

FISCAL YEARS 1999–2001 CROSS WALK OF GOALS AND RESOURCES

<i>1999 Goal Number</i>	<i>1999 Estimated Performance</i>	<i>1999 Actual Performance</i>	<i>2000 Goal Number and Estimated Performance</i>	<i>2001 Goal Number and Estimated Performance</i>
<i>M.1.1</i> <i>100%</i>	The Mitigation Directorate (MT) will (1) complete an inventory of principal Federal agency programs, resources, and authorities directly relating to Project Impact and/or related sustainability issues; and (2) using FY 1998 figure of 19 as a baseline, increase by 10 the number of agencies and agency programs actively participating in Project Impact in FY 1999.	MT drafted a preliminary inventory of activities performed by other Federal agencies (OFA) and departments, having some mitigation component. Thirty OFAs expressing interest in mitigation memoranda of understanding are in various stages of exploration with MT. Such commitments may take 1-2 years to complete.	M.1.1. Using the inventory amended in FY 1999, MT will enter into formal agreements with at least 10 OFAs and departments on how their programs, resources, and capabilities can be leveraged to support mitigation goals.	M.2.1. MT will work with Federal agencies that influence the built environment to develop and implement a consistent Federal policy on natural-hazard mitigation: (1) Cooperative agreements will be formalized with five Federal departments and/or agencies that have programs, resources, and capabilities that support FEMA's mitigation efforts. (2) Guides to Federal mitigation assistance programs will be developed and made available for use by other government entities and the public.

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<i>M.1.2</i> <i>100%</i>	The Mitigation Directorate (MT) will develop and/or improve assessment tools for evaluating the nation's vulnerability to natural hazards and for use at the Federal, State, and local levels to effectively measure the increase in national/State/local disaster resistance. Measures are (1) availability of Hazards United States (HAZUS) earthquake module for Federal, State, and local use and its distribution to universities and appropriate agencies; and (2) progress in development of the wind module from 30 to 50 percent completion, and the flood module from 30 to 45 percent completion. This goal is dependent on receipt of requested funding.	<p>MT reported that seven Federal agencies have the HAZUS earthquake model and training. HAZUS is available to all requestors, especially State and local emergency management officials; 700 copies were distributed nationwide. Three-hundred fifty Federal/State/local managers were trained. At the outset of the fiscal year, the target of 50 percent completion of flood and wind modules was revised based on anticipated development costs and FY 1999 funding levels. The methodology for evaluating performance at that time was based on the <i>allocation</i> of development funds by FEMA.</p> <p>MT proposes a change in FY 2000 that would base performance on <i>actual expenditure</i> of the funds by the development contractor because MT believes this more accurately measures performance and accomplishment of the goal. Using that revised methodology, the 30 percent completion target for the flood and wind modules would translate to an achieved, average 15 percent completion rate for the two modules.</p>	M.1.2. MT will develop and/or improve assessment tools for evaluating the Nation's vulnerability to natural hazards and for use at the Federal, State, and local levels to effectively measure the increase in national/State/local disaster resistance. Measures include (1) availability of HAZUS earthquake module for Federal, State, and local use and its distribution to universities and appropriate agencies; and (2) progress in development of the wind and the flood module using a methodology basing performance on actual expenditure of funds by the development contractor.	M.1.2. Increase the availability of loss-estimation and risk-assessment methods and tools. (1) Availability of the HAZUS earthquake-loss-estimation software program for Federal, State, and local use. (2) Average annualized loss statistics available to Federal, State, and local entities for mitigation planning. Such information aids planners by directing attention to historic data.

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<i>M.2.1</i> <i>100%</i>	The Mitigation Directorate (MT) will (1) with a focus on pre-disaster planning activities, provide technical and procedural assistance to States for the development of more effective multi-hazard State mitigation plans; (2) provide and promote the use of planning grants at State and local levels of government to assess risks and identify high-priority mitigation activities, and provide a tool for the implementation of State and local mitigation planning programs.	MT produced State Mitigation Planning (409) checklist; developed expanded Emergency Management Performance Grant procedural guidance; held two Project Impact mitigation workshops and a large, successful, national All Hazards Conference to further mitigation planning. MT produced and distributed the document, <i>Planning for Post-Disaster Recovery and Reconstruction</i> , the result of a cooperative agreement with the American Planning Association.	M.2.1. MT will put procedures in place to measure the effectiveness of various components of State and local mitigation planning; set priorities for FEMA resources (financial and technical) to assist States and local governments in improving mitigation planning programs; and identify and develop mitigation incentives to reward successful practices and encourage higher quality planning programs.	M.2.2. MT will provide incentives and support to the non-Federal public sector to increase disaster resistance. Measures are (1) strategy developed to work as appropriate with State and local communities to promote local adoption of the International Building Code and the International Residential Code, expected to pass in April 2000 [see M.3.2]; (2) mitigation success stories published in at least two publicly accessible formats (e.g., booklets, website); (3) six training courses, technical guidance, and other resources to assist State and local governments to improve mitigation planning; residential and commercial construction practices for hazards risk reduction developed and/or offered; and post-disaster recovery and reconstruction programs delivered; (4) the number of Project Impact communities increased to 200; (5) increase over FY 1999 baseline the number of mapping activities initiated by Cooperating Technical Community (CTC) partners; (6) 10 percent increase over the initial disaster resistance baselines ¹ of each Project Impact community.

¹ Community disaster resistance is demonstrated by one of four measures: reduction in structures at risk; reduction of infrastructure at risk; education or training of community members; and proactive business or government actions.

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M.2.2 100%	The Mitigation Directorate (MT) will achieve the following measures: (1) standards and performance measures for State mitigation programs will be developed in partnership with National Emergency Management Assoc., Association of State Flood Plain Managers (ASFPM), Association of State Dam Safety Officers (ASDSO), and International Association of Emergency Managers (IAEM); (2) FEMA Regional Offices will use standard criteria for the review and approval of State mitigation plans (409); and (3) Hazards United States (HAZUS)-based reports reflecting reduced annualized loss.	In collaboration with National Emergency Management Agency (NEMA) and ASFPM, the Capability Assessment for Readiness (CAR) was revised and will be delivered January 2000 to 56 States and territories and used by regional offices for review and approval of mitigation plans (409).		
M.3.1 100%	The Mitigation Directorate (MT) will increase the number of Project Impact communities in each State by at least one beyond the approximately 50 identified in FY's 1997 and 1998.	MT reports that 120 Project Impact communities have signed agreements to work toward disaster resistance.	M.3.1. MT will increase the number of disaster resistant communities to 167 nationwide.	M.2.2. MT will provide incentives and support to the non-Federal public sector to increase disaster resistance. (4) 200 Project Impact communities nationwide.

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M.3.2 70%	The Mitigation Directorate (MT) measures: (1) standards developed and adopted by States and communities in model codes; (2) increases in the percentage of Project Impact communities requesting and receiving FEMA guidance, training, and/or technical support; (3) increase from 40 to 60 the percentage of work completed towards the congressionally mandated review of community flood map needs and initiation of action to improve floodplain mapping based on the availability of funds; (4) completion of five hurricane evacuation studies; (5) implementation of criteria for digital mapping standards; (6) completion of the congressionally mandated coastal erosion study; and (7) development of a portfolio of products promoting appropriate mitigation planning and activities and availability for distribution through electronic and traditional media.	(1) FEMA recommendations for provisions for the new International Building Code and International Residential Code resulted in these codes complying with the National Flood Insurance Program (NFIP) floodplain management regulations and being substantially equivalent to the National Earthquake Hazards Reduction Program (NEHRP) recommended provisions. Implementation of these codes will result in fewer structures being built in harm's way or built inadequately. (2) See M.3.1. (3) The first 5-year cycle of review of community flood map needs was 100% complete. Approximately 17,500 communities participating in the NFIP with maps were contacted in this review cycle. (4) The NW Florida hurricane evacuation study was completed in FY 1999, leaving the remaining four studies to be completed in FY 2000. However, most of the study data—from the incomplete studies—was available to State and local governments during the past hurricane season. (5) Significant progress has been made on the development of these new standards. Two sets of graphic prototypes and an initial version of the digital mapping database were distributed and comments were received from the user	M.3.2. MT will implement standards and procedures, including supporting adoption of seismic codes and the modernization of the floodplain-mapping program, to increase the use and effectiveness of mitigation information tools provided to communities so that they may become more disaster resistant. Measures are (1) adoption of the 1997 NEHRP equivalent and NFIP-compliant requirements in both the International Residential Code and the International Building Code; (2) initiation of the next cycle for review of community mapping; (3) continuation of work on floodplain mapping based on availability of funding; and (4) transference of responsibilities for floodplain mapping to local communities that possess the technical capability for mapping.	M.1.1. (1) MT will make effective 3,000 updated NFIP flood-hazard map panels in digital format; (2) process 11,000 requests from individuals and communities for map changes; (3) convert 14,900 existing flood maps from manual to digital format; (4) complete five hurricane-evacuation studies; initiate three hurricane-evacuation studies. M.2.2. (1) Strategy developed to work as appropriate with State and local communities to promote local adoption of the International Building Code and the International Residential Code, expected to pass in April 2000.

