



2023
FEMA Resilience

Year in Review

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The 2023 Resilience Annual Report highlights the progress and successes of FEMA Resilience to better support communities before, during, and after disasters. This report captures our accomplishments and aligns them to the three ambitious goals within [2022-2026 FEMA Strategic Plan](#), each of which is designed to address key challenges that FEMA faces in the field of emergency management. These goals position FEMA to address the increasing range and complexity of disasters, support the diversity of communities we serve, and complement the nation’s growing expectations of the emergency management community. **The three goals in the 2022-2026 FEMA Strategic Plan are as follows:**



**Instill Equity as
a Foundation of
Emergency Management**



**Leading Whole of
Community in Climate
Resilience**



**Promoting and Sustaining
a Ready FEMA and
Prepared Nation**

A LETTER FROM THE FEMA ADMINISTRATOR



DEANNE CRISWELL
FEMA Administrator

2023 was a historic year for FEMA. On average, we had an emergency or disaster declaration every three days — real-time evidence that the effects of the climate crisis continue to increase. FEMA is the nation's response, recovery, and resilience agency. FEMA Resilience is the part of our agency focused on ensuring that communities are prepared for today's risks so that they can emerge stronger for tomorrow. Its programs are building our nation's capability and capacity to understand risk, reduce risk, transfer risk through insurance, and invest in the people, projects, and knowledge necessary to increase resilience throughout our nation.

In 2023, we made significant progress towards operationalizing several directorates and offices into a more streamlined structure. We continued the redesign of FEMA Resilience to strengthen how our preparedness and hazard mitigation mission spaces contribute to all-hazards resilience in our nation's most underserved communities.

Through the Biden-Harris Invest in America agenda, we have awarded historic levels of funding through our portfolio of resilience grant programs, launched new programs; and doubled down on the importance of resilience-building fundamentals like building codes.

We have also taken important steps towards improving customer service. We have built meaningful partnerships to better serve communities, modernized systems to provide assistance, and reduced the complexity of our programs. FEMA Resilience will help to lead our agency as we elevate resiliency as an urgent priority for our future work. Given the challenges presented by our rapidly evolving threat and hazard landscape, we must help our communities, especially those that are underserved or vulnerable, embrace future risk and find sustainable solutions to improve their outcomes.

We will build on last year's momentum as we launch FEMA's Year of Resilience in 2024. Throughout the year, we will engage in a strategic campaign to help communities ready themselves for disaster, train a skilled emergency management workforce, build local capacities to withstand future hazards, and enable effective and efficient recovery strategies.

Our goal is to continue to serve as the lead agency — not just for response and recovery — but for nationwide resilience.

I look forward to finding new ways our agency can foster a resilient nation where communities are prepared for today's risks and emerge stronger to face those of tomorrow.

A handwritten signature in blue ink that reads "Deanne Criswell". The signature is written in a cursive, flowing style.

A LETTER FROM THE SENIOR OFFICIAL PERFORMING THE DUTIES OF DEPUTY ADMINISTRATOR



VICTORIA SALINAS
Senior Official
Performing the
Duties of Deputy
Administrator

We were inspired to create this annual report to share with you how the continued evolution and growth of our organization is strengthening our ability to contribute to a more secure and resilient nation. There is no question our new normal demands more from us all when it comes to increasing resilience. In this report, you'll read about our progress and successes. We are helping achieve our strategic goals around equity, climate resilience, and readiness. There are new ways we are collaborating with our, state, local, tribal, and territorial partners and the people and jurisdictions they serve. And we have made important changes to how we operate to better support individuals, households, and communities across the nation to increase their all-hazards resilience.

Resilience is the ability to prepare for threats and hazards, adapt to changing conditions, and withstand and recover rapidly from adverse conditions and disruptions. Equity is the cornerstone of resilience, because every community must be resilient for us to be a thriving nation. In 2023, we made substantial progress with instilling equity as a foundation of all our programs. We made this progress by increasing our support to underserved communities, accomplishing the Biden-Harris Administration's Justice40 goals in our designated programs, and reducing barriers to our programs to make them more accessible to all.

This report captures the essence of our work last year and reflects the unparalleled dedication of our workforce to public service. Through the hard work and dedication of our employees, we have made a significant impact in the communities FEMA serves before, during, and after disasters. Our collective achievements have taken place amid a rapidly escalating and increasingly challenging operating environment.

I am honored to lead such a passionate group of people and share in the successes they have brought to our agency and to communities across our nation. Together, we will continue to strive to help FEMA be the agency our nation needs and deserves.

A handwritten signature in black ink that reads "Victoria Salinas".

ABOUT FEMA RESILIENCE

Evolving to Meet the Nation’s Needs

Across the country and the world, people are struggling with the impacts of a rapidly changing global environment and, in turn, an increasing disaster tempo. The scale, scope, severity, and frequency of these events are increasing. According to the National Oceanic and Atmospheric Administration (NOAA), in 2023 alone, the U.S. experienced a record 28 disasters, costing over one billion-dollars. Communities across the country dealt with everything from intense flooding to raging wildfires, extreme temperatures, and tornado outbreaks.

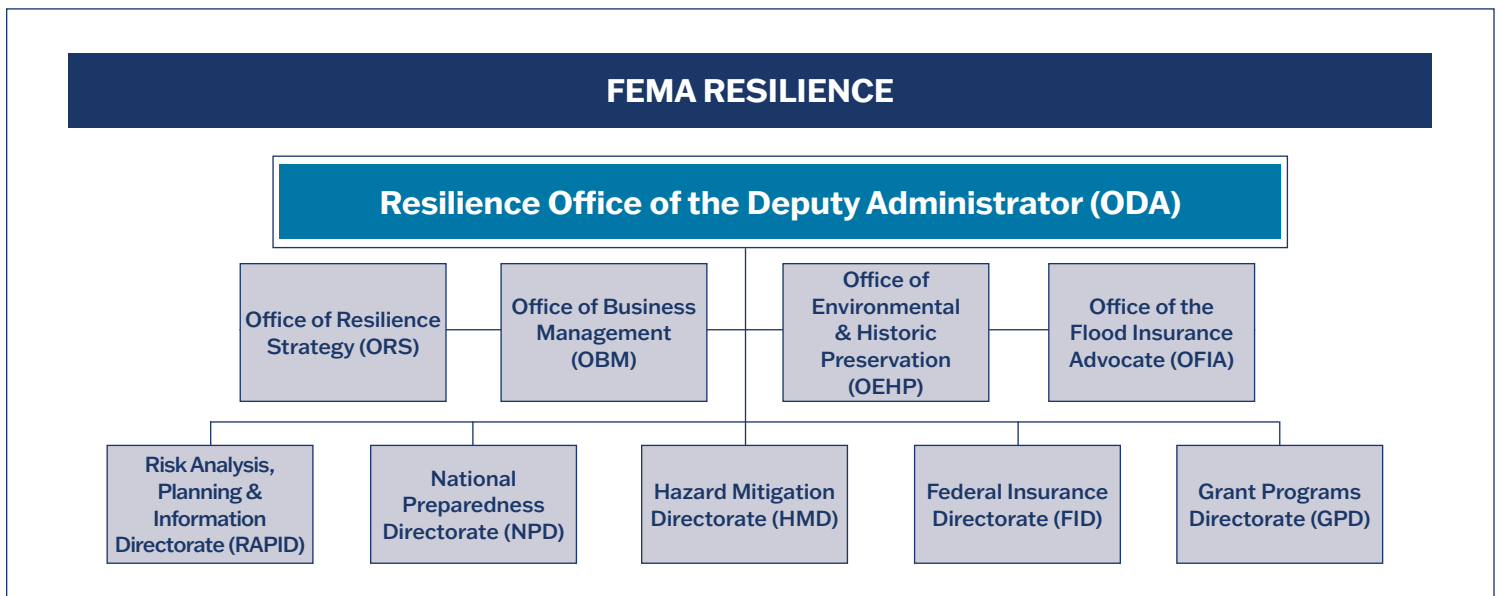
Emergency managers from the local to federal levels need support to accelerate the rate at which we help communities increase resilience. As the threat landscape changes, emergency managers often are underprepared and under-resourced to manage the crises at hand. As a leader in the emergency management community, FEMA continues to face these challenges head on.

