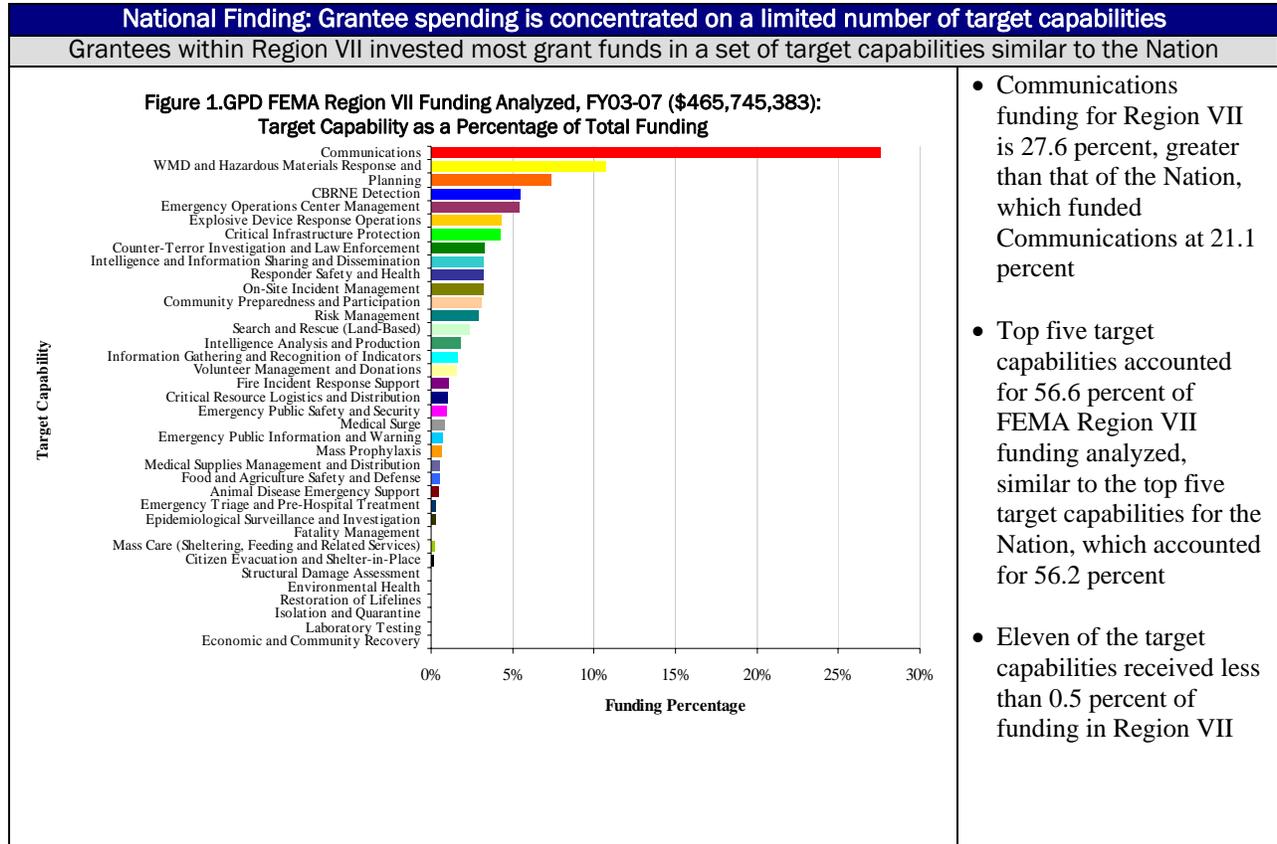
The activities carried out within the grant programs are not controlled by FEMA Regions. This data aggregates funding associated with grantee activities that occur at the State and local level. Analysis by FEMA Region demonstrates differences and similarities in priorities within a Region that impact target capability development. Note that the analysis may also be affected by differences in funding distribution since the percentage of dollars allocated to each grant program varies from Region to Region. As a result, the findings presented below do not constitute a regional scorecard. Rather, these data can be used to understand needs present within each FEMA Region in comparison to the Nation.

Regional Overview

REGION VII	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
Iowa, Kansas, Missouri, Nebraska	\$465,745,383	52.8%	7.7%	39.5%
Funding Analyzed by Grant Program: <ul style="list-style-type: none"> • HSGP FY04-07: \$381,924,815 (82.0%) • HSGP FY03: \$37,362,606 (8.0%) • EMPG FY05-07: \$33,731,161 (7.2%) • PSGP FY03-07: \$2,736,727 (0.6%) • TSGP FY05-07: \$2,636,506 (0.6%) • IPRSGP FY05-07: \$0 (0.0%) • BZPP FY05-07: \$7,353,568 (1.6%) • ChemBZPP FY06: \$0 (0.0%) 				
Top Five Target Capabilities: Communications WMD and Hazardous Materials Response and Decontamination Planning CBRNE Detection Emergency Operations Center Management				