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groups. (6) The mapping part of the project has been completed under agreements with the affected State coastal management agencies. The economic impact component is under way. The report is scheduled to be completed and delivered to the Office of Management and Budget in January 2000. (7) The portfolio of mitigation planning and activities is available electronically and through traditional media [see www.FEMA.gov].

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M.3.3 70%	The Preparedness, Training, and Exercises Directorate (PT) will support States and communities in their mitigation activities. Measures are: results of State Capability Assessments for Readiness (CAR) available; publication of mitigation annex to State and Local Guide (SLG)-101; publication of model mitigation guidelines for State and community use; 100 percent of 56 annual State and territorial comprehensive agreements to include clear mitigation performance agreements; mitigation materials included and emphasized in 1999 edition of <i>Compendium of Exemplary Practices in Emergency Management</i> ; 100 percent of the 22 planned integrated emergency management courses (IEMC) to have mitigation modules; and 16 mitigation courses, 2 Emergency Education Network (EENET) broadcasts on mitigation, and 1 independent study course are offered.	The CAR instrument and procedures were reviewed and revised by all 56 States, territories, and insular areas. Three workshops were conducted throughout the year with State participation to review comments received and make changes to the instrument and procedures. PT offered 23 integrated emergency management courses with mitigation modules; 42 mitigation courses for 1,330 students; 10 EENET broadcasts on mitigation (including <i>Y2K: Exercising and Family Preparedness</i>); and two new mitigation independent study courses. PT published Volume IV of the <i>Compendium of Exemplary Practices in Emergency Management</i> recognizing 34 replicable community initiatives.	M.3.3. PT will support States and communities in their mitigation activities. Mitigation is emphasized in 100 percent of performance plans; FY 2000 <i>Compendium of Exemplary Practices</i> highlights mitigation partnerships; 12 EENET broadcasts target mitigation; 22 mitigation courses are offered; 3 field courses are offered; and the 2 named courses are delivered as pilots.	M.2.4. Preparedness, Training & Exercises Directorate will support States, tribes, and communities in their mitigation activities. Measures are: (1) mitigation is emphasized in 100 percent of performance plans; (2) FY 2001 <i>Compendium of Exemplary Practices</i> highlights mitigation partnerships; (3) mitigation and disaster resistance is the focus of 12 Emergency Education Network (EENET) broadcasts; 22 courses; 3 field courses; and 2 pilot courses.

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<i>M.4.1</i> <i>100%</i>	The U.S. Fire Administration (USFA) will (1) transition 25 percent (10) of contributing 41 States to National Fire Incident Reporting System 5.0 (NFIRS); (2) bring in or return to NFIRS 10 percent of non-contributing States; (3) increase access to USFA program information, via the World Wide Web (WWW) (baseline: 51); (4) publish four analytical reports on topics suggested by NFIRS data and the fire service community; and (5) publish an annual firefighter fatality study.	The USFA (1) transitioned 20 States to the enhanced NFIRS 5.0 for better reporting; (2) brought in two previously noncontributing States to NFIRS; (3) made 62 publications accessible through USFA website; (4) completed six analytical reports and (5) one fatality report.	M.4.1. (1) Thirty percent (12 States) of participating States convert to the new NFIRS 5.0; (2) 20 percent (two States) of non-participating States join the NFIRS; (3) all new publications are posted on the WWW; (4) four analytical reports are published on topics suggested by NFIRS data and the fire service community; and (5) an annual firefighter fatality study is published.	P.3.1 (1) Transition 35 percent of data-contributing States to the NFIRS 5.0 (baseline: 41 States). (2) Bring in or return to NFIRS 30 percent of noncontributing states (baseline: 9 States). (3) Increased access to USFA program information, including all new publications, via the WWW (baseline: 51). (4) Research and publish a minimum of four analytical reports on topics suggested by NFIRS data and the fire service community. (5) Publish an annual firefighter fatality study.
<i>M.4.2</i> <i>100%</i>	The U.S. Fire Administration (USFA) will (1) increase use of public education materials by 2 percent (30,601) over the 1998 baseline of 1,530,050; (2) increase hotel/motel master listings by 10 percent (2,000) over 1998 baseline of 20,000.	(1) 1,565,648 general public education program materials distributed. An additional 571,481 public education materials were sent to high-risk groups. (2) Hotel/motel list increased to 23,000 listings.	M.4.2. (1) Increase use of public education materials by 4 percent (to 1,591,252) over the 1998 baseline of 1,530,050. (2) Increase hotel/motel master listings by 20 percent (to 24,000) over 1998 baseline of 20,000.	P.3.2. (1) Increase use of public education materials by 7 percent (to 1,702,640) over the 1998 baseline of 1,530,050. (2) Maintain hotel/motel master listings of 24,000 properties.

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<i>M.4.3</i> <i>100%</i>	The U.S. Fire Administration (USFA) will (1) increase by 2 percent (2,347) the distribution of USFA's fire-mitigation materials at Federal, State, and local levels (baseline: 117,325); (2) increase distribution of research reports to build fire community knowledge of fire and technological hazards and the application of mitigation technologies; and (3) increase by 10 percent the use of the hotel/motel database.	USFA distributed 215,123 fire-mitigation materials, an increase of 97,798 (83 percent) over the baseline. This included 100,000 smoke alarms to 20 high-risk communities; target distribution of 6,228 fire safety videos; and publications of 108,895. See M.4.2. above for hotel/motel list.	M.4.3. USFA will increase by 4 percent (4,693) the distribution of USFA's fire-mitigation materials at Federal, State, and local levels (baseline: 117,325) and increase fire community knowledge of fire and technological hazards and the application of mitigation technologies by increasing distribution of research reports.	P.3.3. USFA will increase by 5 percent over FY 1998 baselines the distribution of USFA's fire-mitigation materials at Federal, State, and local levels, and targeted audiences (baseline: 117,325).
<i>M.5.1</i> <i>100%</i>	The National Flood Insurance Program (NFIP) will complete measurement systems and confirm that reduced or avoided annual flood-damage losses, as a result of NFIP insurance and floodplain management activities, exceed estimate of \$850 million.	The Flood Insurance Administration (FIA) working with the Mitigation Directorate (MT) developed a refined methodology for using insurance experience to project reduction in losses for the population of buildings constructed with NFIP standards. Application of this methodology shows that estimated savings for FY 1999 were \$1.029 billion.	M.5.1. NFIP will calculate the total reduction in estimated losses for the estimated number of buildings constructed to meet program standards; this will be based on the differences in actual loss experience of insured, compliant, post-FIRM structures compared with the experience of insured pre-FIRM, noncompliant structures. Activities were designed to increase the savings achieved by reduced flood damage from an estimated \$800 million in 1998 to \$1 billion in 2002.	M.3.1. Collect and validate building and flood-loss data and confirm that the reduction in estimated losses from NFIP activities exceeds \$1 billion; continue systematic assessment of the impact and effectiveness of the NFIP.

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P.1.1 50%	The Preparedness, Training, and Exercises Directorate (PT) will identify the most critical 10 percent of weaknesses in State capability while maintaining the current capability of States and localities to respond to disasters.	Capability Assessment for Readiness (CAR) is a biennial assessment due to be issued by PT in FY 2000. In FY 1999 it was revised, including the development of a draft local version. State and local capability was enhanced by 2,800 State and local leaders trained including that for terrorism response; 55 Emergency Education Network (EENET) programs broadcast; 60,063 students completing independent study courses; five Emergency Management degree programs added.	P.1.1. PT will use CAR's national baseline to determine the level of emergency management capability of States, localities, and tribal nations; and use the CAR assessment biennially thereafter to determine whether the most critical 10 percent of weaknesses have been addressed. Funding for this activity was greatly reduced in FY 2000, resulting in the number of States participating in the assessment.	P.1.1. Improve State, tribal, and local emergency management capabilities to prepare for and respond to emergencies by addressing areas for improvement identified by the biennial CAR. Measures are comparison of CAR results with CAR FY 1998 baselines to show progress against specific plans. MP.1.1. In collaboration with Federal and local governments, States establish clearly defined and mutually agreed upon strategic goals and priorities for their Emergency Management Performance Grants (EMPG) agreements. Measures are (1) all eligible recipients of EMPGs developed workplans that include strategic goals and priorities; and (2) demonstrated improvement to baselines established in 2000 EMPGs.
P.2.1 100%	To increase fire safety awareness, the U.S. Fire Administration (USFA) will provide training and education opportunities for the Nation's fire protection community by the traditional delivery methods of approximately 647 courses, reaching 18,512 students; and increase the numbers of students reached through new, technology-based approaches, helping USFA come closer to achieving the FY 2000 goal of training 300,000 annually.	Exceeding its goal by more than 80 percent, the NFA delivered 1,182 course offerings to 52,600 fire and emergency response personnel for a total of 129,207 student days of training.	P.2.1. In keeping with the USFA's long-term training target of reaching 300,000 specialized or high-ranking fire service personnel (25 percent of approximately 1.2 million firefighters), performance will be indicated by (1) the delivery of approximately 676 traditional courses, reaching 16,750 students in 76,419 student days; and (2) increased numbers of students reached through new, technology-based approaches.	P.3.4. Increase the knowledge, skill, and ability of the Nation's fire service and allied professions through comprehensive training and education with an emphasis on terrorist incidents by offering 1,194 courses, reaching 50,522 students, resulting in 76,419 student days through our traditional direct deliveries; and increasing the number of students using our new technology-based approaches.

