



The Federal Emergency Management Agency

Final Annual Performance Plan

Fiscal Year 2002

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INTRODUCTION

This Annual Performance Plan outlines how the strategic goals and objectives of the Federal Emergency Management Agency (FEMA) will be pursued during fiscal year (FY) 2002. It accompanies the September 2000 revised FEMA Strategic Plan, *Partnership for a Safer Future*, and fulfills the requirements of the Government Performance and Results Act of 1993 (the Results Act). This Performance Plan illustrates how FEMA will execute its Mission to:

Reduce the loss of life and property and protect our institutions from natural and technological hazards by leading and supporting the nation in a comprehensive, risk-based emergency management program of mitigation, preparedness, response, and recovery.

- Mitigation** Taking sustained actions to reduce or eliminate long-term risk to people and property from hazards and their effects.
- Preparedness** Building the emergency management profession to prepare effectively for, mitigate against, respond to, and recover from any hazard by planning, training, and exercising.
- Response** Conducting emergency operations to save lives and property by positioning emergency equipment and supplies; evacuating potential victims; providing food, water, shelter, and medical care to those in need; and restoring critical public services.
- Recovery** Rebuilding communities so individuals, businesses, and governments can function on their own, return to normal life, and protect against future hazards.

HOW THE PLAN IS ORGANIZED

This Annual Performance Plan presents 19 performance goals for FY 2002. Each of these supports a 5-year operational objective contributing to one of the three FEMA strategic goals which are:

1. Protect lives and prevent the loss of property from natural and technological hazards.
2. Reduce human suffering and enhance the recovery of communities after disaster strikes.
3. Ensure that the public is served in a timely and efficient manner.

A performance goal's letter indicates the strategy to which each annual performance goal contributes, as follows:

Under Goal 1, *M* refers to the Mitigation Strategy and *P* refers to the Preparedness Strategy; under Goal 2, *RR* refers to the Response and Recovery Strategy; and under Goal 3, *E* refers to the Efficiency Strategy and *CS* refers to the Customer Service Strategy.

At the end of each annual performance goal, the lead FEMA organization responsible for achievement of that goal is identified. The 5-year operational objectives and annual performance goals for the National Flood Insurance Program and the U.S. Fire Administration appear under Goal One.

Associated with each annual performance goal are the following:

1. resources required to achieve the goal;
2. indicators to measure or assess performance;
3. the means and strategies that will be used to achieve the goal; and
4. methods by which the measured values will be verified and validated.

Appendices contain additional information (see the table of contents).

FURTHER DEVELOPMENT OF THE PLAN

This is FEMA's fourth Annual Performance Plan. All organizations within the agency participated in developing FEMA's Revised Strategic Plan and this Performance Plan. No outside contractors were used.

In response to comments from the Office of Management and Budget, the General Accounting Office, and the House Committee on Transportation and Infrastructure's Subcommittee on Oversight, Investigations, and Emergency Management, FEMA has made adjustments to its Strategic Plan Objectives and modifications to its FY 2001 and 2002 Annual Performance Plans. The changes to the plans allowed FEMA to focus better on outcome goals.

FEMA is committed to continually strengthening its Annual Performance Plans.

Comments are invited and can be submitted electronically via FEMA's Internet site www.fema.gov or by writing to FEMA, Office of Policy and Regional Operations, Washington, DC 20472.

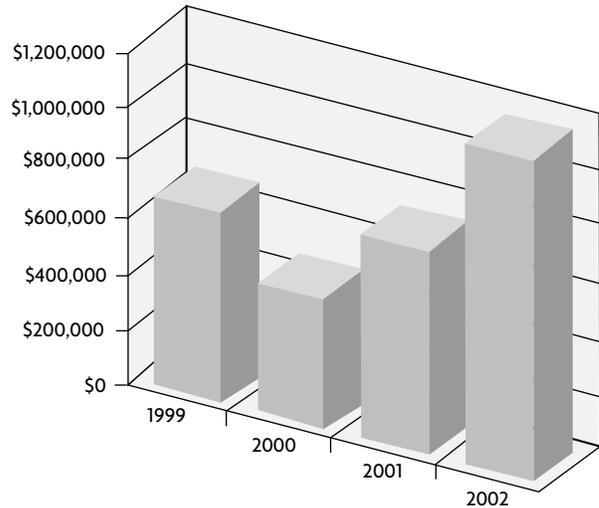
STRATEGIC GOAL 1

PROTECT LIVES AND PREVENT THE LOSS OF PROPERTY FROM NATURAL AND TECHNOLOGICAL HAZARDS.