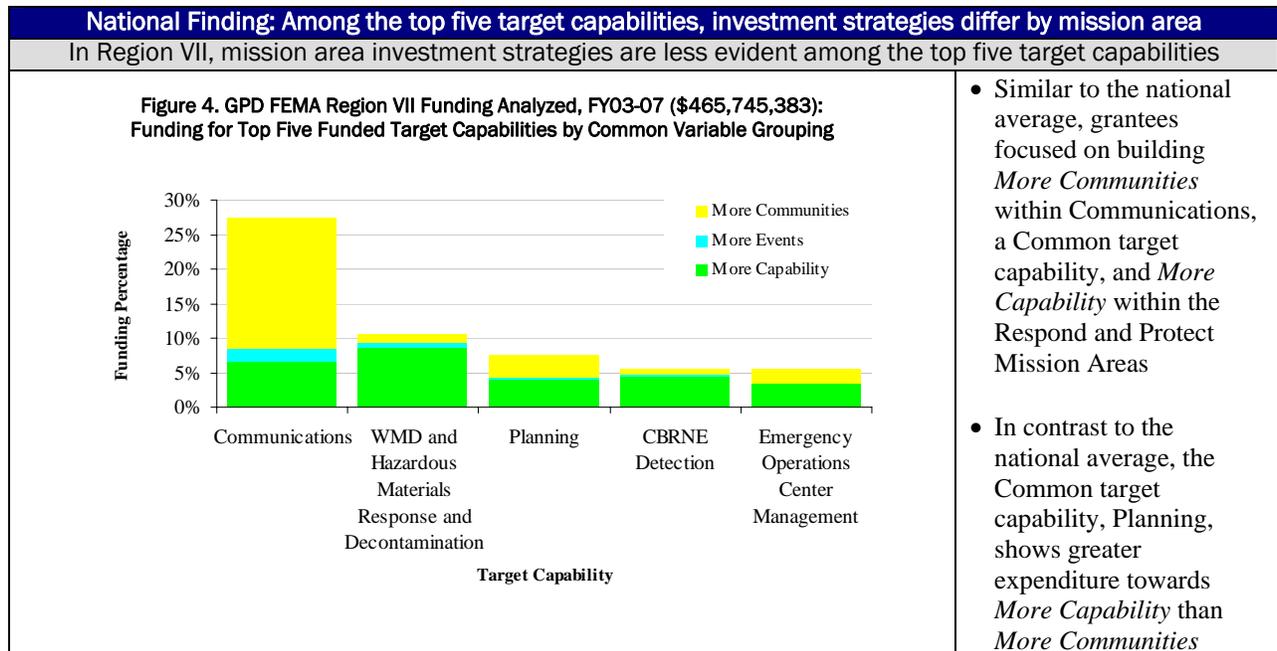
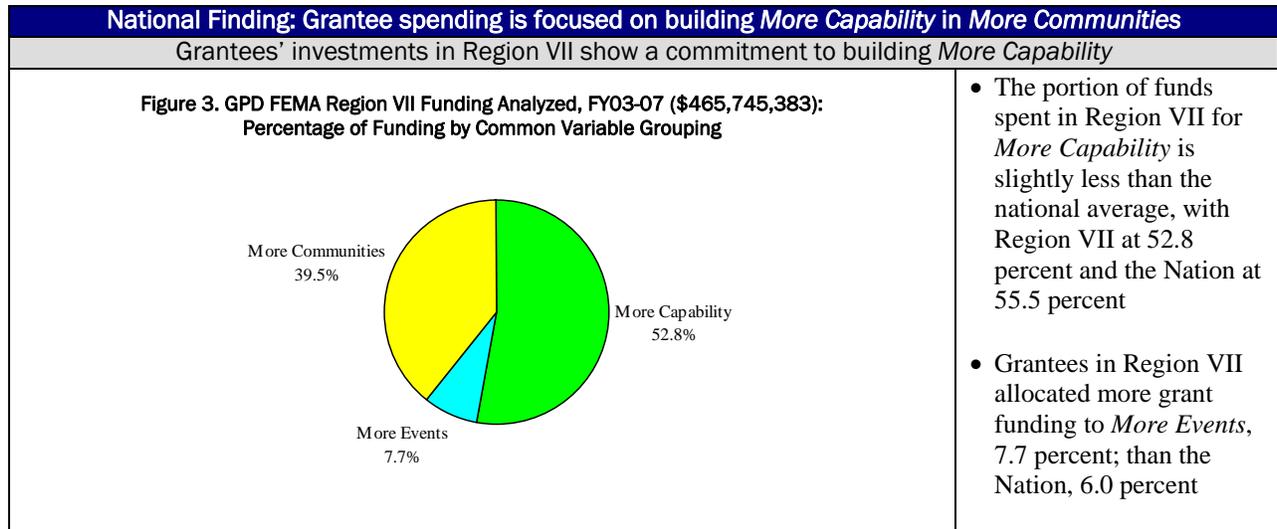
Region VII - Target Capability Findings

This section presents Region VII data alongside select findings from the *Grant Program Accomplishments Report: Summary of Initial Findings (FY03-07)*.



Region VII - Common Variable Grouping Findings

The common variable groupings describe target capability enhancement in terms of the expansion of existing resources and ability (*More Capability*), the extension of program operation functions to serve different kinds of hazard situations (*More Events*), and the increase in geographic reach or population base served resulting from preparedness enhancement efforts (*More Communities*). Over time, a shift in funding from *More Capability* to *More Events* and toward *More Communities* may suggest maturation in preparedness development.



**FEMA GPD Grant Program Accomplishments Report
Region VIII Summary of Initial Findings (FY03-07)
Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming**

Introduction

The regional summaries aggregate data by FEMA Region and demonstrate grantees’ target capability funding strategies (FY2003-2007) across multiple grant programs. In addition, analysis by common variable grouping enhances understanding of how grantees are building target capabilities while providing insight into grant program participants’ needs. These data allow for a comparison to the *FEMA GPD Grant Program Accomplishments Report: Summary of Initial Findings (FY2003-2007)*. Certain geographies may have different funding priorities and capability building strategies that drive differences between FEMA Regions and the *Initial Findings*. The findings below exhibit differences in the top funded target capabilities, explore the distribution of funds across the top five target capabilities, and display Regional investment patterns by National Priority and common variable grouping.