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P.3.1 95%	The Information Technology Services Directorate (IT) will use information technology upgrades to improve services and accessibility that reduce the costs for the response to and recovery from emergencies and disasters and assure that FEMA meets alert, communication standards.	National Warning System (NAWAS) messages were disseminated within 3 minutes. The Emergency Alert System (EAS) achieved the performance objective of relaying messages within 12 minutes of notification to potentially 98 percent of the population. The Geographic Information System (GIS) unit produced 1,000 maps, none of which was rejected for errors. However, 50 were not delivered within 72 hours because of initial lack of data. Operational changes now allow for direct access to data previously available only on request. Also reporting must be adjusted to account for maps requested in advance of when damage assessment data are collected and released.	P.3.1. (1) NAWAS: dissemination of NAWAS emergency alerts within 3 minutes of receipt (99 percent); weather warnings and alerts to all the nodes within affected areas (98 percent); maintenance of system in operation during shutdowns of commercial utilities (98 percent); coordination of responses to regional emergencies by State and local officials; and reduction in related deaths, injuries, hospital stays, and property damage; (2) EAS: relay of Federal emergency messages over EAS within 10 minutes of notification, covering 98 percent of the population (99.5 percent); and (3) GIS: delivery of maps, models, data, and analyses as requested to FEMA decision-makers and emergency partners within 72 hours of notification; and transmission via the Internet with 98 percent accuracy of the maps, data, and other information requested for emergency operations.	RR.3.1. Operate emergency communications systems to deliver emergency warning, messages, and critical information to reduce losses and lower response and recovery costs. Meet the following standards: (1) Disseminate NAWAS emergency alerts within 3 minutes of receipt. (2) Relay Federal emergency messages over the EAS within 15 minutes of notification. (3) Provide preliminary hurricane damage assessments and storm-track modeling data to States within 24 hours of a request. (4) Deliver maps, models, data, and analyses as requested to FEMA and emergency management partners within 72 hours of notification.

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P.4.1 100%	National Security Affairs (NS) will, as the Executive Agent for Continuity of Government (COG), ensure and improve the ability of the Executive Branch to operate under emergency conditions; and achieve (1) 70-100 percent satisfactory ratings from annual surveys and questionnaires on the content, relevance, and presentation of training and orientation sessions and FY 1999 training event; and (2) timely publication of comprehensive COG guidance.	NSA (1) received 82 percent satisfactory ratings from annual surveys and questionnaires on the content, relevance, and presentation of training and orientation sessions; (2) published and distributed COG Operations Plan (OPlan) and the Master Five-Year Test, Training, and Exercise Program; (3) received 82 percent satisfactory ratings on FY 1999 training events.	P.4.1. (1) NS will continue to receive satisfactory ratings as determined from responses to annual surveys and questionnaires completed by internal and external customers; and (2) publish and distribute either five final versions, drafts, revisions, updates, or comprehensive guidance as related to national security policies, operational plans, and programs.	P.5.1. NS will support the Director of FEMA, the White House, and the National Security Council (NSC) on national security policy, programs, and plans related to terrorism, special programs, critical infrastructure protection, continuity of government, and continuity of operations by achieving (1) satisfactory ratings as determined from responses to annual surveys and questionnaires completed by internal and external customers; (2) publication and distribution of either five final versions, drafts, revisions, updates, or comprehensive guidance related to national security policies, operational plans, and programs; and (3) successful periodic tests, training, and exercises of the various national security programs.
P.4.2 100%	National Security Affairs (NS) will review and revise the FEMA Continuity of Operations Plan (COOP) that integrates the Headquarters (HQ), regional and field elements.	NS revised the FEMA HQ COOP, signed by the FEMA Director on October 15, 1999.	P.4.1. COOP appears as a means and strategy to FY 2000 goal P.4.1.	P.5.1. COOP appears as a means and strategy to FY 2001 goal P.5.1.

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P.4.3	National Security Affairs (NS) will support the FEMA Director, the White House, and the National Security Council (NSC) on national security policy and programs. 70% customer satisfaction	Pilot Satisfaction survey received at the end of 1st Quarter FY 2000 and in review.	P.4.1 (1) NS will receive satisfactory ratings as determined from responses to annual surveys and questionnaires completed by internal and external customers; and (2) publish and distribute either five final versions, drafts, revisions, updates, or comprehensive guidance as related to national security policies, operational plans, and programs.	See P.5.1. above

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<i>MP 1.1</i>			<p>MP.1.1 Through the consolidation of FEMA non-disaster grant programs into EM Performance Grants (EMPGs), States will address the most critical weaknesses in EM capability and support State and community mitigation and preparedness activities.</p> <p>(1) 100 percent EMPG agreements negotiated with States address and emphasize all-hazards risk assessments, planning, and capability assessments. (2) Identified critical weaknesses through analysis of results of the State Capability Assessments for Readiness (CAR), evaluation and analysis of performance results of follow-on surveys, and assessment of progress against specific plans. (3) Improved State mitigation capability and reduced risk based on standard criteria to be developed with FEMA. (4) Measurable performance objectives targeted at improving multi-hazard mitigation planning and project implementation, and improving compliance with the National Flood Insurance Program (NFIP). (5) Increased scope and number of States' terrorism-related planning and training deliveries.</p>	<p>MP.1.1 In collaboration with Federal and local governments, States establish clearly defined and mutually agreed upon strategic goals and priorities for their EMPG agreements.</p> <p>(1) All eligible recipients of EMPGs developed work plans that include strategic goals and priorities. (2) Demonstrated improvement to baselines established in 2000 EMPGs.</p> <p>Preparedness Training and Exercises and Mitigation Directorates. Office of Financial Management</p>

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<i>RR.1.1</i> <i>82%</i>	The Response and Recovery Directorate (RR) will increase by 10 percent (to 8.3 days) the timeliness for processing disaster declaration packages from the date of the Governor's request to the date on which the package is given to the FEMA Director.	The average number of days for processing declaration packages was (1) 10.09 days for all requests, including appeals and rejections; (2) 30 days for rejected requests; and (3) 5.30 days for requests resulting in declarations.	RR.1.1. (1) RR will complete a declaration review package within an average of 8 days of a Governor's request.	RR.1.1. RR will continue this standard as a means and strategy to FY 2001 goal RR1.1.
<i>RR.1.2</i> <i>100%</i>	The Response and Recovery Directorate (RR) will improve mobile operations and operations and planning over FY 1998 baselines by (1) getting up a Disaster Field Office (DFO) operation in an identified facility within 40 hours; (2) 80 percent of regional directors being satisfied with the <i>Community Relations (CR) Operations Manual and Field Operations Guide</i> ; (3) 75 percent of customers satisfied with information provided by Situation Update Reports (SURs), and 60 percent satisfied with Assessment and Analysis Homepage; and (4) 90 percent of National Urban Search and Rescue Task Forces meeting operational standards.	Goal exceeded. RR achieved the following: (1) The average DFO setup time during FY 99 was 35 hours; (2) 90 percent of responding regions provided a positive assessment of <i>CR Operations Manual and Field Operations Guide</i> ; (3) 90 percent customer satisfaction with information provided by SURs, and 75 percent satisfaction with Assessment and Analysis Homepage; and (4) exceeded 90 percent operational standard. One task force remains to be evaluated during FY 2000.	RR.1.1. (1) Goal accomplished in FY 1999. (2) Goal achieved in FY 1999. (3) RR will achieve 80 percent internal customer satisfaction with the Daily Situation Update, and to 70 percent for the Assessment and Analysis Home Page, now on the Intranet. (4) Goal achieved in FY 1999.	RR.1.3. These activities appear as means and strategy for RR 1.3, Improve Response Operations.