The national emergency management community works to protect lives and prevent the loss of property¹ by implementing pre-disaster *mitigation (M)* and *preparedness (P)* measures. FEMA coordinates and supports its emergency management partners in planning, marketing, and carrying out initiatives. Over time, such measures as early warning systems, evacuation plans, building codes, fire prevention technology, and land-use policies reinforced by insurance incentives, have reduced the losses of life and property consequent to disasters.

¹ Property is defined to include commercial and public buildings and facilities, private homes, and utility and transportation systems.

Figure 1. Approximate Resources for Goal One (Dollars in Thousands)



The past data in this chart were influenced by the number and type of disaster declarations for the years indicated and are offered only as an illustration of basic trends.

5-Year Operational Objective M.1

Increase community resistance to natural hazards and reduce losses from future disasters.
Annual Performance Goal M.1.1. Public Hazards Information

M.1.1. (REVISED) SUPPORT THE DEVELOPMENT OF DISASTER RESISTANCE IN COMMUNITIES AND STATES.

LEAD ORGANIZATION: MITIGATION DIRECTORATE (MT)

Goal Changes: Beginning with a revised FY 2001 goal, the Mitigation Directorate (MT) has integrated its past goals into the single goal. This is in recognition that the several goals were better identified as means and strategies to the revised goal:

M.1.1. Support the development of disaster resistance in communities and States. This change affects the following FY 2001 goals: M.1.1.1, M.1.1.2, M.2.1, M.2.2, M.3.1, and M.3.2. MT remains a partner of the Federal Insurance Administration (FIA) in their joint goals to implement the repetitive loss strategy and the reduction of flood loss. It also continues to support the Office of Financial Management's Emergency Management Performance Grant initiative. See below for details on repetitive loss, flood loss, and the grant initiative.

FY 2002 PERFORMANCE INDICATORS

- Reduce by 5,000 the number of lives at risk.
- Reduce by 2,200 the number of structures at risk.
- Reduce by 150 the elements of infrastructure at risk.
- Increase by 10% the number of communities where actions are taken to foster disaster resistance.

MEANS AND STRATEGIES

A. Mitigation Tools

Provide technical guidance and assistance to States and local governments for hazard mitigation planning and related activities, including land use planning, floodplain management, building code adoption and enforcement, Emergency Action Plans for dam safety, and evacuation planning for hurricanes.

Continue to develop and disseminate HAZUS, a multi-hazard loss estimation and risk assessment tool, for use by Federal, State,

FY 2002 Requested Resources

Work Years				M.I.I. Budget Authority (\$000)				Obligations (\$000)			Total All Resources
S&E	DRF	Flood	Subtotal	S&E	PDMF	EMPA	Subtotal	S&E/ NFIF	EMPA NFIF	DRFI	TOTAL
101	5	202	308	9,807	7,000	18,646	35,453	21,026	76,391	1,296	134,156

DRF = Disaster Relief Fund
 EMPA = Emergency Management Planning and Assistance
 Flood = Flood Mitigation Operations
 NFIF = National Flood Insurance Fund
 PDMF = Pre-disaster Mitigation Fund
 S&E = Salaries and Expenses

and local government and other entities for mitigation planning, preparedness, response, and recovery and by the private sector for business continuity planning.

Develop technical guidance documents for local communities to use to promote and implement disaster-resistant design and construction for all hazards.

Conduct post-disaster economic impact studies and produce long-term recovery reports.

Update and digitize the full inventory of flood hazard maps from the current paper format and improve access to user services via the Internet, including requests for map revisions.

Evaluate and apply emerging technologies such as Light Detection and Ranging and Interferometric Synthetic Aperture Radar for performing more cost-effective modeling and mapping.

Develop and distribute information that provides guidance, tips, and tools for implementing a successful disaster-resistant community effort, and fosters partnerships among community implementers.

B. Education and Outreach

Develop, market, and disseminate multi-hazard training courses and other resources to assist State and local governments to improve risk assessment, mitigation planning, and construction practices for hazards risk reduction.

Organize and conduct national conferences, training workshops, and educational forums to promote multi-hazard mitigation awareness and commitment among public and private partners.

C. Partnership Agreements

Coordinate with other Federal departments and agencies to identify ways in which their existing programs and new initiatives can support national mitigation goals.

Secure additional partnerships with private, non-profit, and public sector entities at the National, State, and community levels.

Continue to refine the Community Rating System (CRS). Market the benefits of the program to increase community participation and provide incentives for improving community floodplain management programs.