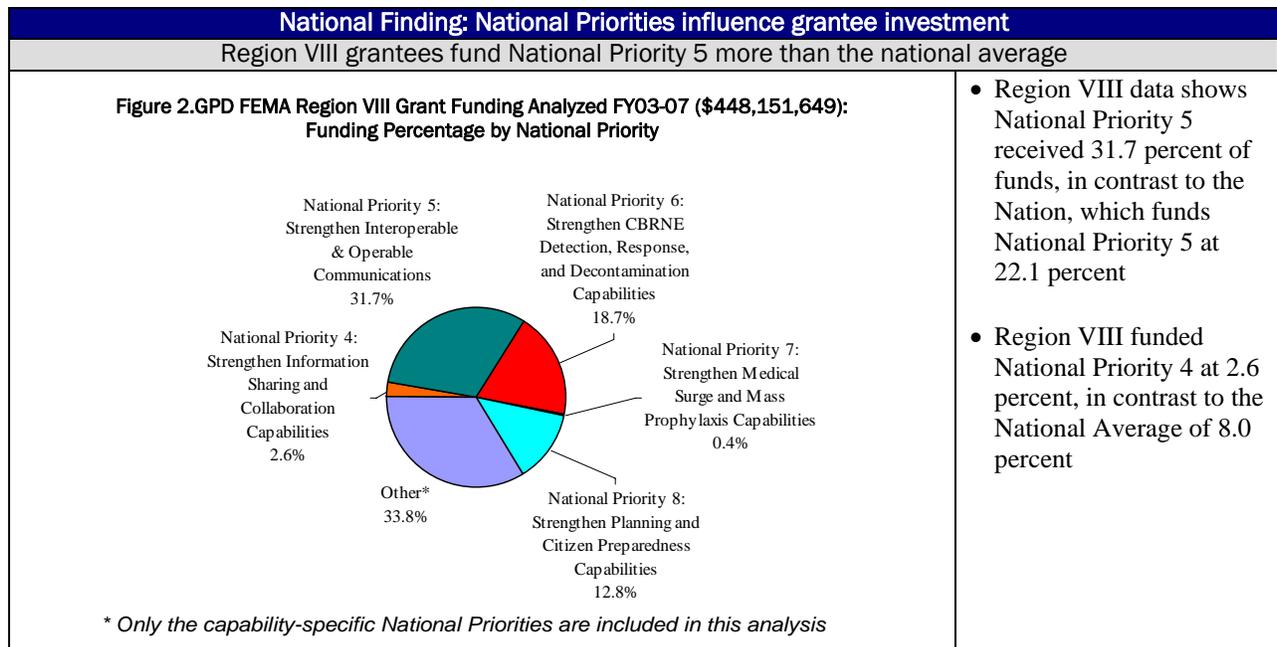
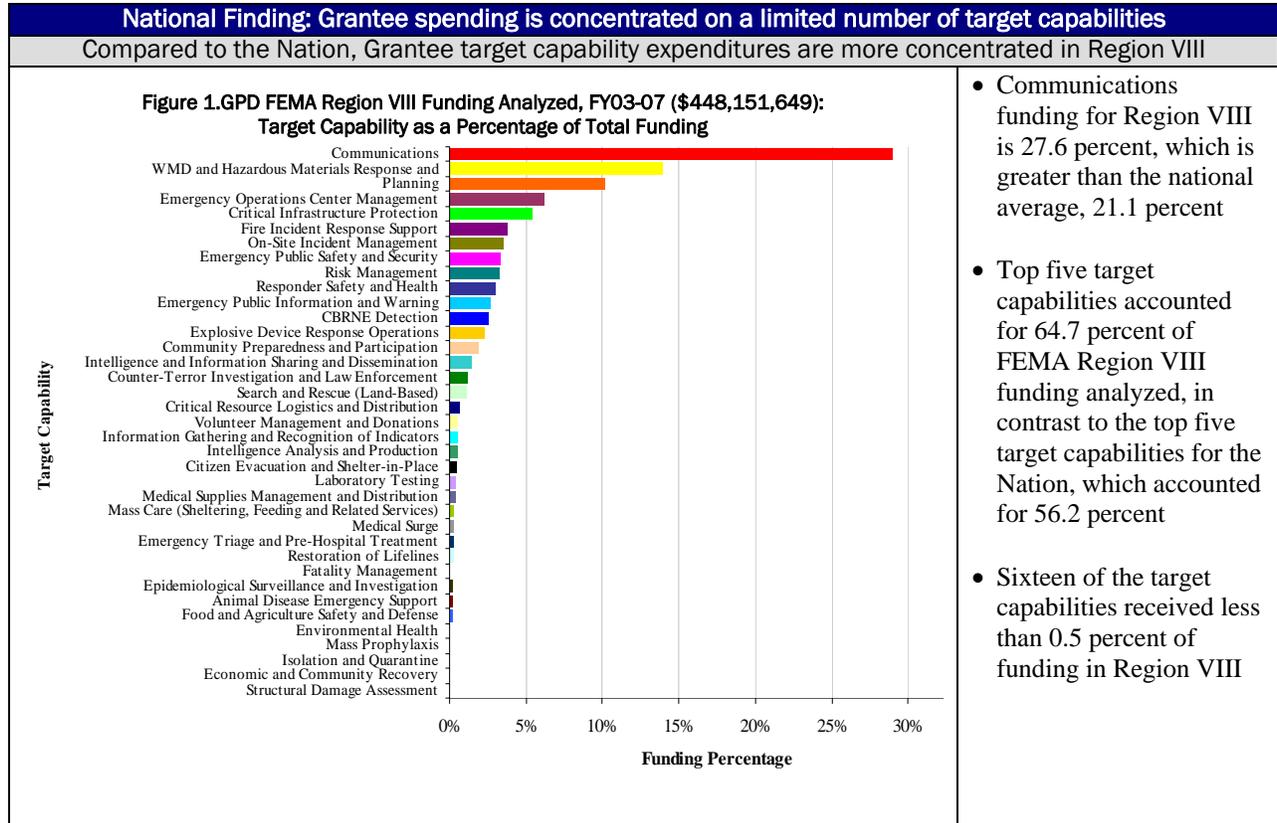
The activities carried out within the grant programs are not controlled by FEMA Regions. This data aggregates funding associated with grantee activities that occur at the State and local level. Analysis by FEMA Region demonstrates differences and similarities in priorities within a Region that impact target capability development. Note that the analysis may also be affected by differences in funding distribution since the percentage of dollars allocated to each grant program varies from Region to Region. As a result, the findings presented below do not constitute a regional scorecard. Rather, these data can be used to understand needs present within each FEMA Region in comparison to the Nation.