To address the gaps in emergency management created by emerging extremes, including climate change, FEMA is evolving continuously to become a leader in building resilience, leading communities and global organizations to share the responsibility to protect people everywhere. Becoming such an organization necessitates thoughtful and intentional organizational and operational changes.

To bolster efficiencies throughout our organization and to ease access to our programs, services, and tools, in late 2022, we initiated a reorganization of FEMA Resilience. At its core, this reorganization is a response to the pressing need to reach people where they are more effectively and efficiently. Structural adjustments to FEMA Resilience are expected to improve our operations and processes in the following ways:

- Addressing gaps in research and coordinating and prioritizing program development and innovation.
- Measuring the impact of our work and centralizing and building upon best practices.
- Simplifying business management functions to create efficiencies across the enterprise.
- Elevating key functions, such as the Federal Insurance Directorate and Hazard Mitigation Directorate, to better integrate FEMA Resilience programs and services.
- Centralizing and coordinating FEMA Resilience’s hazard mitigation grant programs

The pending FEMA Resilience organizational structure (below) streamlines and strengthens how we serve our customers, enabling us to reach even more individuals and communities.



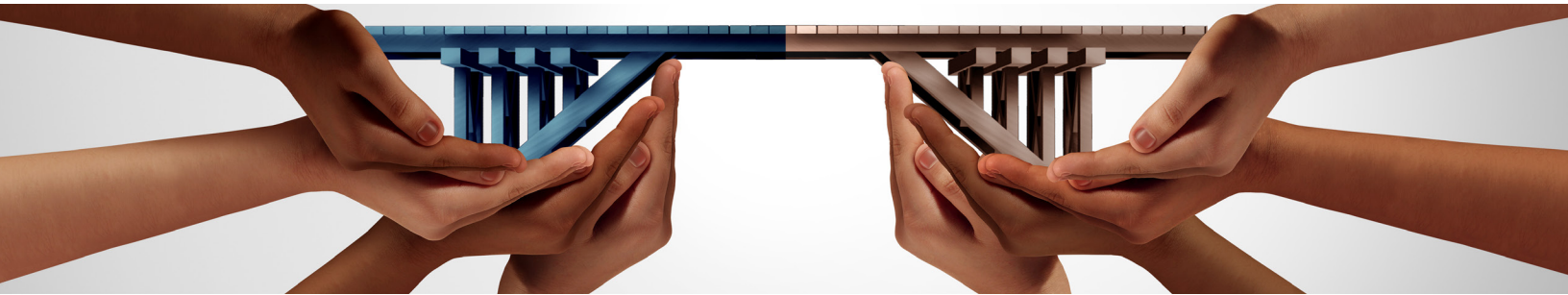
RESILIENCE

Organizational Chart Directorate Descriptions

- **Resilience Office of the Deputy Administrator (ODA)** supports Resilience Executives by tracking, implementing, and communicating leadership priorities and providing executive oversight of all Resilience programs and activities.
- **Office of Resilience Strategy (ORS)** develops long-term strategic goals and doctrine that position FEMA Resilience for future success, coordinates implementation of those goals, and evaluates progress for continuous improvement. The vision of ORS is to drive strategy that increases the nation's resilience.
- **Office of Business Management (OBM)** delivers transparent enterprise-wide business functions across the Resilience organization, ensuring the efficient and effective use of Resilience resources, mission readiness, and consistent messaging to external and internal partners.
- **Office of Environmental and Historic Preservation (OEHP)** ensures the preservation of historic properties and the environment before, during, and after disasters. OEHP helps maintain the integrity of our natural and historical landscape by providing guidance to communities to improve planning and ensure compliance with environmental and historic preservation requirements.
- **Office of the Flood Insurance Advocate (OFIA)** serves as an independent voice advocating for the fair treatment of National Flood Insurance Program (NFIP) policyholders and property owners with compassion and fairness. OFIA performs customer casework that supports NFIP customers in resolving complex issues and provides clarification for the policyholder and property owners' specific situations. Additionally, OFIA develops direct customer communications, leads research projects, and supports root cause analysis in the development of recommendations intended to improve the experience of the NFIP customers.
- **Federal Insurance Directorate (FID)** is charged with overseeing the management of the NFIP, which provides flood insurance to property owners, renters, and businesses. FID's mission is to provide customer-focused flood insurance to help survivors and their communities recover effectively from flood events.
- **Risk Analysis, Planning and Information Directorate (RAPID)** advances investments by state, local, tribal, and territorial governments to increase resilience in the face of all hazards. RAPID promotes effective federal earthquake and wind hazard reduction programs, provides disaster support technical services, and advances community building codes adoption and enforcement.
- **Grant Programs Directorate (GPD)** delivers and supports grant programs that help the nation before, during, and after disasters in order to make the country more resilient; provides grants management policy guidance to all agency grant programs; and delivers a state-of-the-art grants management technology platform.
- **National Preparedness Directorate (NPD)** leads the implementation of the National Preparedness System by providing an integrated suite of preparedness programs and resources that help people before, during, and after disasters.
- **Hazard Mitigation Directorate (HMD)** is committed to connecting our most vulnerable communities to federal risk reduction resources through technical assistance, grants, and collaborative planning. HMD delivers pre- and post-disaster mitigation programs that support sustainable, disaster-resilient communities in avoiding or reducing loss of life and property and minimizing the financial impacts of natural hazards.

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2022-2026 FEMA Strategic Plan

GOAL 01: Instill Equity as a Foundation of Emergency Management

The first goal of FEMA's strategic plan is to instill equity as a foundation of emergency management. FEMA recognizes that disasters affect individuals and communities differently. FEMA Resilience has taken significant steps this past year to reduce barriers to accessing its programs and to deliver equitable outcomes for everyone it serves.

In 2023, FEMA Resilience proposed critical legislative reforms to improve the NFIP and Tribal Homeland Security Grant Program. FEMA Resilience expanded the amount of funding, opportunities, and resources for place-based resilience activities to grow and prosper and made significant strides in closing the investment gap in underserved communities through advancing Community Disaster Resilience Zones (CDRZ) and Justice40 programs.

Additionally, FEMA Resilience recognizes that our work can be accomplished only with a workforce that understands and strives for equitable outcomes. That is why FEMA Resilience delivered Diversity, Equity, Inclusion, Belonging, and Accessibility training to nearly 2,000 team members in 2023. This knowledge and understanding spurs innovation and advances equitable outcomes for our customers.

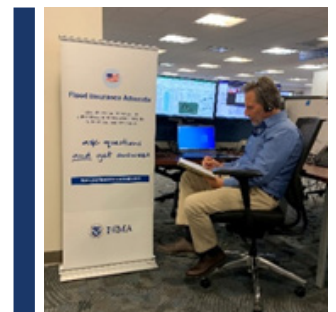
Increasing Access to Programs and Assistance

FEMA Resilience has reduced the complexity of its programs and processes to improve accessibility to FEMA resources. For example, the Mitigation Directorate has taken strides to simplify the cost-effectiveness requirements for hazard mitigation projects. For the Fiscal Year 2023 [Building Resilient Infrastructure and Communities and Flood Mitigation Assistance](#) grant cycles, FEMA Resilience has reduced the complexity of

its programs and processes to improve accessibility to FEMA resources. We made it easier for smaller projects to be considered cost-effective. Instead of requiring a full Benefit-Cost Analysis, projects less than \$1 million will simply submit a written narrative statement. In addition, we reduced the discount rate for a project to be considered cost-effective from 7% to 3%. Discounting is the process of converting a value received in the future to be equivalent to a value received immediately. The discount rate represents the value that is assigned to benefits received today rather than in the future. With a lower discount rate, applicants have a wider opportunity to showcase that various innovative projects, such as nature-based solutions or microgrids, can result in an increased benefit. This discount rate change may encourage investments in resilience measures and adaptation strategies that can mitigate climate-related risks over the long term.