Increase participation in the Cooperating Technical Partnership (CTP) initiative, through which partnerships are formed with communities, States, and regional agencies to fully integrate them into FEMA's flood hazard mapping process. This allows FEMA to maintain its national standards for NFIP mapping while building on local mapping knowledge and capabilities.

D. Financial Assistance

Provide annual funding to States through the NFIP Community Assistance Program so they can provide technical assistance on floodplain management and monitor implementation in NFIP participating communities.

Manage and administer the Hazard Mitigation Grant Program (HMGP) and the Flood Mitigation Assistance (FMA) Program to States and local communities.

Provide grants to communities that can be used to support partnership development, risk assessment, code adoption, and mitigation projects.

VERIFICATION AND VALIDATION

Indicator 1: FEMA will estimate the number of lives at reduced risk by multiplying the number of FEMA-funded property acquisitions, relocations, elevations, safe rooms, and so forth for residential structures, as reported in the National Emergency Management Information System (NEMIS), by 2.6. (The U.S. Bureau of the Census estimates the average number of persons per household to be approximately 2.6 from the years 1988 to 1998.)

Indicators 2 and 3: To measure performance on reducing the number of structures at risk and the elements of infrastructure at risk, FEMA will collect and report data on the number of FEMA-funded activities that accomplish reduced risk to structures and infrastructure in NEMIS.

Indicator 4: The number of communities where actions are taken in a given fiscal year to foster disaster resistance will be compiled by documented evidence of communities that conduct predisaster mitigation activities, that join or increase their rating in the CRS, that join the NFIP, that participate in a CTP, that implement post-disaster mitigation projects, and that take any action that will lead to a reduction of the impact of any natural hazard.

5-Year Operational Objective M.3: Flood Loss Reduction.
 Through National Flood Insurance Program (NFIP) insurance and floodplain management activities, reduce potential annual flood losses by more than \$1 billion.²

**ANNUAL PERFORMANCE GOAL M.3.1.
 FLOOD-LOSS REDUCTION**
 COLLECT, VALIDATE, AND REFINE BUILDING AND FLOOD-LOSS DATA AND CONFIRM THAT THE REDUCTION IN ESTIMATED LOSSES FROM NFIP ACTIVITIES EXCEEDS \$1 BILLION. LEAD ORGANIZATIONS: FEDERAL INSURANCE ADMINISTRATION (FIA), MITIGATION DIRECTORATE (MT).

One of the fundamental undertakings of the National Flood Insurance Program to reduce personal and economic loss from flooding has been to encourage local communities to adopt and enforce floodplain, building ordinances. The FIA and MT work together to promote compliance. For example, they formulate insurance premium rates to recognize proper construction and discourage improper building. Further, the NFIP makes available Increased Cost of Compliance coverage. This coverage was added to help policyholders cover the costs to rebuild flood-damaged homes and businesses to meet current floodplain management ordinances. FIA and MT also operate the Community Rating System, to recognize and encourage community floodplain management (and related activities) that exceeds the minimum NFIP standards. Under CRS, premium insurance rates are adjusted to reflect the reduced flood risk resulting from community (and State) activities that meet the three goals of the CRS: (1) to reduce flood losses; (2) to facilitate accurate insurance rating; and (3) to promote the awareness of flood insurance.

Background: In FY 2000, FIA successfully refined and remeasured the estimated losses for both FY 1999 and 2000. As a result, the FY 1999 savings was slightly below \$1 billion, although it was above the \$850 million estimate for 1999, and that during FY 2000 the annual savings came to just over \$1 billion.

² The Federal Insurance Administration has revised its annual performance goals, consolidating its Business Process Improvement-related activities with other initiatives addressing the “bottom line” performance.

Resources			
Work Years	M.3.1. Obligations (\$000)		Total All Resources
Flood	S&E/NFIF	NFIF/OPS	TOTAL
14	1,686	2,500	4,186

NFIF = National Flood Insurance Fund
 OPS = Operating Expenses
 S&E = Salaries and Expenses

The measurement of this goal was based on three factors: (1) the number of Post-Flood Insurance Rate Map (FIRM) structures in Special Flood Hazard Areas by year; (2) the estimated percentage (85%) of those structures that are built in compliance with minimum NFIP requirements; and (3) the estimated reduction in average annual damages based on historical NFIP loss experience. Our analysis of the flood loss reduction savings indicates that the projected \$1 billion in savings by FY 2002 has already been met. Consequently, the projection will be recalculated. The numbers underlying this estimate of past and future loss reduction savings are displayed in the table on page 4:

FY 2002 PERFORMANCE INDICATOR

Refined measurement systems confirm that reduced or avoided flood damage costs exceed the estimate of \$900 million.