Regional Overview

REGION VIII	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming	\$448,151,649	48.5%	3.4%	48.1%
Funding Analyzed by Grant Program: <ul style="list-style-type: none"> • HSGP FY04-07: \$346,993,003 (77.4%) • HSGP FY03: \$55,375,999 (12.4%) • EMPG FY05-07: \$37,768,672 (8.4%) • PSGP FY03-07: \$0 (0.0%) • TSGP FY05-07: \$2,375,000 (0.5%) • IPRSGP FY05-07: \$0 (0.0%) • BZPP FY05-07: \$5,638,975 (1.3%) • ChemBZPP FY06: \$0 (0.0%) 				
Top Five Target Capabilities: Communications WMD and Hazardous Materials Response and Decontamination Planning Emergency Operations Center Management Critical Infrastructure Protection				

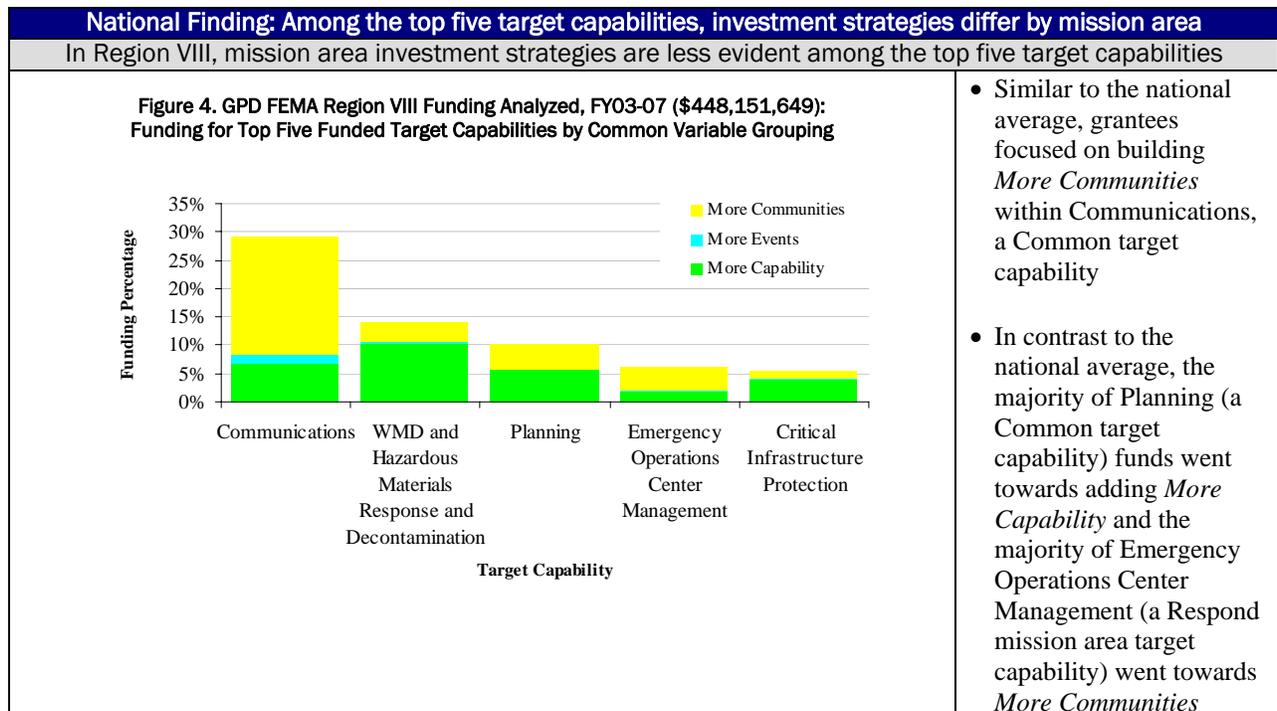
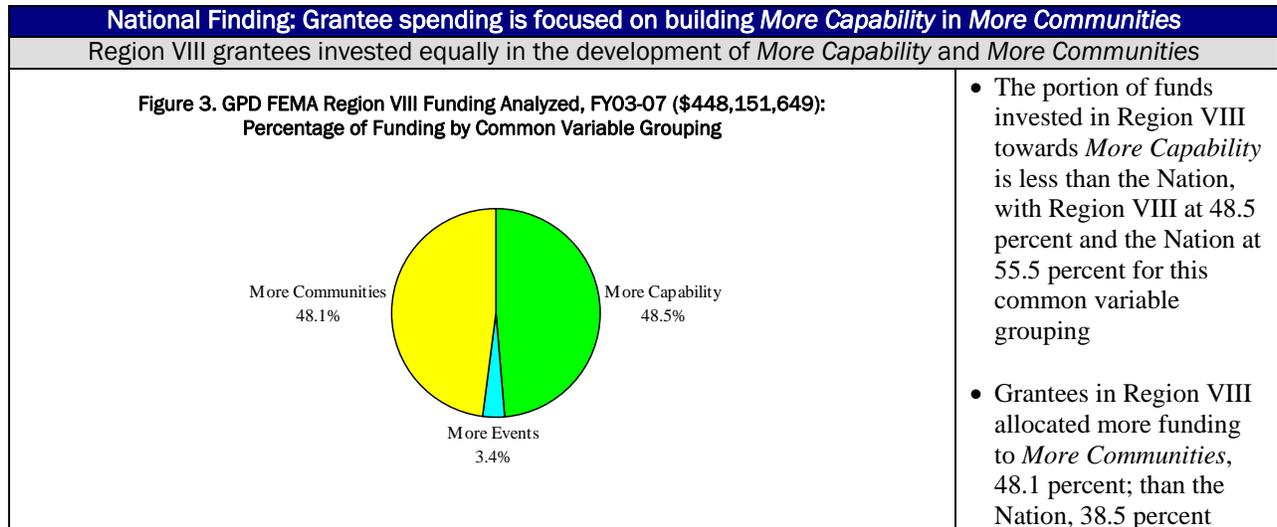
Region VIII - Target Capability Findings

This section presents Region VIII data alongside select findings from the *Grant Program Accomplishments Report: Summary of Initial Findings (FY03-07)*.