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RR.1.3 96%	The Response and Recovery Directorate (RR) will enhance community recovery, improve delivery of human services and public assistance programs over FY 1998 baselines, and accelerate close-out of disasters. Measures are: (1) 85 percent customer satisfaction with Helpline services; (2) human services maintenance of 90 percent index of satisfaction and ability to recover; and (3) 75 percent external customer satisfaction with the adequacy of infrastructure guidance and the operation system for the New Public Assistance Program (PA).	Complete survey results are not available until Feb. 2000. As of September 1999 (1) 74.5 percent customer satisfaction with Helpline services; (2) 85.3 percent index of satisfaction and ability to recover; and (3) 80.5 percent external customer satisfaction with the adequacy of infrastructure guidance and the operation system for the PA.	RR.1.2. RR's revised goal seeks to focus on broader outcomes of earlier measures. (1) 85 percent external customer satisfaction rate with the adequacy of infrastructure guidance and the operation system for PA; (2) 90 percent satisfaction rate with the Human Services (HS) program as measured by an index that includes overall customer satisfaction and reported ability of recipients of disaster assistance to recover from disasters; and (3) 50 percent of recipients of FEMA services indicate that these services reduced their suffering.	RR.1.2 Revised. RR will manage Public Assistance programs to achieve overall customer satisfaction rate of 87 percent. RR.1.1 RR will improve customer satisfaction with HS programs. Manage Individual Assistance programs to achieve 90 percent customer satisfaction with HS program services for disasters below 50,000 tele-registrations per week.
RR.1.4 100%	The Response and Recovery Directorate's (RR) Disaster Field Office (DFO) operations evaluation systems will provide management information to enable improvement in the delivery of disaster assistance. Measure is 75 percent of RR internal customers satisfied with the RR evaluation system as it supports enhanced DFO operations performance.	Achieved 79 percent satisfaction among RR internal customers with the RR evaluation system as it supports enhanced DFO operations performance.	RR.1.3. 80 percent of RR internal customers are satisfied with the RR evaluation system as it supports activities to improve performance in DFO operations.	Evaluation efforts have become means and strategies toward achievement of RR goals 1.1, 1.2, and 1.3.

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RR.2.1	The Preparedness Training and Exercises Directorate (PT) will support the Federal government's capability to augment State and local response to disasters when needed. Measurable improvement in the conduct of exercises as indicated by formal evaluation and analysis of results and follow-on, training survey results.	<p>PT conducted 74 training activities for 2,030 permanent full-time and Disaster Assistance employees. The Disaster Field Office (DFO) was active in 25 training operations with 12,138 individuals trained in 43 standard courses and some unique training such as cardiopulmonary resuscitation (CPR). Continuing its role as chair, PT held two Federal Radiological Preparedness Coordinating Committee (FRPCC) Training Subcommittee meetings.</p> <p>FRPCC consists of several Federal departments and agencies and serves to assist FEMA in providing policy direction for the program of Federal assistance to State and local governments in their radiological emergency planning and preparedness activities.</p> <p>The sixth meeting of the U.S.-Russian Federation Joint Committee on Natural and Technological Disaster Prevention and Response was held during September in Phoenix, Arizona.</p>	P.2.1 In support of Federal capability to augment state and local response to disasters, and to develop strategies to address the 5 most critical shortcomings PT will receive successful evaluations of simulations and other activities and successful disaster response performances by FEMA.	RR2.1. In support of Federal capability to augment state and local response to disasters, and to develop strategies to address the 5 most critical shortcomings PT will receive successful evaluations of simulations and other activities and successful disaster response performances by FEMA.

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RR.2.2 100%	The Preparedness Training and Exercises Directorate (PT) will continue to support and fund the National Emergency Food and Shelter (EFS) Board in the effective provision of grants to providers of emergency food and shelter services. Funds allocated to the National EFS Board within 30 days of appropriation; and effectiveness of activities of local boards and recipient organizations.	<p>FEMA continued to chair the National EFS Board in implementing the EFS Program. The National EFS Board has continued to rapidly distribute funds to areas in the Nation that have higher than average levels of unemployment and poverty. In FY 1999, the EFS Program accomplished the following: Funded 11,000 non-profit and local government agencies in 2,500 counties; provided more than 85 million meals; provided more than 4 million nights of shelter; paid more than 300,000 rent, mortgage, and utility bills to prevent families from losing their homes.</p> <p>FEMA provided policy guidance and Federal coordination and staff assistance to the National EFS Board; tracked and monitored the \$100 million awarded to agencies for the provision of emergency social services; assisted in providing technical assistance and training to EFS-funded agencies nationwide; continues to implement collection procedures of unspent, undocumented expenditures and/or misspent EFS funds; held the National EFS Board Retreat in Alexandria, Virginia, to discuss future direction of the program with respect to outcome measurement.</p>	RR.2.2. PT will assure allocation of funds to the National EFS Board within 30 days of appropriation; and monitor the effectiveness of activities of local Boards and recipient organizations.	P.7.1. PT will continue to support and fund the National EFS Board in the effective provision of grants to providers of emergency food and shelter. Allocate funds to the National EFS Board within 30 days of appropriation and monitor effectiveness of selected activities of local boards and recipient organizations.

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RR.3.1 34%	By FY 2007 the Flood Insurance Administration (FIA) will increase the number of National Flood Insurance Program (NFIP) policies in force by an annual average of 5 percent or a total of 30 percent over the FY 1998 baseline of 3,811,253.	The policy growth in FY 1999 was approximately 1.7 percent with the year-end policy count of 4,187,729 policies. In FY 1998, there was an extraordinary 8 percent increase in policies. Despite special efforts in 1999, FY 1999 policy growth was impacted when many of the policies written in FY 1998 were not renewed by people who no longer felt threatened by such forces as El Nino.	RR.3.1. FIA estimates that the number of NFIP policies in force as shown in end-of-year policy count reports increases from 4,187,729 for FY 1999, to an estimated 4,397,115 for FY 2000.	M.4.1. By FY 2007, FIA increases the number of NFIP policies in force by an aggregate of 30 percent over the 1998 baseline. Annual averages will be reported.

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RR.4.1 100%	The Information Technology Services Directorate (IT) will complete remaining National Emergency Management Information System (NEMIS) development activities and continue transition to operations and maintenance. Measures are (1) NEMIS Enterprise Architecture is operational in FEMA headquarters, regions, and national processing centers; (2) applications software and associated database satisfy the requirements specified in NEMIS System Subsystem Specification, including response time, system throughput, accuracy, capacities, availability, etc.; (3) NEMIS Intranet continues operations to enable the emergency management community to access the library material easily; (4) optical imaging services meet NEMIS requirements and are in constant use; supporting correspondence, distributing applicant-supplied verification information to case workers, distributing field surveys and other analysis to case workers; and (5) NEMIS Version 2 is defined and progressing toward meeting requirements on schedule and within budget.	Version 2 was successfully fielded in August 1999. NEMIS is in use for over 40 major disasters. NEMIS has exceeded 80 percent autodetermination of disaster assistance claims in both flooding and hurricane disasters. In test mode FEMA has reached throughput of over 900 applications per hour. NEMIS optical imaging services make available documents to caseworkers within hours of receipt versus five days previously.	RR.4.1. IT will meet the following targets: (1) NEMIS Enterprise Architecture is operational in FEMA headquarters, regions, and national processing centers; (2) applications software and associated database satisfy the requirements specified in NEMIS System Subsystem Specifications, including response time, system throughput, accuracy, capacities, and availability; (3) NEMIS Intranet continues operations to enable the Emergency Management community to access the library material easily; (4) optical imaging services meet NEMIS requirements and are in constant use, supporting correspondence, distributing applicant-supplied verification information to case workers, distributing filed surveys and other analyses to case workers; and (5) NEMIS Version 2 is defined and progressing toward meeting requirements on schedule and within budget.	P4.1. IT will direct remaining NEMIS activities and monitor operations and maintenance of Version 2. IT will meet the following targets: (1) Direct remaining NEMIS development and monitor operations and maintenance of Version 2. (2) NEMIS operates as specified and is scalable in FEMA headquarters, regions, and national processing centers. (3) NEMIS supports disaster-related correspondence and the distribution of applicant-supplied verification information, field surveys, and other analyses to caseworkers.