MEANS AND STRATEGIES

- Insurance rules and rating mechanisms, such as coverage and premium rates, will be applied as economic incentives or disincentives to reinforce mitigation through building requirements that reflect sound floodplain management. Incentives and disincentives are administered at individual and community

	1998	1999	2000	2001	2002
Number of Post-FIRM Structures in SFHAs	2,506,452	2,602,702	2,700,254	2,800,965	2,906,659
Number of Compliant Post-FIRM Structures in SFHAs	2,130,484	2,212,297	2,295,216	2,380,820	2,470,660
Reduction in Average Annual Damages	\$434	\$443	\$452	\$461	\$470
Savings from NFIP Mitigation Requirements	\$925 M	\$980 M	\$1,037 M	\$1,098 M	\$1,161 M

FIRM = Flood Insurance Rate Map
SFHA = Special Flood Hazard Area
NFIP = National Flood Insurance Program

levels; they include operation of the Community Rating System (CRS). Work will be undertaken to improve the exchange of information between FIA and MT.

- The Mitigation Directorate (MT) will conduct a floodplain management and technical assistance and monitoring program leading communities to meet or exceed NFIP minimum standards and building the floodplain management capability of local officials.³
- FIA and MT will conduct a comprehensive review of the three decades of the National Flood Insurance Program to measure its accomplishments and to determine how to increase its effectiveness and efficiency. Refined measures of the cost avoidance produced by the NFIP are expected to be developed in connection with the review.
- A systematic review of existing and potential insurance contributions to floodplain management will address inspections, insurance policy provisions, and direction of the CRS to estimate impacts, benefits, and costs, and to better integrate the various elements of the NFIP. The review will also address issues associated with hazard mapping, including property elevation information, the mapping of erosion zones, and insurance coverage and costs.

³ Measures of floodplain management activities include the numbers of community officials having “Certified Floodplain Manager” (CFM) designations; the numbers of community officials trained by FEMA or the States through the Mitigation Directorate’s Community Assistance Program; the number of participating communities receiving technical assistance from FEMA or the States; the number of participating Community Rating System communities; and the number that have improved their rating class.

EXTERNAL FACTORS

The achievement of this goal is dependent on the commitment from and resources available to local communities participating in the NFIP. Continued growth in estimates of losses avoided or reduced is also a function of levels of new construction.

VERIFICATION AND VALIDATION

Relevant data for verification and validation of the cost avoidance estimate are data in the NFIP Actuarial Information System, compilations of Biennial Report data collected from each NFIP participating community, as well as other pertinent building and disaster data.

Verification and validation also will be a byproduct of the independent contract and academic studies performed as elements of the systematic program assessment.

For the estimated number of buildings constructed to meet program standards, the total reduction in losses will be calculated based on the differences in actual loss experience of insured, compliant post-FIRM structures and insured, noncompliant pre-FIRM structures.

5-Year Operational Objective M.4: Flood Insurance Policy Growth.

Increase through program partnerships the number of NFIP policies in force by an average of 5 percent per year.

ANNUAL PERFORMANCE GOAL M.4.1. FLOOD INSURANCE POLICY GROWTH

INCREASE THE NUMBER OF NFIP POLICIES IN FORCE BY 5 PERCENT, WITH THE ACTIVE ASSISTANCE OF NEW AND EXISTING PROGRAM PARTNERS.
LEAD ORGANIZATION: FEDERAL INSURANCE ADMINISTRATION (FIA).⁴

Background: As of the end of FY 2000, the policy count increased by 81,965, from 4,187,729 to 4,269,694 policies. This is a 1.96% increase. Thus, we met 39% of the goal of 5% growth. Although short of our goal, this increase is an improvement over the previous year's 1.69% increase; and unlike last year, growth in FY 2000 was achieved during a period of minimal flooding activity and other special conditions, as noted below.