Region VIII - Common Variable Grouping Findings

The common variable groupings describe target capability enhancement in terms of the expansion of existing resources and ability (*More Capability*), the extension of program operation functions to serve different kinds of hazard situations (*More Events*), and the increase in geographic reach or population base served resulting from preparedness enhancement efforts (*More Communities*). Over time, a shift in funding from *More Capability* to *More Events* and toward *More Communities* may suggest maturation in preparedness development.



**FEMA GPD Grant Program Accomplishments Report
Region IX Summary of Initial Findings (FY03-07)
Arizona, California, Hawaii, Nevada, American Samoa, Guam, Commonwealth of Northern
Mariana Islands**

Introduction

The regional summaries aggregate data by FEMA Region and demonstrate grantees’ target capability funding strategies (FY2003-2007) across multiple grant programs. In addition, analysis by common variable grouping enhances understanding of how grantees are building target capabilities while providing insight into grant program participants’ needs. These data allow for a comparison to the *FEMA GPD Grant Program Accomplishments Report: Summary of Initial Findings (FY2003-2007)*. Certain geographies may have different funding priorities and capability building strategies that drive differences between FEMA Regions and the *Initial Findings*. The findings below exhibit differences in the top funded target capabilities, explore the distribution of funds across the top five target capabilities, and display Regional investment patterns by National Priority and common variable grouping.

The activities carried out within the grant programs are not controlled by FEMA Regions. This data aggregates funding associated with grantee activities that occur at the State and local level. Analysis by FEMA Region demonstrates differences and similarities in priorities within a Region that impact target capability development. Note that the analysis may also be affected by differences in funding distribution since the percentage of dollars allocated to each grant program varies from Region to Region. As a result, the findings presented below do not constitute a regional scorecard. Rather, these data can be used to understand needs present within each FEMA Region in comparison to the Nation.

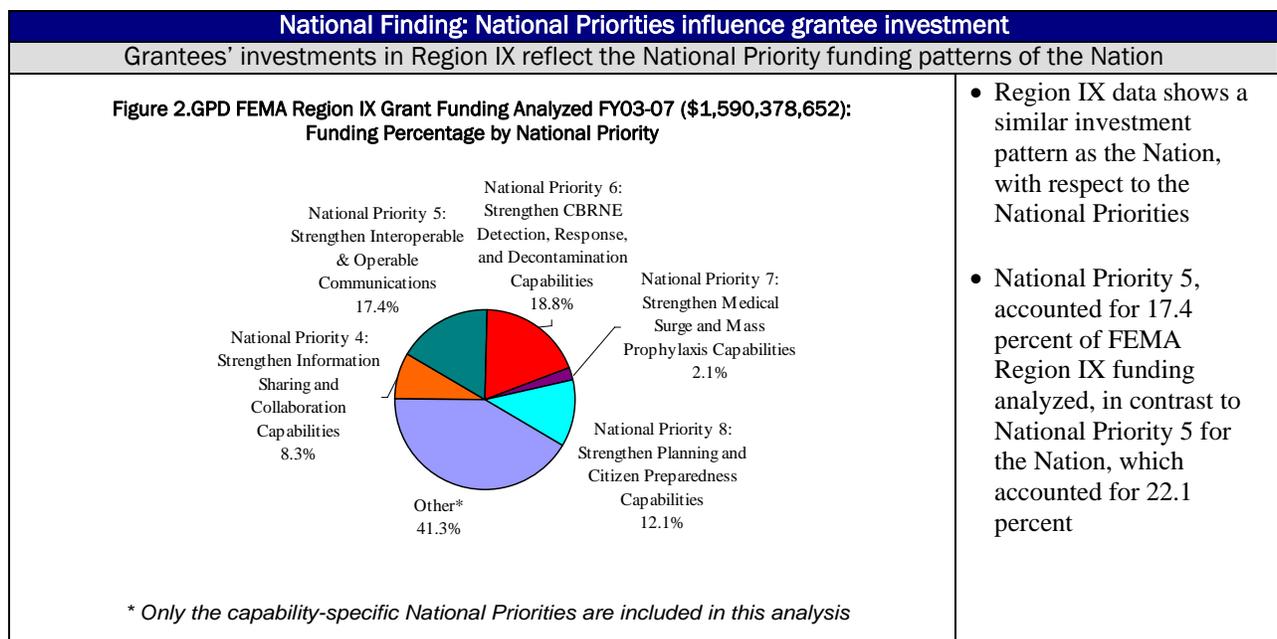
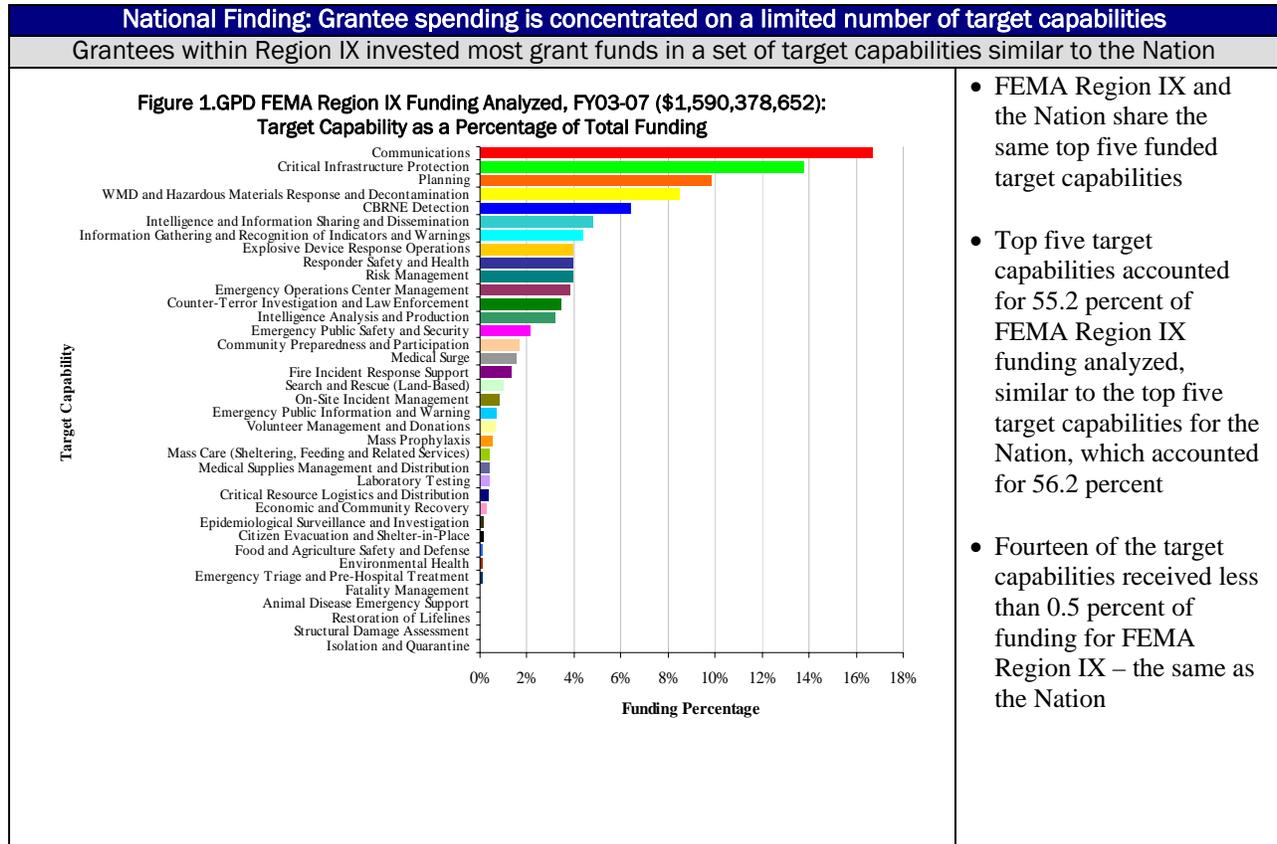
Regional Overview