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RR.5.1 80%	The Information Technology Services Directorate (IT) will implement 25 percent of the IT infrastructure upgrade for long-term cost reductions; and provide cost-effective, reliable communications “backbone” services as and where needed by meeting the following standards: (1) FEMA Switch Network (FSN) service at 99 percent availability at all FEMA fixed locations with “backbone” communications services; interconnection of any disaster or other temporary FEMA facilities to the FSN within 24 hours; integration and addition of new functions and services into the FSN; and reduction in baseline cost per unit of IT service; (2) transmission of emergency communications via High Frequency (HF) radio or patch between FSN nodes anywhere in the United States within 30 minutes; and (3) recording of unauthorized intrusions through FEMA’s Internet firewall; and (4) reduction in the costs of disseminating FEMA documents and public announcements.	IT served at 99 percent availability to more than 100 network devices at FEMA facilities throughout the continental United States and selected territories; interconnected within 48 hours to over 50 disaster locations and temporary FEMA facilities; integrated basic IT services—voice, video, data—using evolving transport technologies; expect to reduce the total number of T-1’s leased by the agency; HF radio communications served as backup communications for FEMA and other agencies in severe disasters and emergencies; added Internet connections to accommodate distance learning through the National Emergency Training Center (NETC). [see P.3.1.]	RR.5.1. IT will meet the following standards: (1) FSN service at 99 percent availability at all FEMA fixed locations with “backbone” communications services; interconnection of any disaster or other temporary FEMA facilities to the FSN within 24 hours; integration and addition of new functions and services into the FSN; and reduction in baseline cost-per-unit of IT service; (2) transmission of emergency communications via HF radio or patch between FSN nodes anywhere in the United States within 30 minutes of request; and (3) recording of unauthorized intrusions through FEMA’s Internet firewall; and (4) reduction in the costs of disseminating FEMA documents and public announcements	E.2.1. (1) IT will manage processes and procedures that support the agency in its efforts to reduce cost through the effective and efficient provision of services. Meet the following standards: (1) Provide “backbone” data and communications services at 99 percent availability to all FEMA fixed locations; interconnect any disaster or other temporary FEMA facility to the FSN within 24 hours; integrate and add new functions and services into the FSN; reduce baseline costs per unit of IT service; transmit emergency communications via HF radio or patch between telephone nodes anywhere in the U.S. within 30 minutes of request; record any intrusion through FEMA’s Internet firewall; improve virus detection procedures. (2) Align major IT investments with FEMA’s Strategic Plan in conformance with Federal information technology guidance; publish standardized procedures; effect efficient use of information resources through closer operations with FEMA partners; implement FEMA’s enterprise IT architecture.

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RR.6.1	<p>The Operations Support Directorate (OS) will implement a 5-percent cost savings through management oversight of Disaster Response Fund (DRF) facilities procurement and postage/express mail expenditures.</p> <p>[This quantitative target cannot be accurately measured as the DRF costs are proportioned among several organizations thus making any reductions apply equally to all organizations and impossible to validate for any one. Efforts have been made to validate program efficiencies that can be expected to positively influence DRF levels. Over time, rent and postage rate increases, however, are expected to absorb much of the cost avoidance derived from better management and technological improvements.]</p>	<p>OS developed policy and awareness program for efficient use of postage. For cost savings, OS deployed smaller Mail Management System (MMS) units to low-volume disasters and events to increase the accuracy of postage accountability and reliable data on postage expenditure; improved efficiency and customer support by providing Mail Operations information on the Internet/Intranet websites rather than by hard copy. Through staff training, improved MMS overall operation and postage accounting. Compared FEMA/General Services Administration (GSA) and non-GSA rent account invoices with prior year rental accounts to validate current billings on the \$23 million program rental budget.</p>	<p>RR.6.1. OS will meet the following targets: (1) based on operational requirements, facilities are acquired on a timely manner at current market rates; (2) ensure that postal and rental charges are assessed and applied to the appropriate disaster account; and (3) MMS "Go Kits" (to assist FEMA in procuring the most efficient postage rates) are transported to and activated by all major declared Disaster Field Offices.</p>	<p>See E.2.1.(2).</p>

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RR.6.3 100%	The Operations Support Directorate (OS) will operate a logistics program that provides timely and cost-effective resources in support of the all-hazards emergency management mission of the agency.	In lieu of purchasing new equipment the following cost avoidance was achieved: Disaster Information Clearinghouse (DISC) assets \$88,989; Disaster Field Office (DFO) kits \$2,366,787; 168 generators \$3,773,600. Pre-deployment cost savings was \$328,500 for DISC workstations and \$190,228 for generators. DISC and Territorial Logistics Centers (TLCs) achieved a successful on-time delivery rate of 97.2 percent. Successful recovery of DISC assets from closed DFOs was 97.86 percent. The automated property management system can now be downloaded onto a laptop or desktop computer from an Intranet website, thus reducing shipping cost for a Logistics Information Management System (LIMS) go-kit resulting in a cost avoidance of \$20,000. The AIC have exceeded their FY 1999 goal of reducing the agency's inventory at closed DFOs from the FY 1998 baseline figures of 9,398 items remaining at closed DFOs valued at \$10,579,640 to 8,000 items valued at \$8,000,000.	RR.6.3. OS will make the following improvements on the 1999 baseline: (1) 5 percent increase in the average value of DISC and TLC assets to support each disaster; (2) 5 percent reduction in percentage of DISC and TLC assets lost or damaged; (3) 5 percent reduction in the number of DISC and TLC items retained by closed DFOs or regional field sites; and (4) 5 percent reduction in the time between receipt of orders at the DISC and TLCs and shipment of orders.	RR.2.1. Operate a logistics program that provides timely and cost-effective resources in support of the hazards emergency management mission of the agency. (1) Maintain FY 2000 baseline of 97 percent on-time delivery of disaster assets. (2) Maintain FY 2000 baseline of DISC and TLC assets available to support disasters. (3) Reduce by 10 percent the FY 2000 baseline, total dollar value of assets remaining at closed DFOs.

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<i>E.1.2</i> <i>100%</i>	The Mitigation Directorate (MT) will streamline the delivery of Hazard Mitigation Grant Program (HMGP) funds to States and territories. [Revised measure] Achieve a 2 percent increase over FY 1998 baseline of 66 percent in the amount of available HMGP funds obligated to State grantees.	MT exceeded this goal. FEMA has obligated 84.3 percent (\$2,237,785,764) of available HMGP funding; that includes an estimate for Hurricane Floyd.	See E.1.1 above.	See MP.1 above.
<i>E.2.1</i> <i>100%</i>	The Flood Insurance Administration (FIA) will complete activities for revision of the National Flood Insurance Program (NFIP) to enhance the financial soundness and equity of the program.	<p>The report on the economic impact of subsidy elimination has been completed and will be sent to Congress in FY 2000. A study of alternate program financing methods was completed and the results are being circulated. A study of NFIP claims and underwriting has been completed. Major changes to the program continue to progress through various stages of development and implementation. These changes, including the repetitive loss strategy, have all shown great potential for improving the efficiency and effectiveness of the NFIP. These changes are also expected to improve the financial position of the program.</p> <p>In FY 1999, the NFIP made very significant progress in dealing with the relatively small number of repetitive loss properties that have a much greater than normal number of claims</p>	<p>E.1.1(2)To support the agency's effort to improve efficiency the FIA will work toward (1) NFIP revision-research studies, analyses, and findings; and the development of specific administrative, regulatory and, as required, legislative proposals to increase financial soundness and program equity; (2) implementing a repetitive loss strategy; and (3) receipt of positive financial reports, including unqualified audit reports.</p> <p>M.3.4. Implementation of a repetitive loss strategy targeting properties that have incurred four or more losses, as well as other properties that have incurred two to three losses.</p>	M.5.1. FIA will operate with the Mitigation Directorate the repetitive loss strategy and implement measures to reduce the subsidy to pre-Flood Insurance Rate Map properties as measures to improve the program's underwriting ratio.

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and a very disproportionate financial impact on the program. Methods for prioritizing specific repetitive loss properties for mitigation action under the FY 2000 funding for the Flood Mitigation Assistance (FMA) Program were developed and tested. In consultation with the Write Your Own insurance companies, procedures were set and a contract was awarded for centralized issuance and servicing of insurance for the selected target group of repetitive loss properties. A proposed rule, requiring full-risk premiums on target properties where mitigation assistance offers under FMA and the Hazard Mitigation Grant Program (HMGP) are declined, was published. Further, House members independently introduced legislation in support of this objective.

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<i>E.3.1</i> <i>100%</i>	The National Flood Insurance Program (NFIP) receives positive financial, customer-service, and other evaluation reports, including unqualified audit reports.	The NFIP received an unqualified opinion on the annual financial audit conducted by the Inspector General for FY 1998. This reflects the continuous operating and financial oversight of the program including the more than 80 companies participating in the Write Your Own program.	See E.1.1(2) above.	M.6.1. Business process improvements are implemented and information system studies are completed. (1) Receive positive results of the financial statement audit performed for the entire program by an independent Certified Public Accountant. This audit report will be supplemented by reports of the operating reviews conducted by Federal Insurance Administration staff and the biennial audits conducted of the Write Your Own insurance companies by their independent auditors. (2) Additional indicators are reports to be generated by the NFIP bureau and statistical agent, particularly as they relate to accuracy and turnaround times and the results of customer service surveys conducted in conjunction with the Cover America II campaign.
<i>E.4.1</i> <i>100%</i>	The Response and Recovery Directorate (RR) will reengineer processes to increase cost-efficiency by an annual average of 2 percent. [Human Services and Public Assistance Programs have undergone reengineering for better customer service and timeliness. Current Office of Financial Management (OFM) systems do not allow programs to measure actual program costs at this level.]	Reengineering efforts are underway. RR is working with OFM to identify the impact of reengineering efforts on administrative costs.	E.1.1(3) Implementation of reengineered response and recovery processes to support a 2 percent improvement in agency cost-efficiency (with assistance from OFM).	E.2.1(8) Implementation of reengineered response and recovery processes to support improvements in agency cost-efficiency as established and reported by OFM.