Having greater insight into the customer experience is crucial for informing program improvements that remove access barriers and provide an equitable experience.

In 2023, the Office of the Flood Insurance Advocate (OFIA) oriented their priorities around the customer journey and dissected the pain points customers face with the National Flood Insurance Program. Using data-driven insights, the OFIA team compiled recommendations for program improvements which were published in the [Fiscal Year 2022 Report: Insights and Recommendations](#).



This report emphasized advancing and enhancing communications, recommended programmatic process changes to address lapses in flood insurance coverage, and advocated for additional access to hazard mitigation information to aid customers in reducing their flood risk.

Promoting Equity through Legislative Reform

A key aspect of building resilience is financial protection and transferring risk through financial mechanisms. In 2023, FEMA Resilience proposed that the [Tribal Homeland Security Grant](#) broaden its focus from terrorism to all-hazards emergency management. The program plays an important role in supporting Tribal Nations in building, sustaining, and delivering core capabilities that are essential to building secure and resilient communities. For decades, Tribal Nations have made these types of investment a priority, as Tribal communities often are disproportionately impacted by disasters. After hosting two Tribal Consultations in 2022 to gather feedback on legislative changes, the Grant Programs Directorate worked with the Office of Management and Budget to transmit the draft legislative proposal to Congress in April 2023.

This transformational change is in direct response to feedback from FEMA Resilience's Tribal partners. During 2023 alone, FEMA Resilience held 23 Tribal Consultations on several topics and programs, including the Tribal Cybersecurity Grant Program, Tribal Mitigation Plan Review Guide, simplifying the grant process, technical assistance, the National Incident Management System and National Qualification System implementation, and guidance on Emergency Operations Center toolkits.

Expanding Local Hazard Mitigation Support

To further advance equity in emergency management, FEMA Resilience has implemented a community-focused and place-based coordination approach to program implementation. Place-based assistance leverages interagency support to enhance local disaster recovery efforts and improve community disaster resilience.

FEMA Region 3 prioritized equity by providing support to Eastwick, PA, an underserved and flood-prone neighborhood in Philadelphia, with a coordinated place-based technical assistance effort. The region gathered federal agencies (including the U.S. Army Corps of Engineers, U.S. Department of Housing and Urban Development, U.S. Fish and Wildlife Service, and NOAA), elected officials, city officials and offices, and state leaders to develop multi-pronged solutions to flooding in Eastwick.



The solutions explored ground floor retrofits of rowhomes, construction of a temporary flood barrier, and a proposed levee, which the U.S. Army Corps of Engineers is studying. This project was successful because of the trust between partners, community outreach, and overall approach to place-based technical assistance. This is a model that can be replicated in other communities nationally.

Additionally, the [Mitigation Framework Leadership Group](#) launched a Place-Based Technical Assistance Task Force to identify technical assistance initiatives across the interagency, capitalize on the overlap between agency technical assistance programs, and empower individual agencies to conduct more collaborative and impactful assistance.

The task force interviewed 16 federal agencies and departments and released their findings in the Mitigation Framework Leadership Group Place-Based Technical Assistance Task Force Landscape Analysis Summary Report. This report provides an overview of technical assistance characteristics, delivery models, and objectives around the interagency and highlights FEMA Resilience's hazard mitigation support initiatives. The report will serve as a catalyst to identify and promote investments in future risk reduction.

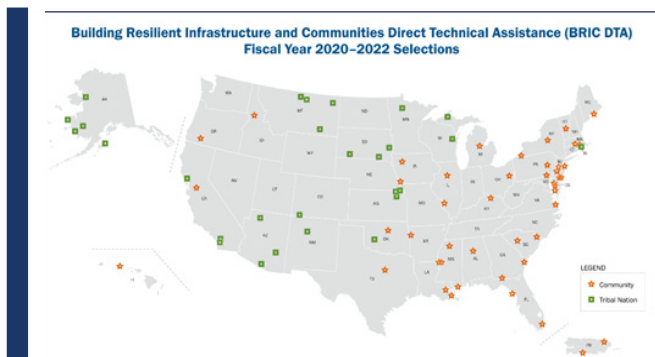


Building Resilient Infrastructure and Communities (BRIC) through Direct Technical Assistance

To ensure all communities have the resources to build resilience to natural hazards, the [Building Resilient Infrastructure and Communities Direct Technical Assistance initiative](#) provides non-financial assistance to help communities and Tribal Nations align with FEMA's strategic goals of instilling equity as a foundation of emergency management, leading community resilience, and promoting and sustaining a prepared nation. With a focus on underserved communities that often are hit harder by natural disasters and the effects of climate change, this initiative is removing barriers to funding access, advancing local objectives, and closing capability gaps.

- Build a new wastewater treatment plant on property outside flood prone areas and to demolish the old plant to create open space;
- Flatten two north-south levee sections, turning the area into a riverside (or riparian) habitat, while building a pair of lift stations to move wastewater into the new treatment plant; and
- Modernize new structures to align with modern building standards.

Additionally, the Native Village of Ouzinkie in Alaska was selected to receive BRIC Direct Technical Assistance in Fiscal Year 2022 to help the community reach its resilience goals through FEMA grant programs. The BRIC DTA team worked with the community to develop a FEMA-approved Tribal Hazard Mitigation Plan, a requirement to receive Hazard Mitigation Assistance grants. As a result of the strong partnership between FEMA and the Native Village of Ouzinkie and their selected partners, the Tribal Hazard Mitigation Plan was approved on Jan. 28, 2024, enabling the village to access \$2 million in approved funding for the design and construction of a Tsunami Evacuation Shelter. For more details on FEMA's work with the Native Village of Ouzinkie, please watch [this video](#). The collaboration offered through BRIC DTA is essential for ensuring a holistic approach to building resilience with underserved communities and Tribal Nations. By advancing local objectives and closing capability gaps through these efforts, FEMA Resilience is enhancing the nation's resilience to natural hazards and demonstrating the scope of the agency's mission to help people before, during and after disasters.



FEMA's BRIC Direct Technical Assistance initiative has expanded since its origination in 2020. The initiative has grown from serving eight communities in its first year to 74 communities in 2023. The goal is to reach at least 80 new communities and Tribal Nations in 2024. Through the Direct Technical Assistance initiative, FEMA Resilience is creating a more equitable and inclusive process for communities to access resources and support for building resilience.

The first beneficiary of BRIC Direct Technical Assistance in the 2022 BRIC National Competition can be found in America's heartland. The Village of DePue, Illinois, is an economically underserved rural community and was selected for a \$23 million BRIC grant. In 2008, heavy rain flooded DePue's roads and overwhelmed the local wastewater treatment plant, leading to sewage backup in homes. Village leaders plan to use the BRIC funding to:

Community Disaster Resilience Zones

Natural disasters and the effects of a changing climate disproportionately impact underserved and vulnerable communities. FEMA Resilience is excited to leverage the newly established [CDRZ program](#) to combat these impacts and utilize a data-driven approach focused on identifying and assisting vulnerable communities that are most at-risk to natural disasters and climate change impacts.

[The CDRZ Act](#), co-sponsored by Sen. Gary Peters (D-Mich.) and former Sen. Rob Portman (R-OH), was signed into law by President Joseph R. Biden on Dec. 20, 2022. The Act amends the [Robert T. Stafford Disaster Relief and Emergency Assistance Act](#) by requiring FEMA to utilize a national hazard risk assessment index to identify which communities are most at-risk from the effects of natural hazards and climate change.