The following factors are believed to have affected the overall FY 2000 policy growth: (1) Lack of flood activity, accompanied by drought conditions across many parts of the United States, had a negative impact on both new policy sales and policy renewals. (2) The number of residential condominium policyholders declined. There are indications that they are not uninsured, but are protected instead by coverage written by companies outside of the NFIP. This decline offset a 2.84% growth rate in all other policies. (3) Many policyholders cancel their coverage when, as a result of changes in the Flood Insurance Rate Map change, they are no longer required by their lender to be insured. People did not convert their standard flood insurance policy to a less expensive Preferred Risk Policy when this option became available to them as a result of a map change. (4) In order to generate long-term growth, the flood insurance advertising and public awareness

Resources

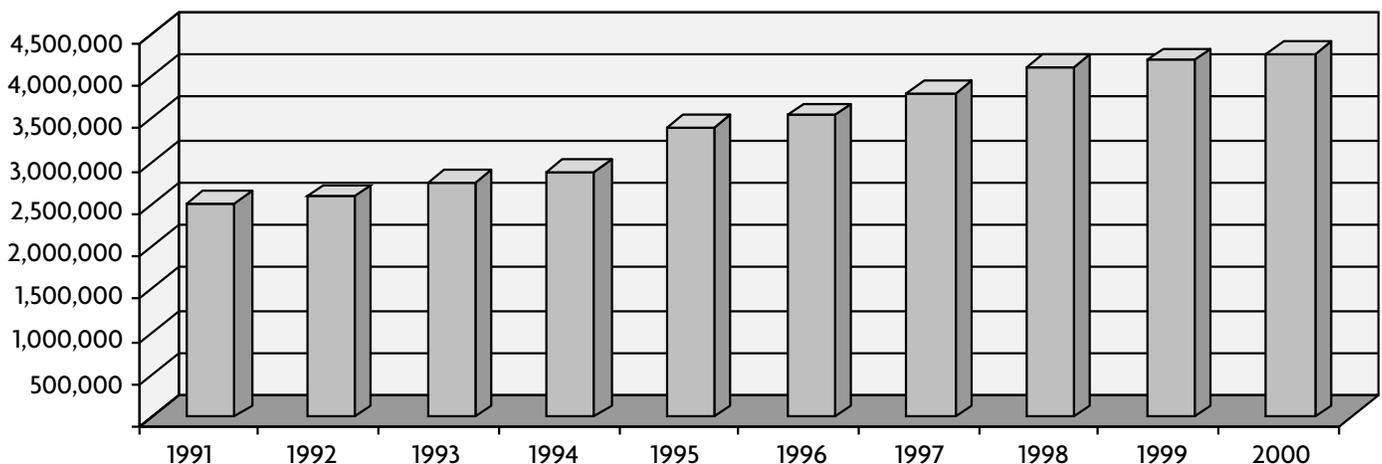
Work Years	M.4.1. Obligations (\$000)		Total All Resources
	S&E/NFIF	NFIF/OPS	TOTAL
115	1,692	20,000	21,692

Flood = Flood Insurance Operations
OPS = Operating Expenses
NFIF = National Flood Insurance Fund
S&E = Salaries and Expenses

campaign, Cover America II, changed its strategy to a combination of awareness advertising and response advertising. Research shows that flood insurance sales peak at about 4- to 18-months from the time consumers' first respond to an advertisement to the time they purchase a policy. The Cover America II campaign will continue and, based on analyses performed in 2000, it will be further refined in 2001.

⁴ The Federal Insurance Administration has established and proposes in its annual operating and management plans the goal of a 5 percent year-to-year increase in policies in force. This would yield almost a 28 percent increase over a 5-year period, for example, FY 2002 to FY 2007. Acceleration in plans to reduce the subsidy to pre-Flood Insurance Rate Map policies in FY 2002 may, as implemented, retard growth. Other factors, such as weather, including the impact of El Nino, have produced considerable annual variation in policy growth. Hence, the 5-year Operational Objective, which has been an average annual growth rate of 5 percent, will be reassessed.

Figure 2. NFIP Policy Count 1999-2000



FY 2002 PERFORMANCE INDICATOR

The number of policies in force at the end of FY 2002 is 4,700,000, an increase of 5 percent over a projected policy count of 4,483,000 at the end of FY 2001.

MEANS AND STRATEGIES

1. Conduct the comprehensive marketing and advertising campaign, Cover America II, designed to increase awareness and perception of risk among customers, agents, and lenders; convey the benefits of flood insurance; promote policy sales; and create a concerted focus on policy renewals.
2. Coordinate mandatory flood insurance purchase requirements with cognizant Federal regulatory and lending agencies.
3. Continue outreach efforts to create partners in the real estate community.
4. Develop a market-segmented approach to increasing policies in force that will balance the risks incurred by growth.

5. Promote changes to program processes that simplify the sale and purchase of insurance and increase market penetration.
6. Continue promotion of flood mitigation through appropriate insurance marketing activities.

VERIFICATION AND VALIDATION

The NFIP insurance system's detailed policies-in-force audited data and new monthly data will be used for verification and validation.