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<i>E.5.1</i> <i>100%</i>	The U.S. Fire Administration (USFA) will show a 2 to 5 percent decline in administrative cost per student and costs of program delivery, and a corresponding 2 to 5 percent increase in productivity.	USFA achieved a 10.5 percent reduction in the average administrative cost per student. Our average cost was \$45.05 for 229,230 students (baseline: \$50.35). Productivity measure across various programs cannot be aggregated. See P.2.1 for student load for major part of the program.	E.1.1(4) USFA will seek an improvement of 7 percent in the efficiency of National Emergency Training Center (NETC) student operations for both National Fire Academy (NFA) and Emergency Management Institute (EMI).	E.2.1.(8) USFA will seek an improvement of 9 percent in the efficiency of NETC student operations for both NFA and EMI.

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<i>E.6.1</i> <i>100%</i>	The Information Technology Services Directorate (IT) will promote IT policy and processes that expand IT services or reduce per unit costs; respond to requests for assistance in developing IT investment proposals with 48 hours; effect cost-effective use of information resources by closer operations with FEMA partners.	IT began the review of over 650 IT procurements within 48 hours of receipt; published and implemented the IT architecture; evaluated FEMA's major IT investment proposals and ongoing activities; IT extended the awareness and sharing of IT resources through the Information Resources Board; and met all Y2K compliance deadlines and delivered the requisite Y2K quarterly progress reports, business continuity plans, and day-one plans to the Office of Management and Budget (OMB) and Congress.	E.1.1(5) Revised measure: IT will meet this target: Alignment of major IT investments with FEMA's strategic plan in conformance with Federal IT guidance.	E.2.1.(1) IT will manage processes and procedures that support the agency in its efforts to reduce cost through the effective and efficient provision of services. It will meet the following standards: (1) Provide backbone data and communications services at 99 percent availability to all FEMA fixed locations; interconnect any disaster or other temporary FEMA facility to the FEMA Switch Network (FSN) within 24 hours; integrate and add new functions and services into the FSN; reduce baseline costs per unit of IT service; transmit emergency communications via HF radio or patch between telephone nodes anywhere in the U.S. within 30 minutes of request; record any intrusion through FEMA's Internet firewall; improve virus detection procedures. (2) Align major IT investments with FEMA's Strategic Plan in conformance with Federal information technology guidance; publish standardized procedures; effect efficient use of information resources through closer operations with FEMA partners; implement FEMA's enterprise IT architecture.

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<i>E.7.1</i> <i>100%</i>	The Operations Support Directorate (OS) will (1) proactively determine internal and external requirements in advance for a secure, safe, and healthy environment for FEMA customers; (2) continue enhancement of logistics operations and agency-wide automated logistics inventory control and property accountability; and agency-wide oversight of printing, graphics, rent accounts, mail management operations, and support services accounts (maintenance schedules) to ensure that services are provided in a timely and cost-effective manner.	(1) OS supported safe and secure working environments; upgraded FEMA Federal Regional Centers, including fire suppression and alarm systems, asbestos and lead paint removal, and electrical repairs; established safety and health Intranet site; procured an accident tracking system; and provided 723 FEMA employees an employee safety orientation. Safety inspections were conducted at six disaster fixed facilities. (2) Publications warehouse reduced shipping time for orders from 5 days to one. OS validated FEMA/General Services Administration (GSA) and non-GSA rent account invoices of over \$23 million. Provided timely and effective delivery and savings through enhanced support services accounts. Prices for supplies, furniture, and furnishings were competitive. Replaced 50 percent of FEMA Headquarters (HQ) copiers. Conducted 1998 Hurricane Season Corrective Actions Workshop attended by HQ (OS, Response & Recovery Directorate, Office of Policy & Regional Operations, and Office of Financial Management), regions, and representatives from other Federal agencies. Corrective actions were identified in six areas—Mobilization Center Operations, Resource Tracking, Movement Coordination, Property Management, Roles and Responsibilities, and Requirements Processing.	E.1.1(6) OS will make a proactive determination of internal and external requirements for a secure, safe, and healthy environment for FEMA customers; continued enhancement of logistics operations and agency-wide automated logistics inventory control and property accountability; and agency-wide oversight of printing, graphics, rent accounts, mail management operations, and support services accounts (maintenance schedules) to ensure that services are timely.	RR.6.1. OS will make proactive determination of internal and external requirements for a secure, safe, and healthy environment for FEMA and its emergency management partners preparing for disasters and at disaster facilities. Safety: Reduce or eliminate 80 percent of identified, prioritized safety deficiencies at FEMA facilities. Security: Conduct scheduled assessments of fixed facilities and conduct assessments of disaster facilities as required. E.2.1.(1) OS will increase by 2 percent the FY 2000 baseline numbers of the Logistics Management Facility (LMF) operational efficiency. Reduce by 2 percent the FY 2000 baseline number of injuries occurring in the LMF. Continue to provide agency-wide oversight of printing, graphics, rent accounts to ensure timely services.

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<i>E.8.1</i> <i>100%</i>	The Office of Financial Management (FM) will implement recommendations of the grants management improvement initiative by completion of actions identified in the Grants Improvement Plan within agreed-upon timeframes.	<p>The standard grant agreement policy was implemented on disaster grants and is included on each FEMA-State Agreement. At least one staff person at each region has responsibilities for disaster grant management including analyzing the State Financial Status reports. Offered Second Regional Grant Management Training workshop focusing on issues such as cash management and monitoring State recipients. Monitored the regional implementation of grant policy and procedures through regional reports.</p> <p>Issued Disaster Field Office (DFO) comptrollers continued guidance on their role in disaster grant management.</p>	E.1.1(10) Goal revised: FM will meet the following targets: Consolidation of seven non-disaster grants to State Emergency Management agencies into one funding stream. Streamline application, financial, and progress reporting processes; provide flexibility to States to target funds, with the exception of terrorism, to meet EM priorities; allow for efficient use of limited financial and staff resources for both FEMA and the States. (See also MP.1.1.)	See MP.1.1.

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<i>E.9.1</i> <i>100%</i>	The Office of Financial Management (FM) will meet the following standards: Referral of 100 percent of debts delinquent by 180 days to Treasury for collection; weekly submission of new debtors to the Treasury Offset Program 120 days after the debt is incurred; number and percent of delinquent debts reported monthly to credit bureaus; number and percent of debtors who owe less than \$3,000 sent to PAYCO for collection 180 days after debt is incurred; number and percent of debtors who owe more than \$3,000 referred to the Department of Justice 180 days after debt is incurred; number of dollars and percent of outstanding debt collected by each debt collection method.	FM submitted to the Treasury Offset Program 3,922 debtors with receivables totaling \$9,780,319. During that period, FM collected on 621 debtors for a total of \$572,291. Total of \$22,352,860 transferred or eligible for transfer to Treasury Cross-Servicing Program, which collected 961 payments of \$287,000.	E.2.1. Revised to include former E.9.1; 10.1; 11.1; FM will meet the following targets: (1) implementation of recommendations of the grants-management improvement initiative within agreed-upon timeframes; (2) implementation of the Treasury Cross-Servicing Program for debt collection and continued application of all other debt collection tools not requiring cross-servicing; (3) referral of 100 percent of debts delinquent more than 180 days to Treasury's Cross-Servicing Branch for collection; (4) streamline and integrate procurement and vendor payment processes, efficient and effective intergovernmental transfers, streamline travel-related processes, maximum use of electronic media for communicating, processing disbursements, and collecting financial data; (5) payment of 95 percent of travel vouchers within 5 days of receipt by the payment office; issuance of 95 percent of all payments within 30 days of receipt of complete documentation; issuance of 95 percent of temporary housing payments within 24 hours of receipt at the Disaster Finance Center (DFC); availability for drawdown of 98 percent of grants within 24 hours' notification to the Financial Services Branch; quarterly posting of 95 percent of SMARTLINK grant expenditures in the Integrated Financial Management Information System (IFMIS);	E.1.1 Achieve the FY 2001 objectives set forth in the Financial Management Status Report and Five-Year Plan. Meet the following standards: (1) Adequate incorporation of accounting standards and OMB revised guidance in financial statements; unqualified audit opinion on financial statements; timely preparation, submission, and distribution of the Accountability Report. (2) Implementation of recommendations of the grants-management improvement initiative within agreed-upon timeframes. (3) Referral of 100 percent of debts delinquent more than 180 days to Treasury's FMS Cross-Servicing Branch for collection. (4) Streamlined and integrated procurement and vendor payment processes, efficient and effective intergovernmental transfers, streamlined travel-related process, maximum use of electronic media for communicating policies, processing disbursements, and collecting financial data. (5) Payment of 95 percent of travel vouchers within 5 days of receipt by the payment office; issuance of 98 percent of all payments within 30 days of receipt of complete documentation; issuance of 99 percent of temporary housing payments within 24 hours of receipt at the DFC; availability for drawdown of 99 percent of grants within 24 hours notification to the Disbursements and Receivables