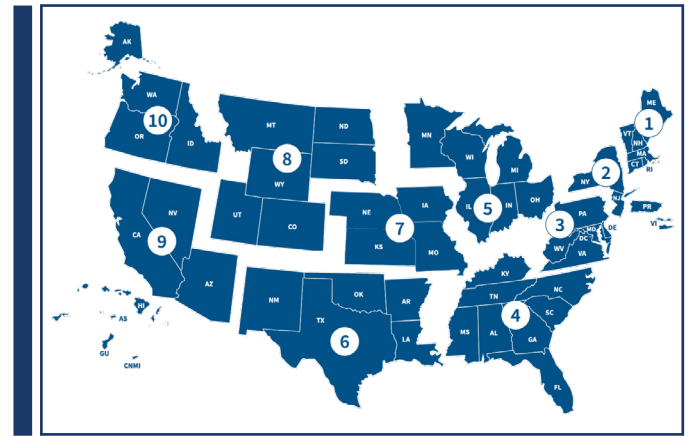
The Act is exemplary in working to instill equity as a foundation of emergency management. The program provides tools and resources to underserved communities with support and funding for resilience-related activities, allowing public and private partnerships to reap the benefit of an up to [13:1 return on investment](#) for hazard mitigation and resilience projects.

FEMA announced the first 483 CDRZ zones in all 50 states and the District of Columbia in mid-2023. To determine the resilience zones, FEMA utilized a [National Risk Index](#) to identify the most at-risk and in-need communities. The designated zones are prioritized for targeted federal support, such as increased cost-share for resilience and hazard mitigation projects, lessening the financial burden on communities of performing resilience-related activities. These designated zones will also provide a geographic focus for financial and technical assistance from different types of agencies and non-governmental organizations to plan and implement resilience projects. The next round of designations, focused on Tribal Nations and U.S. territories, is planned for 2024.

The list of zones and designated census tracts can be found on the [CDRZ platform](#). The CDRZ platform also houses different tools and information, including an interactive map, information on the designation methodology, and the datasets that informed the initial selections. Additionally, [informational webinars](#) are available to watch on-demand.

These webinars include topics such as the vision and overview of the program, designation methodology, and frequently asked questions.

The Act requires FEMA to regularly review and update its risk assessment products. Based on initial feedback, FEMA is currently investigating how to incorporate climate change data into five hazards within the National Risk Index, including data for coastal flooding, drought, extreme heat, hurricane wind, and wildfire.



Creating Equitable Outcomes

Underserved communities received greater access to FEMA's programs in 2023. Training programs and the portfolio of FEMA Resilience Grants are being used more by these communities as a result of increased outreach, programmatic changes, and the Biden Administration's "Justice40" initiative, which requires that 40% of the benefits of covered programs go to underserved communities.

To reach every corner of our nation, FEMA Resilience offers a variety of training sessions that cater to different learning styles. In December 2023, Region 6 facilitated a unique [Community Emergency Response Team](#) training for Deaf and hard of hearing students from Little Rock, AR, and surrounding communities. The region collaborated with FEMA's Office of Disability Integration Coordination as well as external partners within the Arkansas Department of Emergency Management and featured certified American Sign Language interpreters.

The portfolio of FEMA Resilience grants, comprised of hazard mitigation and preparedness programs, is beginning to close investment gaps in underserved communities.

In 2023, FEMA Resilience allocated more than \$5.6 billion in non-disaster grant funding to make communities more secure and resilient. The [Hazard Mitigation Directorate](#) awarded more than \$2.2 billion in Calendar Year 2023 across the Building Resilience Infrastructure and Communities, Flood Mitigation Assistance, Hazard Mitigation Grant, and Congressionally Directed Spending Pre-Disaster Mitigation programs.

The [Grant Programs Directorate](#), meanwhile, awarded more than \$3.7 billion across 26 grant programs and 2,800 unique awards, and the National Preparedness Directorate awarded \$95 million dollars to 10 awardees. With these awards, FEMA Resilience demonstrates its continued progress to remove barriers to access for underserved communities, creating more equitable outcomes and building national resilience.

In 2023, the Tribal Cybersecurity Grant Program was launched to improve Tribal access to cybersecurity funding. The program will provide \$18.2 million to eligible entities to address cybersecurity risks and threats to information systems owned or operated by, or on behalf of, Tribal governments. Additionally, the program funded \$15 million to enhance the ability of Tribal Nations to build resilience to potential terrorist attacks and other hazards. The [Nonprofit Security Grant Program](#) experienced a 50% increase in the number of applications received and a 97% increase in state

applications due to the tremendous amount of outreach conducted by FEMA. With both grant programs, FEMA Resilience was able to direct resources to eliminate vulnerabilities and address disparities experienced by underserved and vulnerable communities.



Advancing Equity through the Justice40 Initiative

The Justice40 Initiative was established in 2021 with the goal of directing 40% of federal investment funds to underserved communities. The initiative is designed to address the impacts of climate change, fund clean energy, and reduce pollution. In 2023, as a result of the [Justice40](#) Initiative, FEMA Resilience directed \$35 million to new construction projects across four covered programs.

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2022-2026 FEMA Strategic Plan

GOAL 02: Leading Whole of Community in Climate Resilience

The second goal in the 2022-2026 FEMA Strategic Plan is to lead communities in climate resilience. Climate change represents a profound challenge for the nation and to reduce its impact, the emergency management field must continue to evolve. New partners, new types of expertise, and new approaches to operationalize climate resilience are needed.

In 2023, FEMA Resilience focused on initiatives that protect infrastructure, build community resilience, and plan for the future. These projects include the first Department of Homeland Security (DHS) FEMA Extreme Heat Summit and #SummerReady campaign, FEMA Region 8's "ArtWorks Call for Art" on climate resiliency, and FEMA Region 2's National Environmental Policy Act Programmatic Environmental Assessment for Coastal Resiliency. These projects establish the agency's role as a response, recovery, and resilience agency; increase the climate literacy of emergency managers and their partners; and empower risk-informed decision-making so that together FEMA and its partners can work to build a climate-resilient nation.

Building Climate Resilience on Maui

In 2023, the U.S. witnessed firsthand how climate change is a force multiplier for natural disasters. The island of Maui experienced one of the deadliest fires in the country's history. FEMA Resilience aided in post-disaster operations and recovery by supporting and advancing culturally sensitive environmental and historic preservation initiatives. From the beginning of the incident, FEMA Resilience's Environmental Planning and Historic Preservation Cadre, a group that provides expertise in planning and compliance that results in more-resilient communities, sought to build connections

with local community members to ensure activities were aligned with Maui's cultural practices and that important historic and cultural sites were protected.

FEMA Resilience also relied heavily on its Reservist staff and staff deployment programs. In total, 580 responders were deployed to 89 active disasters in 2023. This included support to Maui as well as other communities affected by disaster. Reservists and deployed staff are an integral part of the agency's and FEMA Resilience's continued success in helping people before, during, and after disasters.



Leading National Climate Resilience

FEMA Resilience took several steps in 2023 to respond to the risks of climate change, both nationally and across the globe. In February, DHS joined the U.S. Global Change Research Program, and FEMA Resilience is leading DHS's engagement with the Program in 2023 and 2024. Several experts from FEMA Resilience served as authors for the U.S. Government's [Fifth National Climate Assessment](#), which documents changes in the world's climate, its national and regional impacts, and options for reducing present and future risk across the nation.

By leveraging the findings developed by the U.S. Global Change Research Program, FEMA and FEMA Resilience can strive to reduce the impacts of climate change and prioritize equitable responses. Additionally, by working across agencies, FEMA Resilience can lead the way in building a more climate-ready nation. FEMA also played a lead role in developing the White House-led [National Climate Resilience Framework](#), which is designed to establish a more unified approach to addressing the climate crisis and accelerating adaptation efforts across the federal government.