External Factors: Continuing the growth of public awareness of the financial risk of flooding and encouraging individual responsibility and the purchase of flood insurance requires sufficient access to media and the involvement of partners, such as the insurance, real estate, and lending communities, which may be inhibited by funding limitations.

5-Year Operational Objective M.5: Program Improvement Initiatives, Including Repetitive-Loss Strategy Implementation, Subsidy Reduction, and Operations Modernization.

By the end of FY 2007, and while maintaining an equitable distribution of the cost of the risk of flooding among policyholders and between policyholders and the public, improve the NFIP's combined loss and expense ratio by 10 percent.

ANNUAL PERFORMANCE GOAL M.5.1. REPETITIVE LOSS, SUBSIDY REDUCTION, AND OPERATIONS MODERNIZATION

IMPROVE THE "BOTTOM LINE" OR COMBINED LOSS AND EXPENSE RATIO BY 1%. LEAD ORGANIZATIONS: FEDERAL INSURANCE ADMINISTRATION (FIA) AND MITIGATION (MT) DIRECTORATE.

Background: FIA and MT determined that National Flood Insurance Program (NFIP) repetitive-loss properties have a major, disproportionate impact on the National Flood Insurance Fund (NFIF), generating roughly 30% of losses in the historical average loss year. In 2000, FIA worked with MT to implement a repetitive-loss initiative to reduce the almost \$200 million per year in losses to properties that have sustained flood damage on multiple occasions. The purpose is to short-circuit the cycle of flooding and rebuilding. The initiative targeted the 10,000 worst repetitive-loss properties, those currently insured properties that had four or more losses, or two to three losses where the cumulative flood insurance claims payments exceed the building value.

NFIP policyholders' dollars will be saved as either the risk to these structures is lessened or the structure itself is removed from the risk exposure. The initiative provides for approved mitigation efforts including elevation, relocation, and the buyout and demolition of properties.

In FY 2000, efforts were focused on the identification of the target properties and the transfer of their insurance policies to a central, special servicing facility designed to provide better oversight of claims and to coordinate and facilitate insurance and mitigation actions, such as Increased Cost of Compliance claims and Hazard Mitigation Grant Program and Flood Mitigation Assistance grants. In addition, systems were completed that identify repetitive loss properties and make such information available to State and local governments to assist them in targeting these properties for mitigation actions. The servicing facility, policy transfer, and other initiative components were developed in cooperation with the Write Your Own (WYO) insurance companies.

While all operational goals were met, because of systems limitations, it has not been possible to determine the extent to which mitigation grant activities have been directed at the target group of repetitive-loss properties. These limitations are now being addressed.

Resources

Work Years	M.5.1. Obligations (\$000)		Total All Resources
	Flood	S&E/NFIF	NFIF/OPS
39	4,311	32,500	36,811

DRF = Disaster Relief Fund
 EMPA = Emergency Management Planning and Assistance
 Flood = Flood Insurance Operations
 NFIF = National Flood Insurance Fund
 OPS = Operating Expenses
 S&E = Salaries and Expenses

In the immediate future, the centralized insurance servicing of the Repetitive Loss Target Group properties will continue to be developed to provide an efficient mechanism for MT actions and to realize the resultant savings. Additional properties of that group will be the subject of mitigation actions, depending on the availability of funds and the frequency and magnitude of flood disaster events, which affect the availability of some of the MT funding sources.

FY 2002 PERFORMANCE INDICATOR

The program's underwriting experience and financial performance will be analyzed and projected in the aggregate and for discrete classes of business. New projections will be made based on loss and expense expectations for historical average loss-year levels.

MEANS AND STRATEGIES

1. Identify target repetitive-loss properties and transfer those insurance policies to a special servicing facility to coordinate insurance and mitigation actions. State and local grants through the Flood Mitigation Assistance and Hazard Mitigation Grant Programs will be used in conjunction with NFIP payments to acquire property, relocate residents, or otherwise mitigate future losses. Communities will receive incentives, for example, through the Community Rating System, to reduce repetitive flood losses. Changes to the underwriting standards and premium rates for these properties will also reduce their impact on the National Flood Insurance Fund.
2. Develop and implement proposals to reduce the subsidy provided to pre-FIRM properties. Conduct an annual rate review and implement indicated rate and coverage changes

in keeping with available legislative authorities. Develop a concept and definition of financial soundness, including contingency planning, and circulate it for comment.