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<i>E.9.1 (con't)</i>			<p>identification, documentation, and corrective action on 95 percent of questionable actions regarding the terms of loans; (6) enhanced staff capability to perform financial functions; (7) 10 percent increase in commercial credit card usage above the FY 1999 level, and selection and implementation of a new FEMA Purchase Card Program that will maximize the features available under the new Governmentwide Credit Card Program; (8) increased usage of performance-based contracting methods by 5 percent above the FY 1999 base; and (9) adequate incorporation of accounting standards and Office of Management and Budget revised guidance in financial statements.</p>	<p>Branch; quarterly posting of 99 percent of SMARTLINK grant expenditures in the IFMIS; identification, documentation, and corrective action on 99 percent of questionable actions regarding the terms of loans. (6) Enhanced staff capability to perform financial functions. (7) 10 percent increase in commercial credit card usage above the FY 2000 level. (8) Increased use of performance-based contracting methods by 5 percent above the FY 2000 base.</p>

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<i>E.10.1</i> <i>100%</i>	The Office of Financial Management (FM) will meet the following standards: Payment of 95 percent of travel vouchers within 5 days of receipt by the payment office; issuance of 95 percent of all payments within 30 days of receipt of complete documentation; issuance of 95 percent of temporary housing payments within 24 hours of receipt at the Disaster Finance Center (DFC); 98 percent of grants available for drawdown within 24 hours' notification to the Financial Services Branch; quarterly posting of 95 percent of SMARTLINK grant expenditures in the Integrated Financial Management Information System (IFMIS); ensuring that 95 percent of questionable actions regarding the terms of loans are identified and documented, and corrective actions taken.	FM reports the following: 98 percent of vouchers processed by DFC done within 5 days. Travel voucher payment performance for all locations including Headquarters, regions, National Emergency Training Center, MT: Weather Emergency Training Center, and the DFC 87 percent. The average processing time was 3.38 days; 99 percent of invoices were processed within 30 days of receipt of complete documentation. Total invoices paid FEMA-wide for FY 1999 were 30,598 with 684 paid late. This represents 98 percent of all invoices paid on time. One hundred percent of all Temporary Housing payments are processed within 24 hours of receipt.	See E.2.1 above.	See E.1.1 above.

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<i>E.11.1</i> <i>100%</i>	The Office of Financial Management (FM) will increase commercial credit card use by 10 percent above the FY 1998 baseline; selection and implementation of a new FEMA Purchase Card Program that will maximize the features available under the new Governmentwide Credit Card Program. The baseline for this indicator will be developed during FY 1998. FY 1997 usage was \$17 million.	FM reports that purchase card acquisitions totaled \$23,351,990, exceeding the 10 percent goal over an \$18 million FY 1998 baseline.	See E.2.1 above.	See E.1.1 above.
<i>E.12.1</i> <i>100%</i>	The Office of Financial Management (FM) will meet the following target: 5 percent (\$3.150 million) increased usage of performance-based contracting methods (baseline: \$63 million).	FM reports that \$83 million worth of performance-based contracts were awarded.	See E.2.1 above.	See E.1.1 above.

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<i>E.13.1</i> <i>100%</i>	The Office of Financial Management (FM) will meet the following standards: Completion of detailed accounting and reporting standards; timely preparation of year-end trial balances and financial statements for all accounts; completion and submission of financial statements to the Office of Management and Budget (OMB).	FY 1998 consolidated financial statements were prepared for all activities and submitted to OMB on the due date. The financial statements received an unqualified opinion from independent auditors. Early in the year, Version I, Accounting Manual, in 18 chapters, was released. We are in the process of revising the Accounting Manual based on 3 years' activity to prepare financial statements. Policy statements on Expending Wilbur Drawdowns, Late Payment Interest, Construction-in-Progress, and Debt Write-offs also are written.	See E.2.1 above.	See E.1.1 above.
<i>E.14.1</i> <i>100%</i>	The Office of Policy and Regional Operations (PR) will institutionalize a formal agency strategic planning and evaluation system that ensures that FEMA is making progress toward achieving its strategic goals.	PR developed and implemented a quarterly GPRA reporting system that measures progress toward annual goals. Reports generated are used by staff to track goal performance. Information also used for senior staff review and budget considerations.	Revised [Environmental activity has been moved to the Mitigation Directorate.] E.1.1(7) PR will update the FEMA Strategic Plan, complete the first Annual Performance Report; implement agency evaluation system; and implement an activity-based costing methodology for one mission activity.	E.2.1(3) PR will (1) support the Director, agency leadership, and agency organizations by leading agency-wide policy development and implementation, strategic planning, and evaluation; implementing administrative initiatives, external mandates, internal improvements, and special projects; and building regional capabilities and supporting regional operations; (2) complete Federal Activities Inventory Reform (FAIR) Act and GPRA-related activities including, but not limited to, an annual performance plan and reports, quarterly program evaluations, at least one activity-based costing study; and (3) continue to provide guidance and oversight for agency-wide cadre development, training, and support.

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<i>E.15.1</i> <i>30%</i>	The Office of Policy and Regional Operations (PR) will implement an activity based cost methodology on one major missions activity.	With the commitment of the Office of Financial Management (FM) to provide actual cost information for a selected Human Services activity, the activity-based costing (ABC) project has developed a plan of operation and draft timeline. As financial systems are refined, ABC activities will become a more routine method for management to make reengineering and financial decisions.	See E.E.1.1(7) above.	See E.2.1(3) above.
<i>E.16.1</i> <i>100%</i>	The Office of Policy and Regional Operations (PR) will implement a viable, broad-based basin, disaster, or statewide environmental review system in which the States and subgrantees can perform a greater proportion of the environmental review process.	With a goal of having States undertake more effort in producing environmental reports, 38 (25 percent) of a total of 154 environmental reports were done by the State of the applicant. Three regions were unable to report their numbers due to deployment of their environmental officer to disasters.	The environmental program has been moved from the Office of Policy and Regional Affairs (OPRO) to the Mitigation Directorate. This goal will not be tracked by OPRO in FY 2000.	Not available.

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<i>CS.1.1</i> <i>100%</i>	The Preparedness, Training, and Exercises Directorate (PT) will institutionalize and manage the FEMA Customer Service Program.	PT reviewed its customer service training program and began implementing several changes to the customer service courses and survey methodology. PT trained 25 employees as new customer service facilitators, creating a new cadre of people to train our new employees through the FEMA mandatory Achieving Extraordinary Customer Relations (AECR) course. Over 700 new staff received AECR training in the National Processing Service Centers and FEMA regional offices. In addition, permanent full-time and disaster assistance employees received AECR training at Disaster Field Offices.	CS.1.1.(1) PT will increase levels of internal and external customer satisfaction with FEMA services. Coordination of the agency-wide Customer Service Program included development and delivery of customer service and effectiveness training; an increase over FY 1999 baselines in the satisfaction of FEMA's State and local partners with preparedness programs; development and delivery of effectiveness training to FEMA employees and follow-on surveys.	CS.1.1.(1) PT will coordinate the agency-wide Customer Service Program including development and delivery of customer service and effectiveness training; increase over FY 1999 baselines the satisfaction of FEMA's State and local partners with preparedness programs; develop and deliver effectiveness training to FEMA employees and follow-on surveys.
<i>CS2.1</i> <i>100%</i>	By the end of FY 1999, the U.S. Fire Administration (USFA) will maintain a 90 percent overall internal and external customer satisfaction with USFA services (baseline FY 1998: 98 percent).	USFA overall customer service satisfaction for this fiscal year was 97.5 percent.	CS.1.1(2) USFA will maintain at least 90 percent overall internal and external customer satisfaction rate with USFA services, including NETC campus operations.	CS.1.1(2) Customer survey results indicate by the end of FY 2001 a 90 percent overall internal and external customer satisfaction with USFA services.