REGION IX ¹⁰	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
Arizona, California, Hawaii, Nevada, America Samoa, Guam, Commonwealth of Northern Mariana Islands	\$1,590,378,652	56.0%	5.9%	38.1%
Funding Analyzed by Grant Program:				
<ul style="list-style-type: none"> • HSGP FY04-07: \$1,185,820,211(74.7%) • HSGP FY03: \$55,905,859 (3.5%) • EMPG FY05-07: \$76,489,908 (4.8%) • PSGP FY03-07: \$161,160,742 (10.1%) • TSGP FY05-07: \$78,158,372 (4.9%) • IPRSGP FY05-07: \$0 (0%) • BZPP FY05-07: \$27,580,912 (1.7%) • ChemBZPP FY06: \$5,262,648 (0.3%) 				
Top Five Target Capabilities: Communications Critical Infrastructure Protection Planning WMD and Hazardous Materials Response and Decontamination CBRNE Detection				

¹⁰ The Republic of the Marshall Islands and the Federated States of Micronesia did not contribute data to this report.

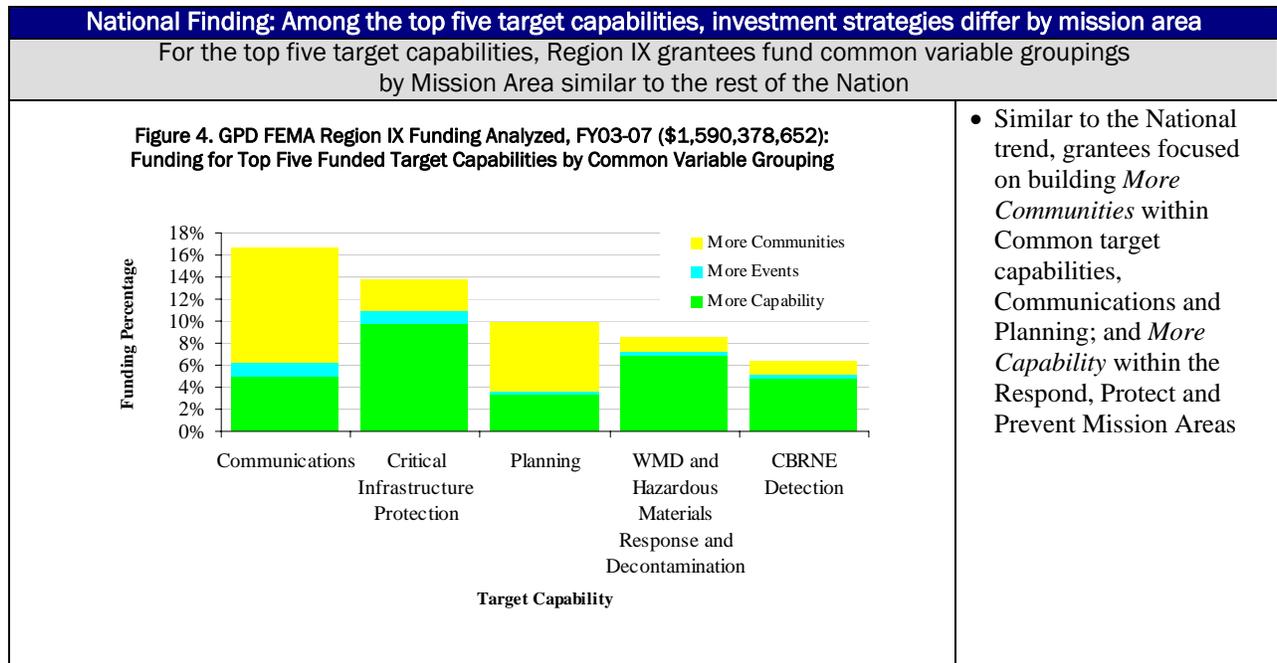
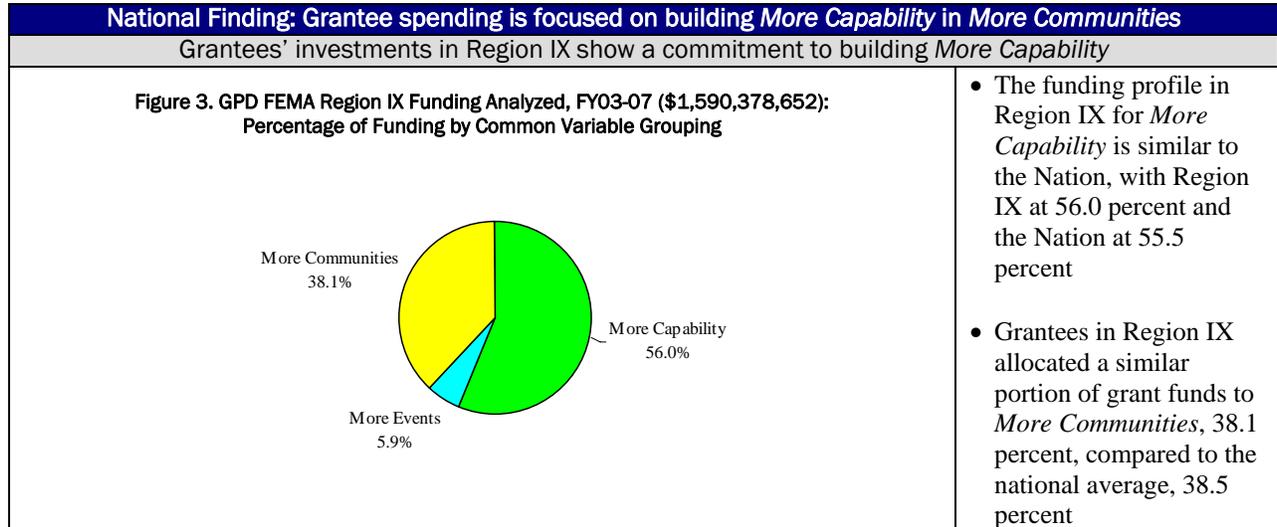
Region IX - Target Capability Findings