3. Continue implementation of the business improvement process begun at the end of FY 1999. By involving participating WYO insurance companies, the FIA staff, and the Bureau and Statistical Agent, this initiative will facilitate the creation and exchange of essential information, improve turn-around times, improve accuracy, and reduce costs. Business processes will be simplified to make it easier for agents to sell and for consumers to purchase policies. Studies and user requirements for the improvement of NFIP information systems, including expanded use of the Internet, electronic commerce, and other innovations and capabilities, will be completed. Financial reporting processes will be re-engineered to reduce costs to the program, to participating WYO companies, and to lenders. System modernization will also address providing managers with

on-line analytical capabilities at their desktop. Results of the financial statement audit performed for the entire program by an independent Certified Public Accountant will be used to assess program integrity and costs. Adequacy of controls and vulnerability to fraud will also be assessed.

External Factors: Initiatives in areas such as repetitive loss and reductions in the levels of subsidies to pre-FIRM insureds will be subject to and shaped by budget, regulatory, and legislative processes that may have an impact on the achievement of this objective.

VERIFICATION AND VALIDATION

1. Verification of savings and cost avoidance will be available through data collected for the Flood Mitigation Assistance database, the Hazard Mitigation Grant Program database, NEMIS, and the NFIP Actuarial Information System.
2. Additional validation will occur as program results are audited.

5-Year Operational Objective P.1: Emergency Management Capability.

Assist States, Tribes, and communities in the enhancement of their emergency management capabilities.

ANNUAL PERFORMANCE GOAL P.1.1. STATE, TRIBAL, LOCAL, AND PRIVATE SECTOR PREPAREDNESS CAPABILITY

(REVISED) PROVIDE FEDERAL, STATE, TRIBAL, LOCAL, AND PRIVATE SECTOR PARTNERS WITH THE TOOLS TO IMPROVE THEIR KNOWLEDGE, SKILLS, AND ABILITIES IN ALL PHASES OF COMPREHENSIVE EMERGENCY MANAGEMENT (PREPAREDNESS, MITIGATION, RESPONSE AND RECOVERY).

LEAD ORGANIZATION: PREPAREDNESS, TRAINING, AND EXERCISES DIRECTORATE (PT).

Consolidated Background, FY 1999–2000. The Preparedness, Exercises, and Training Directorate has revised its annual performance goals to better project its efforts to support State and local emergency management capability. The revised goal incorporates some of the earlier activities and performance indicators into the FY 2002 means and strategy section. This is a more accurate depiction of these operational level activities. This change affects the following 2000 goals: M.3.3; P.1.1; RR.2.1; E.1.1 (8); and CS.1.1 (1). The following is a synthesis of FY 1999 and 2000 efforts. For a more detailed description of FY 2000, see the FY 2000 Annual Performance Plan, available by mail or online April 10, 2001.

During FY 1999, FEMA and its national partners collaborated to revise the Capability Assessment Readiness (CAR) instrument. This resulted in postponing until FY 2000 gathering CAR data. It also resulted in a break in the continuity of comparing data with 1997 baselines. All 56 States, Territories, and Insular Areas completed the State CAR in FY 2000. Data analysis is underway and will continue into FY 2001. The following graphic presents a summary of the reported readiness.

FY 2002 PERFORMANCE INDICATORS

In FY 2001, as well as FY 2002, PT will be reporting on the revised P.1.1 goal above. The following new performance indicators are for both years.

Figure 3. Summary of Capability Readiness of States, Territories, Insular Areas

Capability Rating	Percent
Fully Capable (5)	3%
Very Capable (4)	61%
Generally Capable (3)	35%
Marginally Capable (2)	1%
Not Capable (1)	0%
Total	100%

1. Involve partners in the development and acceptance of recommended practices based on the 13 Emergency Management Functions of the Capability Assessment for Readiness, with the following schedule:
 - FY 2001 Negotiate priorities for the 13 Emergency Management Functions (EMF)
 - FY 2002 Develop and deliver 3 recommended practices
 - FY 2003 Develop and deliver 3 recommended practices
 - FY 2004 Develop and deliver 3 recommended practices
2. During FY 2002, develop, update, revise, and deliver training:
 - Deliver 260 resident courses at the Emergency Management Institute for 6,800 students
 - Enroll 75,000 students in distance learning courses
 - Provide 400 conference and training center activities

MEANS AND STRATEGIES

- Using the CAR biennial reporting instrument to benchmark strong State capabilities, work with partners to develop recommended practices and share them with all States.