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CS.2.2 100%	Improve efficiency and effectiveness of the Preparedness, Training, and Exercises Directorate (PT) program delivery. Measures are: surveys of customer's satisfaction with effectiveness of training.	<p>2,777 FEMA staff attended employee development training activities; 36 National Emergency Management Information System courses conducted for 720 students.</p> <p>PT reports that the results of follow-on surveys (sent to each Emergency Management Institute (EMI) student 3 months after completion of the class) are these: 3 percent of the students reported that the instruction was not applicable and was not being used; 64 percent reported that they are using the instruction either in their day-to-day jobs or on emergency assignments; 33 percent reported they had no opportunity yet to use the instruction, but expect to. This last figure is expected given the nature of the work by emergency managers at all levels of government.</p>	CS.1.1(1) Coordination of the agency-wide Customer Service Program including development and delivery of customer service and effectiveness training; an increase over FY 1999 baselines in the satisfaction of FEMA's State and local partners with preparedness programs; development and delivery of effectiveness training to FEMA employees and follow-on surveys.	CS.1.1(1) Coordination of the agency-wide Customer Service Program including development and delivery of customer service and effectiveness training; an increase over FY 1999 baselines in the satisfaction of FEMA's State and local partners with preparedness programs; development and delivery of effectiveness training to FEMA employees and follow-on surveys.

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CS.3.1 100%	The Flood Insurance Administration (FIA) will receive positive responses to the National Flood Insurance Program (NFIP) assessment instruments and constructive support in pursuing insurance sales and other goals.	FIA reports that among survey respondents there was an increase over 1995 baselines for awareness of the NFIP of 17 percent; for favorability of the NFIP of 10 percent, and favorability of the NFIP among consumers who are aware of the NFIP of 12 percent.	CS.1.1(3) Revised NFIP will meet the following targets: (1) receipt of commitments from key constituencies to resolve problems and make program improvements and achieve sales and other goals identified through a call for issues; (2) an increase over FY 1999 baselines in the satisfaction of key NFIP constituencies and flood policy customers; and (3) new Standard Flood Insurance Policies, rewritten to simplify language, enhance policyholder understanding, and promote expeditious claims settlement.	Not applicable.
CS.4.1 100%	The Information Services Technology Directorate (IT) will implement software to standardize benchmarks and validate the benchmarks for IT Helpdesks. Maintain trouble-free services at 98 percent. No undetected virus infections on agency's PCs or networks. Implement Year 2000 compliant software and hardware. Maintain availability of Integrated Financial Management Integration System (IFMIS) hardware in excess of 98 percent.	The benchmark for the IT Helpdesks will be that on average 80 percent of the trouble tickets are resolved per week. Both IT operations and the IFMIS operations maintained trouble-free service and availability in excess of 98 percent. In FY 1999, FEMA attained Y2K compliance for both critical and noncritical systems. FEMA stopped almost all viruses before they reached the networks and systems. The few that got through the first lines of defense were stopped before widespread infection could occur. Frequently, counter-measures or preventive software was in place before the virus entered FEMA's network or systems.	CS.1.1(4) IT will meet the following targets: provide accessible and standardized information technology services that promote cost-effective, reliable, and trouble-free office automation practices and meet performance standards of (1) Helpdesk responding to calls within 48 hours and resolving problems on first try 80 percent of the time; customer service ratings of 80 percent for timeliness, courtesy, services, and expertise; (2) maintaining the agency's Local Area Network (LAN) and Wide Area Network (WAN) with 98 percent trouble-free service, having no undetected virus infections on the agency's personal computers or networks; rectifying Year 2000 software and hardware problems; and (3) making IFMIS hardware 98 percent available.	CS.1.1(3) IT will meet the following targets: Deliver accessible and standardized IT services that promote cost-effective, reliable, and trouble-free information services by (1) processing 80 percent of the Helpdesk trouble tickets assigned per week; (2) resolving 80 percent of problems on the first call; (3) maintaining trouble-free services at 98 percent; (4) assuring no undetected virus infections on agency's PCs or networks; (5) speed addition of new software through testing by 50 percent; and (6) maintain availability of IFMIS hardware in excess of 98 percent.

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CS.5.1 100%	The Office of the General Counsel (GC) will continue ongoing GC review of drafts of Executive Orders and intra-agency coordination of drafts of Executive Orders (EOs).	GC updated EOs as appropriate. GC is continuing intra-agency coordination of drafts of EOs.	CS.1.1(5) GC will complete inter-agency coordination of draft EOs, principally EO 12148 and EO 12656; identify and revoke obsolete regulations in Title 44 of the Code of Federal Regulations; develop with The Office of Policy and Regional Operators an all-hazards risk management plan and risk management reporting system encouraging the use of Alternate Dispute Resolution.	Not applicable.
CS.6.1 50%	The Office of General Counsel (GC) and the Office of Policy and Regional Operations (PR) will develop baseline statistics and use preliminary results to develop scope for quarterly risk management reporting system.	To begin to build an agency risk management reporting system, Health and Safety, Worker's Compensation, Security, Equal Rights, Torts, and Environmental Assessments were selected to be examined this year. Early findings indicated that the figures, or available data, were too gross (i.e., aggregated) to affect change. They represented, for example, grand totals for a year. Therefore, it was concluded that work in FY 2000 is needed to break down the numbers into more detailed information (i.e., information that will assist in discerning cause and effect, and subsequently facilitate reducing cost or risk).	CS.1.1(6) GC and PR will develop an all-hazards risk management plan; maintain a risk management database and risk management reporting system.	E.2.1.(7) Following an analysis of FY 2000 risk management program baselines, FEMA will implement a risk management program in FY 2001 by adopting appropriate steps to reduce risk violations that may result in lost work days and to also reduce risks in activities that can be directly influenced by management attention. [GC/PR]

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Below are listed goals and/or measures not tied to the FY 1999 performance plan.

M.2.3. Mitigation Directorate will increase by 20 percent over FY 2000 baselines the private-sector involvement in disaster resistance. Measure is: Enter into Memoranda of Agreement between Project Impact communities and the recruited private-sector partners.

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				<p>P.1.2. Regional offices will continue to support funded discretionary projects at the regional level to build State and local emergency management capability. Measure is: Assessment of progress of funded discretionary projects against specific annual plans.</p> <p>P.2.1. PT will support the Federal government's capability to augment, when needed, State and local response to disasters and to develop program strategies to address the most critical five shortcomings. Measure is: Successful simulations and similar activities as indicated by formal evaluation and analysis of results, follow-on training survey results, and successful disaster-response performance by FEMA.</p> <p>RR.1.3. Response & Recovery Directorate will improve response operations. Measures are: Act on all identified requests to meet the needs of catastrophic disaster victims for water, food, and shelter within 12 hours after the Presidential disaster declaration. The intent is to coordinate through partnerships with other Federal agencies, State and local governments, and private and voluntary organizations for the initial provision within 72 hours of these basic needs.</p>

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			<p>E1.1(8) NS a 2% improvement in the efficiency of NS project management and program administration through the implementation of automated processes to increase project officer productivity.</p> <p>(2) PT. (a) Further streamline Radiological Emergency Preparedness (REP) Program operations under new REP Fund operations; (b) implement reengineered exercise function, reducing time and resources required to test procedures and familiarize Federal, State, and local Emergency Management partners; (c) streamline procedures for delivery of Customer Service Programs; (d) revise and publish State and local government planning aids; (e) continue expansion of nontraditional avenues for delivery of training programs, e.g., Internet and media broadcasts; and (3) NS. Maintain the efficiency of NS program delivery and services established in FY 2000 through improved procedures in project management and program administration.</p>	<p>E.2.1</p> <p>(2) PT. (a) Further streamline Radiological Emergency Preparedness (REP) Program operations under new REP Fund operations; (b) implement reengineered exercise function, reducing time and resources required to test procedures and familiarize Federal, State, and local Emergency Management partners; (c) streamline procedures for delivery of Customer Service Programs; (d) revise and publish State and local government planning aids; (e) continue expansion of nontraditional avenues for delivery of training programs, e.g., Internet and media broadcasts; and (5) NS. Maintain the efficiency of NS program delivery and services established in FY 2000 through improved procedures in project management and program administration.</p>

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			<p>CS.1.1</p> <p>(7) MT: An increase of 5 percent over FY 1999 baselines in satisfaction of FEMA's customers with MT programs; (8) RR: An increase of 5 percent over the FY 1999 baseline in the overall satisfaction of State emergency offices, other Federal agencies, and major volunteer organizations with RR regional coordination of disaster response partnership planning, guidance, and communication; (9) NS: An increase of 5 percent in the FY 1999 internal and external customer satisfaction baseline through improved program coordination and performance in activities related to terrorism, special programs, COG, COOP, and CIP.</p>	<p>CS.1.1</p> <p>(4) NS: Maintain the FY 2000 internal and external customer-satisfaction baselines through continued improvement in program coordination, product and services delivery, and overall personnel performance. (5) RR: Maintain or increase overall satisfaction of State emergency offices, other Federal agencies, and major volunteer organizations with RR regional coordination of disaster response partnership planning, guidance, and communication.</p>