FEMA Resilience is also spearheading an effort to create guidance and resources to ensure everyone understands and can fulfill critical roles related to increasing national resilience. The [National Resilience Guidance](#) will promote a common understanding of resilience, integrate the relationship between stressors and shocks, address the crucial roles of all communities, and inspire fresh, forward-looking, and people-centered approaches to increase community and national resilience. Content for the guidance was gathered through extensive research including six public listening sessions, a Resilient Nation Partnership Network (RNPN) engagement, a Tribal listening session, and listening sessions at seven conferences with federal and non-federal partners. Through those and other engagements, FEMA Resilience formulated a common approach to operationalizing resilience and will publish a final version of the National Resilience Guidance in Summer 2024.

Advancing Adaptation through Exercises

In 2023, the FEMA Resilience National Exercise Division and regional planning teams delivered six Climate Adaptation Exercise Series seminars across five FEMA regions and the Caribbean Area Office. Each engagement featured climate experts discussing regionally significant climate related threats and hazards, risks, social vulnerabilities, and shared tools and best practices for improving community resilience. The Climate Adaptation Exercise Series helped improve climate literacy, fostered collaboration among emergency managers and climate adaptation leaders, and empowered risk-informed decision making across state, local, tribal, and territorial jurisdictions.

Enabling Better Risk Reduction Through Data

FEMA's Hazard Mitigation Planning Guide was updated in 2023 to reinforce the agency's ability to engage partners, shift to a more agile update process, and increase the accessibility of information for Hazard Mitigation Assistance policy and programs.

FEMA's Hazard Mitigation Assistance Program and Policy Guide was also updated in 2023 and offers an important opportunity for FEMA to integrate developments that impacted our mitigation grant programs, such as the passage of the [Disaster Recovery Reform Act of 2018](#); the rollout of the [Building Resilient Infrastructure and Communities](#) program, which significantly increased funding and accessibility to mitigation programs via the Infrastructure Investments and Jobs Act of 2021; and prioritization of new resilience concepts to accelerate and advance mitigation investment, such as those outlined in the [National Mitigation Investment Strategy](#) and [FEMA's Building Codes Strategy](#).

Another example of risk reduction measures taken in 2023 includes the Federal Flood Risk Management Standard, which is designed to protect federally funded buildings and projects from flood risks. The standard requires agencies to determine the risk these projects face and then mitigate potential flood risks based on the height and width of potential flooding. By taking steps to prepare for future flooding disasters, FEMA can ensure that federally funded projects and buildings last as long as they are intended. The final Federal Flood Risk Management Standard rule is scheduled to be published in 2024.

Building a Climate Literate Workforce

FEMA Resilience facilitates many educational programs and partnerships, several of which prioritize the education of communities about disaster preparedness and climate resilience. FEMA understands that an educated public and well-trained workforce will result in better prepared individuals ready to face climate change and disasters head on.

The National Preparedness Directorate's [National Training and Education Division](#) trained over 147,000 students from our nation's emergency management and first responder communities in 50 states, six territories, and more than 20 Tribal Nations on a wide range of topics that included climate adaptation, with courses such as "Climate Adaptation Planning for Emergency Management" and "Nature-Based Solutions for Mitigating Hazards" provided by the University of Hawaii's National Disaster Preparedness Training Center, a member of the National Domestic Preparedness Consortium.

The Emergency Management Institute began the development of a climate resilience and adaptation professional certificate for emergency managers, and the National Training and Education Division expanded climate adaptation learning through cooperative agreements with Columbia University and Georgia Tech.

These are a few examples of the numerous ways FEMA Resilience and its partners prioritized climate resilience education in 2023. Increasing emergency managers' knowledge leads to a more climate-resilient nation, and in 2024, FEMA Resilience is eager to continue to increase climate literacy among the emergency management community, preempting the effects of natural disasters nationwide.

Across the nation, FEMA regions also contributed to deepening the understanding of climate-related risks through workshops and conferences. In November 2023, the regional Hazard Mitigation Division hosted its annual Fall State Partners Conference within FEMA Region 5 to give state partners an opportunity to collaborate and connect with the region, learn about new programs and updates, and network with each other. The theme of the conference was "The Future of Climate and Resilience." Invited speakers discussed climate in the Midwest, flood inundation mapping, disaster assistance for rural and urban communities, the future of flood risk data, and the unique challenges of urban flooding. As the risk of flooding increases due to climate change, it is critical to ensure state partners are equipped with the information they need to build a more resilient nation.

FEMA Region 8 team developed a unique example of using innovation and leveraging art to drive disaster resilience. The theme for 2023's third year of "ArtWorks Call for Art" was climate resiliency.



The FEMA Region 8 team sought artworks illustrating the challenges of adapting to climate change. In September 2023, a committee of diverse partners chose four outstanding submissions for awards and licensing. In Fiscal Year 2024, the [ArtWorks](#) team will develop a plan to showcase these works across FEMA Region 8. It is inspiring to see the use of art to motivate behavior change. FEMA and FEMA Resilience look forward to seeing how the artwork continues to influence and energize communities to take steps to combat climate change.

Promoting Grant Programs for a Climate Resilient Nation

Through the Biden-Harris Invest in America agenda, the [Bipartisan Infrastructure Law \(BIL\)](#) and the Inflation Reduction Act, FEMA Resilience continues to innovate and leverage new programs and approaches to utilizing grant programs to promote climate resiliency. Programs such as the Flood Mitigation Assistance Swift Current, Safeguarding Tomorrow through Ongoing Risk Mitigation Act Revolving Loan Fund, and the National Initiative to Advance Building Codes are propelling local communities towards a more prepared future state.

The additional funding from the BIL allowed FEMA to implement the Flood Mitigation Assistance Program's Swift Current initiative, which accelerates flood mitigation assistance for repetitively flooded and substantially damaged buildings insured under the NFIP. It gives those affected an understanding of how much money will be available to rebuild as quickly as possible after a disaster. In November 2023, FEMA announced \$300 million would be allotted to the Flood Mitigation Assistance Program Swift Current initiative. Applications are being accepted through May 2024 and additional information can be found on [FEMA's website](#).



Similarly, in September 2023, the Mitigation Directorate announced selections for the first year of the [Safeguarding Tomorrow through Ongoing Risk Mitigation Revolving Loan Fund Program](#). (Safeguarding Tomorrow RLF).

Designed to provide capitalization grants for eligible entities to make funding decisions and award loans directly to local communities, the Safeguarding Tomorrow RLF complements FEMA's Hazard Mitigation Assistance portfolio by offering local governments low interest loans for projects that increase their resilience.

Providing local governments the ability to preemptively build resilient infrastructure will mitigate the need for future disaster relief in response to a changing climate. In 2023, FEMA opened the application period to make funding available and established parameters for the revolving loan fund, a funding mechanism where loans are issued for a project and upon completion, the funds are repaid with interest.

These low interest loans reduce barriers for local governments to foster greater community resilience and reduce disaster suffering as it relates to climate change.

In June 2022, the Biden-Harris Administration announced the National Initiative to Advance Building Codes. This initiative is designed to boost resilience in response to the impacts of climate change, lower energy and utility costs for homes and businesses, and prioritize underserved communities. Building codes are an essential part of risk reduction and community resilience. As such, in Fiscal Year 2023, the BRIC program is offering increased funding for communities that incorporate eligible building code activities to proposed hazard mitigation projects and planning. The BRIC team created a [video](#) covering the details of this funding opportunity, including building codes' importance, activities eligible for increased funding, building code evaluation tools, and how to apply for BRIC. This BRIC funding supports states, local communities, Tribal Nations, and territories as they undertake hazard mitigation projects, reducing the risks they face from disasters and natural hazards, especially in relation to the immediate threats of climate change.