This section presents Region IX data alongside select findings from the *Grant Program Accomplishments Report: Summary of Initial Findings (FY03-07)*.



Region IX - Common Variable Grouping Findings

The common variable groupings describe target capability enhancement in terms of the expansion of existing resources and ability (*More Capability*), the extension of program operation functions to serve different kinds of hazard situations (*More Events*), and the increase in geographic reach or population base served resulting from preparedness enhancement efforts (*More Communities*). Over time, a shift in funding from *More Capability* to *More Events* and toward *More Communities* may suggest maturation in preparedness development.



**FEMA GPD Grant Program Accomplishments Report
Region X Summary of Initial Findings (FY03-07)
Alaska, Idaho, Oregon, Washington**

Introduction

The regional summaries aggregate data by FEMA Region and demonstrate grantees’ target capability funding strategies (FY2003-2007) across multiple grant programs. In addition, analysis by common variable grouping enhances understanding of how grantees are building target capabilities while providing insight into grant program participants’ needs. These data allow for a comparison to the *FEMA GPD Grant Program Accomplishments Report: Summary of Initial Findings (FY2003-2007)*. Certain geographies may have different funding priorities and capability building strategies that drive differences between FEMA Regions and the *Initial Findings*. The findings below exhibit differences in the top funded target capabilities, explore the distribution of funds across the top five target capabilities, and display Regional investment patterns by National Priority and common variable grouping.