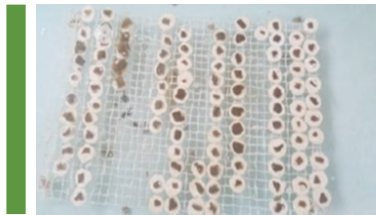
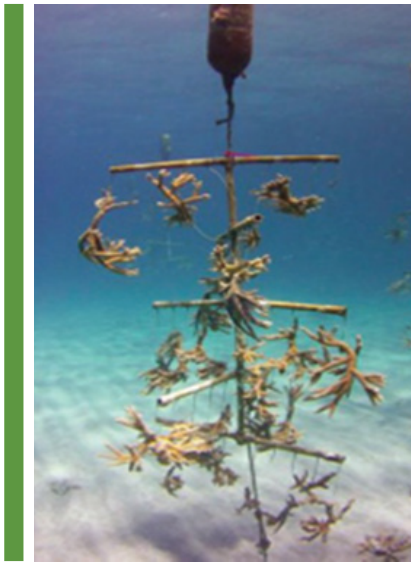
FEMA allocated \$3 million under the [Hazard Mitigation Grant Program](#) for the first phase of restoration of the coral reef barrier located in the San Juan Bay in Puerto Rico. This is the first allocation under the Hazard Mitigation Grant Program to restore a natural resource to protect survivors after a disaster. The project seeks to reduce flooding and protect some 800 structures

surrounding the communities of Escambrón, Condado, Ocean Park, and Puntas Las Marías. This project combines both green and gray infrastructure to act as a natural barrier to coastal erosion.

The system will provide risk reduction benefits while also conserving ecosystem value and functions. The initiative consists of two phases, totaling \$38.6 million.

The FEMA Region 2 Environmental Planning and Historic Preservation office identified early proposals which are under consideration for Public Assistance and Hazard Mitigation Grant Program funds in both the U.S. Virgin Islands and Puerto Rico. Building on a project-specific environmental assessment in the U.S. Virgin Islands to fund a small coral reef and mangrove restoration effort in 2020 and past coordination with the National Oceanic and Atmospheric Administration, Region 2 initiated a programmatic approach to facilitate more efficient compliance reviews of projects. Region 2 invited Region 4 to join a Unified Federal Review process that considers similarity in environmental conditions, species, and common regulatory partners. The team included staff from both regions, Environmental Planning and Historic Preservation staff in the Caribbean, and a representative from the National Oceanic and Atmospheric Administration. The result was a programmatic environmental assessment incorporating past findings and recommendations from the National Oceanic and Atmospheric Administration and the National Environmental Policy Act to streamline the review of nature-based coastal solutions in Alabama, Florida, the U.S. Virgin Islands, and Puerto Rico.

FEMA signed a Finding of No Significant Impacts in November 2023. This document allows Environmental Planning and Historic Preservation to approve projects using living marine resources such as coral reefs, mangroves, and related features to help protect coastal communities, while balancing FEMA's responsibilities to minimize negative impacts to the environment. Programmatic environmental assessments help to review projects with similar types of activities within thresholds established in law, regulation, executive order, and through project scoping with fewer steps, potentially saving weeks to months of effort where an environmental assessment would be otherwise needed. Proposals that do not meet all the thresholds in a programmatic environmental assessment are still streamlined by allowing the Environmental Planning and Historic Preservation to focus specifically on what thresholds the proposal exceeds, still saving time and effort.



Investing in Nature-Based Solutions

FEMA is making it easier to invest in nature-based solutions and approaches to disaster risk reduction. When used appropriately, nature-based solutions can mitigate a range of climate-related hazards in a manner that is technically effective, economically efficient, and equitable. Nature-based solutions are investments that protect, sustainably manage, or restore ecosystems to address societal challenges, while benefitting both the people and environment. The National Climate Resilience Framework highlights nature-based solutions as a method for “strengthening the nation’s climate resilience.” Examples of these solutions include planting trees to mitigate extreme heat in Portland, OR, and rehabilitating coral reefs in Puerto Rico.

In August 2023, the Biden-Harris Administration selected 64 projects that utilize nature-based solutions. One project that was selected, as mentioned above, focused on reducing extreme heat conditions. The proposed project includes plans to plant 10,500 trees over the next three years. The goal of this project is to reduce the impact of heat islands, mitigate urban flood during extreme rain fall, and improve air quality. Using nature-based solutions such as this empowers communities to improve community resilience, save energy and reduce utility bills, and avoid post-disaster costs. For more information on how state, local, tribal, and territorial leaders can combat extreme temperatures, visit: [Guidance on Extreme Temperatures for State, Local, Tribal, and Territorial Leaders](#).

In partnership with the FEMA Office of External Affairs, the Office of Resilience Strategy hosted the first DHS

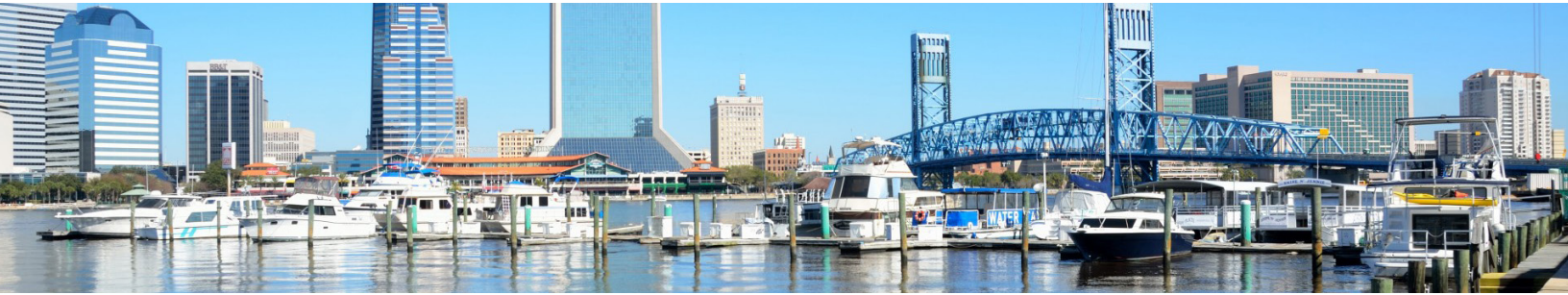
FEMA Extreme Heat Summit, bringing together state, local, tribal, and territorial leaders to discuss best practices and success stories of communities taking action to mitigate the impacts of extreme heat. The summit, which included opening remarks by DHS Secretary Alejandro Mayorkas and FEMA Administrator Deanne Criswell, was a pivotal component of FEMA’s #SummerReady campaign. #SummerReady was aimed at raising awareness about extreme heat risks, promoting preparedness among the public, and offering valuable resources for government stakeholders, emergency managers, and the media to effectively communicate these risks and foster resilient communities. Additionally, FEMA Resilience featured the [Local Officials Guide for Extreme Temperatures](#), highlighting how to create a response plan, conduct a hazard identification and risk assessment, and plan for future conditions. Raising awareness of these risks helps increase climate and extreme heat literacy across the entire nation, while helping to give individuals the tools they need to make risk-informed decisions.



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2022-2026 FEMA Strategic Plan

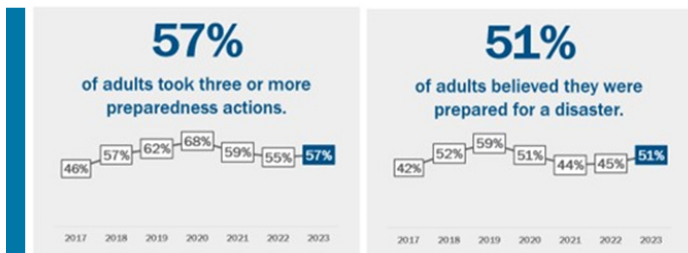
GOAL 03: Promoting and Sustaining a Ready FEMA and Prepared Nation



Resilience continues to make significant progress on the agency’s third strategic goal: to promote and sustain a ready FEMA and prepared nation.

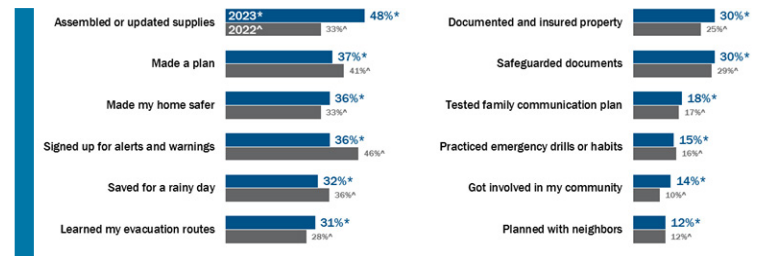
The frequency, severity, and complexity of climate and weather-related disasters continues to increase — with 28 confirmed events in 2023 exceeding \$1 billion each, according to the National Oceanic and Atmospheric Administration’s National Climate Data Center. As noted in the [2023 National Preparedness Report](#), 60 climate-related disasters caused 1,460 fatalities and 2,939 injuries from January 2020 to December 2022 alone.

In addition, Resilience’s Individual and Community Preparedness Division conducted the [2023 National Household Survey on Disaster Preparedness](#) to measure the preparedness attitudes and behaviors of the American public. The survey results showed that 57% of surveyed adults took three or more preparedness actions, such as making an emergency plan and learning evacuation routes. Meanwhile, only 51% of surveyed adults believed they were prepared for a disaster.



In the past year, the percentage of people who assembled or updated emergency supplies increased by 15%. The survey enables Resilience to better understand

the level of preparedness among the public and the types of outreach programs to consider, because our nation is best prepared when everyone understands their role.



*FEMA maintains the [Integrated Public Alert & Warning System \(IPAWS\)](#), a national system for local alerting that provides authenticated emergency and life-saving information to the public through mobile phones using Wireless Emergency Alerts, to radio and television via the Emergency Alert System, and on the National Oceanic and Atmospheric Administration’s Weather Radio. There is no need to sign up or subscribe to receive alerts from IPAWS. There is no cost to receive alerts.

The National Households Survey provides Resilience with valuable insights into where and how improvements can be made to our collective preparedness. Resilience has made significant strides to strengthen the emergency management workforce with outreach and engagement to emergency managers and the public. In 2023, Resilience increased collaboration with federal partners to better prepare communities for new and emerging threats to our nation by collaborating to coordinate resources, identify grant programs that enhance resilience and emergency preparedness, and develop joint processes and solutions to better prepare our nation.

The Chemical Stockpile Emergency Preparedness Program also made historic strides in disaster readiness in 2023. Established as a partnership between the United States Army and FEMA in 1988, the program ensured the eight Army chemical weapons stockpile sites and their surrounding communities were prepared in the event of an accident involving stockpile sites. By 2012, only two remaining chemical weapons stockpile sites remained in Colorado and Kentucky. In 2023, the Chemical Stockpile Emergency Preparedness Program oversaw the destruction of these two remaining chemical weapons stockpile sites. The destruction of all chemical weapons stockpile sites was declared to the [Organization for the Prohibition of Chemical Weapons](#) in The Hague, The Netherlands, which has overseen the global endeavor to permanently destroy chemical weapons stockpile sites since its inception in 1997.

This huge milestone allows the U.S. to meet its obligations under the 1997 Chemical Weapons Convention Treaty and demonstrated the enduring partnerships between federal agencies, state officials, local communities, and Tribal Nations. During the program's duration, the Chemical Stockpile Emergency Preparedness Program delivered significant capabilities in its state and local communities including funding the purchase of equipment to protect public servants, conducting exercises, delivering trainings, and installing communications towers and warning sirens. This program illustrated that, through concerted investments and partnerships, FEMA Resilience can greatly improve the preparedness of at-risk populations.

Enhancing Community Preparedness

Resilience means resilience for all. At FEMA, we are strongest when we prioritize accessibility, ensuring that everyone has access to our programs and funding and can communicate the needs of the communities they serve.

Young people are a key driver of societal resilience and preparedness in their communities. In July 2023, our Individual and Community Preparedness Division hosted the [Youth Preparedness Council Summit](#). Fifteen new members of the Youth Preparedness Council were joined by the 25 graduating members for the first in-person Summit since 2019. This event brought together young leaders from across the nation for two days of preparedness-related collaboration on topics such as equity, climate change, and preparing families, peers, schools, and communities to be resilient in the face of disasters.

Resilience also prioritized culturally competent outreach to the Commonwealth of the Northern Mariana Islands and Guam with the goal of increasing resilience

throughout those territories. In August 2023, the FEMA Region 9 Mitigation Division launched the first “Plan to Action” workshops in both territories, which were attended by more than 100 people. These workshops provided information that helped connect the projects identified in the territories’ hazard mitigation plans with mitigation funding opportunities. The Region 9 Mitigation Division, with the support of the Region 9 Grants Management Division, focused on skill-building topics, such as cost-benefit analyses, federal grants management, nature-based solutions, and environmental and historic preservation compliance. They also provided tailored one-on-one support with representatives from each territory to discuss their project ideas, identify risks, and brainstorm solutions for increasing resilience on the islands. As a result, these workshops increased local capabilities within Guam and the Commonwealth of the Northern Mariana Islands to implement hazard mitigation and are leading to greater utilization of available risk reduction grant funding.



Each year, Resilience makes progress in expanding the tools and resources for the whole community to be ready and prepared. The [Center for Domestic Preparedness](#) continues to provide extensive in-person and virtual training for over 60,000 emergency responders annually from state, local, tribal, and territorial governments, as well as the federal government, foreign governments, and private entities. Notably, the Center for Domestic Preparedness conducted their 8th Annual Tribal Nations Training Week in March 2023, the largest event of its type within DHS.

The [Emergency Management Institute \(EMI\)](#) — continued building national capacity in Tribal Nations as well. In 2023, EMI delivered 31 Tribal courses to 331 students, with direct contact with 61 of the 574 federally recognized Tribal Nations (over 10%). By training and utilizing non-contract Tribal instructors, the Institute has tripled deliveries without a significant increase in program costs. The Emergency Management Institute continues to prepare our nation and the whole community by offering over 328 courses, online and in-person, to over 913,500 students with 2.3 million course completions. In addition, the Emergency Management Institute hosted three cohorts of the Vanguard Executive Crisis Leaders Fellowship Program to prepare the nation’s most senior emergency managers and crisis leaders for emerging threats through building purposeful networks and partnerships. The Institute also created innovative approaches to expand opportunities for underserved areas around the country and increase access to training, such as implementing the “Hub and Satellite” approach in partnership with the South Carolina Fire Academy, South Carolina’s Emergency Management Agency, the Palmetto Incident Support Team, the Incident Management Teams Association, and seven other state training officers, hosting the satellite classrooms in eight states across three time zones. In total, a team of 24 instructors in the satellite and South Carolina Fire Academy classrooms, as well as coordinating staff from partner agencies, worked in harmony to make this event a reality. This groundbreaking model presents a replicable blueprint that is adoptable nationwide for utilization in any similar curriculum, paving the way for enhanced nationwide preparedness.

Additionally, the National Preparedness Directorate continued the development of the [National Qualification System](#), which is a foundational guideline on the qualification of personnel within the National Incident Management System. It establishes guidance and tools to assist communities in developing processes for qualifying, certifying, and credentialing deployable emergency personnel. This has enabled jurisdictions and organizations to plan for, request, and have confidence in the personnel deployed to disasters. Currently, the National Qualification System has close to 1,300 jurisdictions and 7,000 users in its OneResponder system, which is publicly accessible and assists jurisdictions with tracking personnel qualifications and certifications. Through these extensive trainings and resources, Resilience continues to support state, local, tribal, and territorial communities in building resilience.

Adapting to Emerging Cyber Threats

In 2023, emergency managers faced new, emerging threats, testing our capacity as a nation and as an agency.

Like any emergency, an effective and efficient cyber attack response plan helps to reduce impacts and return functional services as soon as possible.