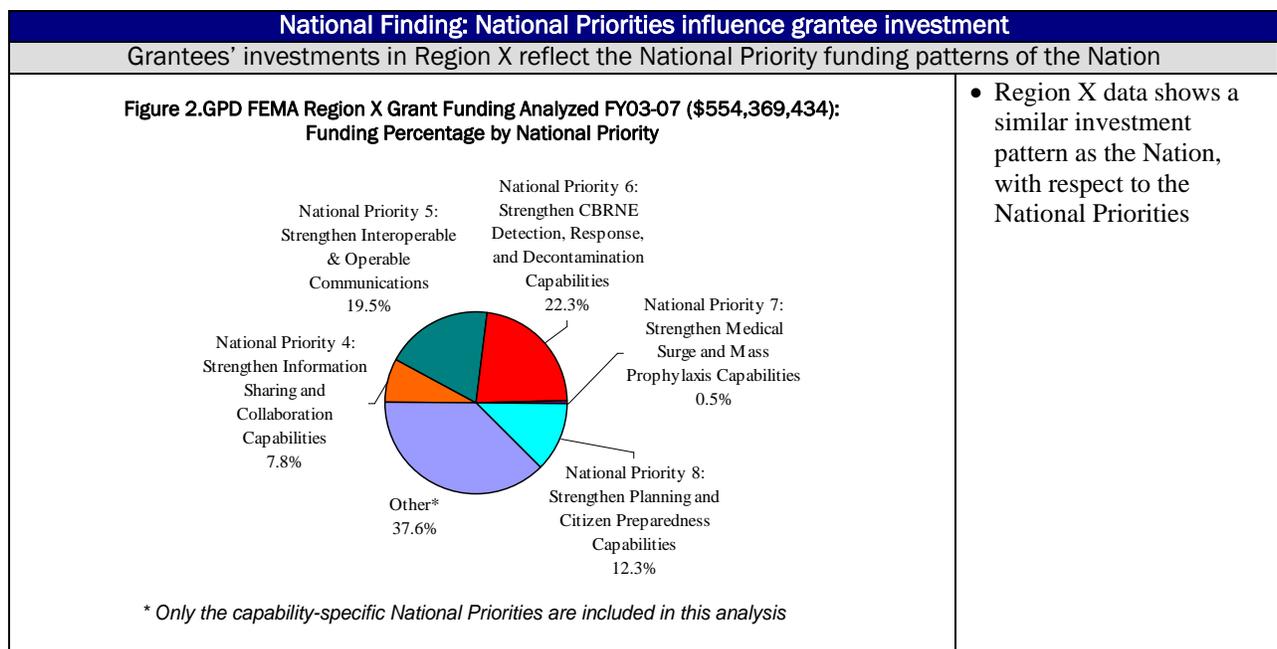
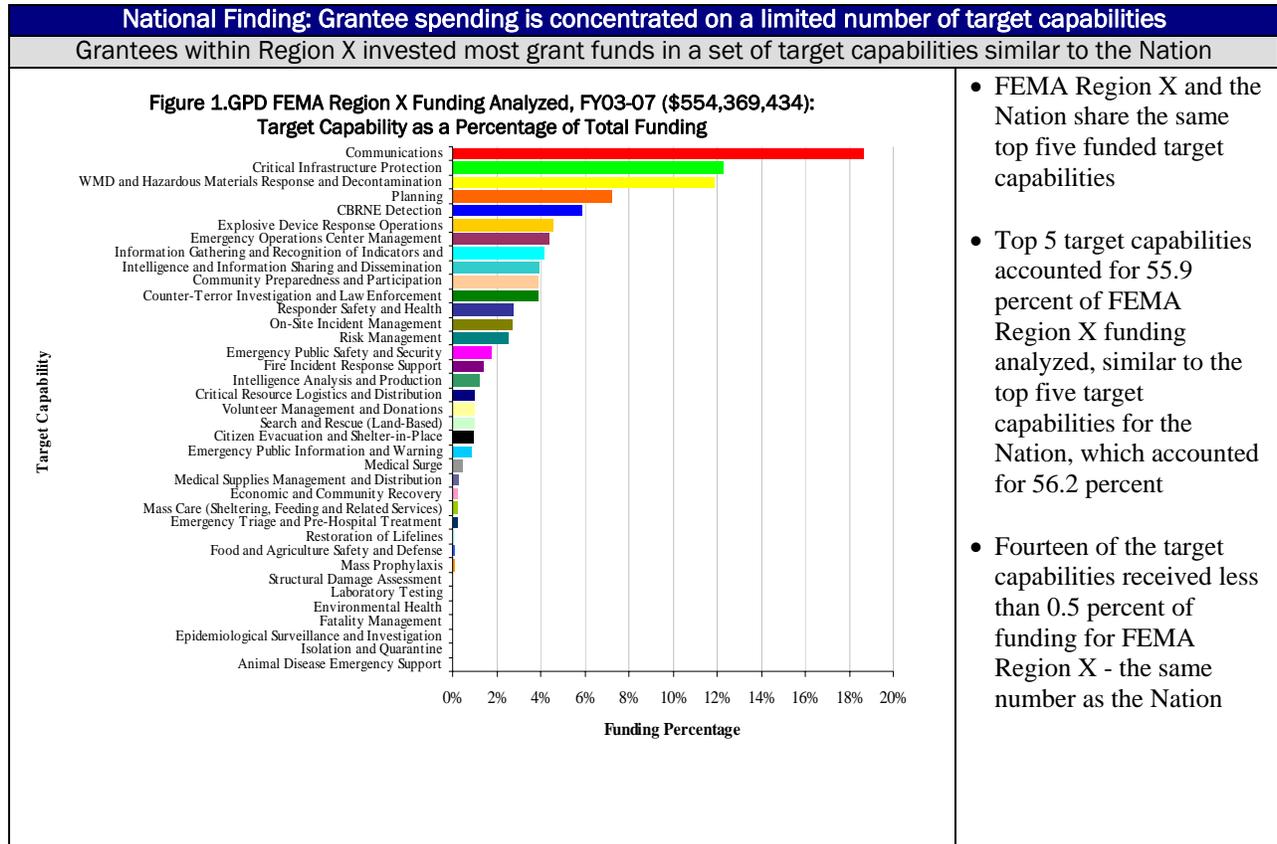
The activities carried out within the grant programs are not controlled by FEMA Regions. This data aggregates funding associated with grantee activities that occur at the State and local level. Analysis by FEMA Region demonstrates differences and similarities in priorities within a Region that impact target capability development. Note that the analysis may also be affected by differences in funding distribution since the percentage of dollars allocated to each grant program varies from Region to Region. As a result, the findings presented below do not constitute a regional scorecard. Rather, these data can be used to understand needs present within each FEMA Region in comparison to the Nation.

Regional Overview

REGION X	Funding Analyzed	Common Variable Groupings as Percent of Funding Analyzed		
		More Capability	More Events	More Communities
Alaska, Idaho, Oregon, Washington	\$554,369,434	58.6%	4.0%	37.4%
Funding Analyzed by Grant Program:				
<ul style="list-style-type: none"> • HSGP FY04-07: \$367,785,928 (66.3%) • HSGP FY03: \$63,263,425 (11.4%) • EMPG FY05-07: \$31,960,245 (5.8%) • PSGP FY03-07: \$70,472,027 (12.7%) • TSGP FY05-07: \$12,770,471 (2.3%) • IPRSGP FY05-07: \$0 (0%) • BZPP FY05-07: \$8,117,338 (1.5%) • ChemBZPP FY06: \$0 (0%) 				
Top Five Target Capabilities: Communications Critical Infrastructure Protection WMD and Hazardous Materials Response and Decontamination Planning CBRNE Detection				

Region X - Target Capability Findings

This section presents Region X data alongside select findings from the *Grant Program Accomplishments Report: Summary of Initial Findings (FY03-07)*.



Region X - Common Variable Grouping Findings

The common variable groupings describe target capability enhancement in terms of the expansion of existing resources and ability (*More Capability*), the extension of program operation functions to serve different kinds of hazard situations (*More Events*), and the increase in geographic reach or population base served resulting from preparedness enhancement efforts (*More Communities*). Over time, a shift in funding from *More Capability* to *More Events* and toward *More Communities* may suggest maturation in preparedness development.