In November 2023, the Resilience National Integration Center released its guide, “[Planning Considerations for Cyber Incidents: Guidance for Emergency Managers.](#)” Developed in collaboration with our partners at the DHS Cybersecurity and Infrastructure Security Agency, the guide supports emergency managers across the nation to plan for swift and effective solutions to address consequences of a cyber incident. The guide addresses a long-standing need identified by state, local, tribal, and territorial partners in the annual Threat and Hazards Identification and Risk Assessments and Stakeholder Preparedness Reviews. With this guide, emergency managers can better plan their responses to cybersecurity threats and incidents, which continue to threaten the security of our nation. By planning for cyber incidents, emergency managers can better support those most impacted and help communities recover from this emerging threat.

FEMA Region 4 Preparedness Division, in collaboration with FEMA’s Office of Intelligence and Threat Analysis, the Cybersecurity and Infrastructure Security Agency, and the Federal Bureau of Investigation, conducted its first scenario-focused Cyber Disruption Consequence Management Workshop with the Henry County, Georgia, Emergency Management Agency, emergency services, first responders, and local county officials. The Office of Intelligence and Threat Analysis workshop was designed to improve the ability of the jurisdiction to prepare for and respond to a cyber incident affecting critical systems and services. Participants worked through a customized scenario involving a cyber incident within their jurisdiction with the goal of identifying gaps in current plans and discovering potential solutions. This scenario also included planning for disruptive cyber incidents, threats and trends, response activities, a case study of a previous ransomware attack, and discussion for resilient solutions.

Comprehensive Preparedness Guide 101 Emergency Operations Six-Step Planning Process



Improving Customer Experience Within the NFIP

Improving our customer experience is directly tied to our ability to better serve the nation and people impacted by disasters. In 2023, the Federal Insurance Directorate undertook important steps to improve its customer experience by finalizing its newest [NFIP Claims Manual](#). In February, the Federal Insurance Directorate conducted whole community interviews and focus groups to create the new NFIP Claims Journey Map, which outlined a visual storyline of positive and negative customer interactions with the NFIP. By July 2023, Federal Insurance Directorate issued the new claims manual to industry partners. This fully redesigned guidance supports the Federal Insurance Directorate's goal of transforming the customer claim experience by clearly mapping each step of the claims journey from the time of loss to the resolution of the claim. By providing comprehensive information about the NFIP and the standard flood insurance policy, the map serves as a one-stop source for both Resilience customers and professional partners alike. This includes its forms, coverage limits, claims processes, claims guidance, and much more.

Encouraging Nationwide Community Investments

Due to climate change, the threat landscape has evolved in recent years. In order to mitigate the threats of this new landscape, FEMA Resilience grant programs are continually providing funding to build upon and sustain the nation's capabilities. The Fiscal Year 2023 Homeland Security Grant Program included national priorities, such as the enhancement of the protection of soft targets and crowded spaces, information and intelligence sharing and analysis, community preparedness and resilience, and election security. The program also prioritized combating domestic violent extremism. FEMA Resilience awarded \$1.12 billion for this program in Fiscal Year 2023. With these grants, FEMA continues to enhance the nation's preparedness, providing greater resources for first responders to properly address, improve, and coordinate for future emergencies. For more information on where the grants were distributed, click [here](#).

CUSTOMER EXPERIENCE CASE STUDY: In 2020, an engineer in Richmond, Vermont, woke up to dozens of texts after taking his children trick-or-treating. Dugway Road had washed out. Over Halloween night, heavy rain had swollen the Huntington River, destroying 60 feet of a 250-year-old stone retaining wall and the eastbound lane over it. When the road foreman closed the road, the water was only two feet lower than the wall is now. Following the event, the town in FEMA Region 1 applied for assistance through the [Public Assistance 406 Mitigation grant program](#), which provides grants to help rebuild damaged infrastructure with measures that prepare it for future damage. The project was designed to set the retaining wall forward from the road, replace the stacked stone retaining wall with a steel reinforced cast-in-place concrete wall, and install additional under drains at the ditch line to direct water flowing down the hillside under the road instead of over the road. Richmond Land Trust donated land to accommodate the new wall, and landowners down the road gave crews access to their property so they could safely reach the build site. FEMA's approved funding for the wall helped it blend into the hillside, preserving the natural beauty that draws outdoor enthusiasts to the road.





To increase awareness of FEMA's Bipartisan Infrastructure Law funds and demonstrate how FEMA is working to invest in communities, the BIL Program Office coordinated with members of the Policy Tools and Training Office, the Office of Chief Counsel, the Office of External Affairs, and the Grant Programs Directorate to circulate an [informational bulletin](#) encouraging BIL-funded FEMA projects to utilize FEMA signage near their projects to increase public awareness and encourage future investment nationwide. This awareness has allowed the public to become better informed of BIL funding and our ability to develop a more resilient infrastructure for our nation.

A ready nation starts with an understanding of risk. The 2023 National Preparedness Report showcased Resilience's progress towards creating a more resilient nation. It found that the highest preparedness grant investments are in planning for the future. To better plan and prepare for future hazards and emergencies, Resilience's Risk Management Directorate, in collaboration with partners in academia, various levels of government, and private industry, developed the National Risk Index, a dataset and interactive online tool that illustrates the nation's communities most at risk for 18 natural hazards. By mapping these risks, emergency managers, local and state governments, and communities can better prepare and mitigate future risks.

Partnering with Customs and Border Protection (CBP) to Assist Migrant Communities

Our Grant Programs Directorate implemented the new Shelter and Services Program in 2023, assisting communities with the challenge of managing a surge of non-citizen migrants. The program collaborated across DHS with U.S. Customs and Border Protection and required an innovative blend of federal and contractor resources to provide critical support to these communities. The Shelter and Services Program granted \$363.8 million to non-federal entities that provided sheltering and other eligible services to non-citizen migrants. These migrants are encountered by DHS and released from custody while awaiting the outcome of their immigration proceedings. With the \$363.8 million in funding provided by DHS and dispersed by Resilience, non-federal entities were able to provide primary services such as shelter, food, acute medical care, transportation, and labor for primary services. The funding also covered secondary services such as renovations to existing facilities, clothing, outreach information, translation services, and labor for secondary services. These funds allowed Resilience to accomplish DHS and FEMA's goal to support U.S. Customs and Border Protection in the safe, orderly, and humane release of non-citizen migrants from short-term holding facilities.

Conclusion: Resilience in 2024

2023 was a year of growth and opportunities. Resilience met the challenges at hand with purpose and resolve, helping the agency and the nation manage a record number of historic disasters.

Resilience worked together to shift our agency's focus so that communities can embrace future risk while building back stronger and better. We acted upon our vision to build a more resilient nation where communities are prepared for today's risks and emerge stronger for tomorrow.

Because of our accomplishments in 2023, Resilience will continue to lead the agency in resilience efforts and help communities understand the importance of investing in mitigation in 2024.

Through messages and actions, Resilience will ensure that:

- Individuals, households, and communities are ready for all types of disasters.
- Our emergency management workforce is skilled, trained, and adequately resourced.
- Our state, local, tribal, and territorial partners have the capacity to respond to the disasters of today and tomorrow.
- Our response capabilities are enhanced at all levels.
- Our recoveries are effective and efficient.

Resilience is poised to reach its goal of building a resilient nation because of the work we have done to create a unified Resilience organization and culture. Going forward, Resilience will prioritize a customer centric approach to better deliver on FEMA's mission of helping people before, during, and after disasters.

Resilience has made the necessary investments in its team to prioritize FEMA's core values of fairness, compassion, integrity, and respect throughout our work with each other and in our communities. Resilience will base its progress on tangible results and will offer resilience assistance when and where our communities most need it.

Finally, Resilience will continue to simplify its processes so that it can lean forward in its service delivery model and empower communities to help themselves. Resilience will deliver its mission with an eye to equity and helping underserved communities.

In 2024, Resilience will build on last year's momentum and guide all our FEMA colleagues in building a more resilient nation.



FEMA