Resources

Work Years			P.1.1. Budget Authority (\$000)				Obligations (\$000)	Total All Resources
S&E	DRF	TOTAL	S&E	EMPA	REP	Subtotal	DRF 1	TOTAL
319	8	327	24,856	9,740	14,284	48,830	5,481	54,311

DRF=Disaster Relief Fund
 EMPA = Emergency Management Planning and Assistance
 REP=Radiological Emergency Preparedness
 S&E = Salaries and Expenses

- Provide technical advice to States in their efforts to improve their capability and meet the benchmark levels.
- As necessary and in collaboration with partners, review and revise CAR to maintain its currency as an evaluation tool.
- Develop and deliver to State, Tribal, and local officials traditional and non-traditional training courses and technical assistance, including resident courses at the Emergency Management Institute.
- Improve the ability to manage consequences of terrorism, including delivery of Integrated Emergency Management Courses incorporating a terrorism scenario for local jurisdictions.
- Assess readiness for various hazards, including terrorism, by conducting and evaluating tabletop exercises and simulations with partners. In partnership with States, continue to revise the hazards guidance and policies to reflect actual needs and experience.
- Use Community Exercise Profile scores, along with Chemical Stockpile Emergency Preparedness Program (CSEPP) performance measurement data, assess what assistance is needed and target it toward the most critical areas of weakness in emergency preparedness at the CSEPP sites.
- Conduct training, exercises, and certification activities, including those required to ensure preparedness in communities and States adjacent to commercial nuclear power plants.
- Continue joint hazardous materials (HAZMAT) emergency preparedness and coordination with Federal, State, Tribal, and local partners, including the Comprehensive HAZMAT Emergency Response-Capability Assessment Program (CHER-CAP) to ensure adequate preparedness for the hazards posed by the manufacture, storage, and transport of hazardous materials.

- Advise and assist Emergency Management (EM) partners with implementation of readiness exercise initiatives and activities on managing the consequences of terrorism.⁵
- Establish regional EM technology partnership councils to facilitate the development and transfer of existing or new technologies for disaster mitigation, preparedness, response, and recovery.
- Publish the *Compendium of Exemplary Practices*, highlighting innovative EM activities.
- Support the establishment of emergency management university degree programs.

EXTERNAL FACTORS

State and local participation in the exercises and CAR process is voluntary, but FEMA expects to receive sufficient data from States to ensure performance levels.

VERIFICATION AND VALIDATION

Data from the biennial State Capability for Readiness Assessment will be used both to set the target areas and to measure improvement. It is recognized that this is a self-assessment; the survey is specific in focus but flexible enough to reflect each State's readiness as measured against its potential for threat.

⁵ These initiatives and activities occur within the Domestic Preparedness Program, led by the FBI's National Domestic Preparedness Office. Other Federal interagency activities occur principally through the Interagency Working Group/Counter-Terrorism Domestic Exercises Sub-Working Group chaired by the FBI. FEMA ensures that such activities are effectively coordinated.

ANNUAL PERFORMANCE GOAL P.1.2. REGIONAL OFFICE SUPPORT TO STATE AND LOCAL CAPABILITY

CONTINUE TO SUPPORT FEMA'S EMERGENCY MANAGEMENT MISSION AT THE REGIONAL LEVEL TO BUILD STATE AND LOCAL CAPABILITY.
LEAD ORGANIZATIONS: REGIONAL DIRECTORS' OFFICES.

This goal, which first appears in FY 2001, has been reworded to avoid the misunderstanding that these are discretionary projects. The Regional Offices are expected to receive EMPA funding in support of projects or activities that are regionally specific and reportable.

PERFORMANCE INDICATOR

Progress and accomplishments as measured against annual plans.

Resources

Work Years			P.1.2. Budget Authority (\$000)			Obligations (\$000)	Total All Resources
S&E	DRF	Subtotal	S&E	EMPA	Subtotal	DRF 1	TOTAL
61	122	183	9,392	840	10,232	7,288	17,520

DRF = Disaster Relief Fund
EMPA = Emergency Management Planning and Assistance
S&E = Salaries and Expenses

MEANS AND STRATEGIES

1. Develop annual plan of Regional activities to support FEMA strategic goals.
2. Build coalitions to support the Regional activities prescribed in the Annual Plan.

VERIFICATION AND VALIDATION

Regional offices will verify progress against specific plans submitted to and tracked by Headquarters.

5-Year Operational Objective P.3: Fire Loss.

Reduce by 15 percent the loss of life from fire hazards (1998 baseline: 4500).⁶

ANNUAL PERFORMANCE GOAL P.3.1 (REVISED). COMMUNICATION

SUPPORT THE REDUCTION OF THE LOSS OF LIFE FROM FIRE-RELATED INCIDENTS. LEAD ORGANIZATION: U.S. FIRE ADMINISTRATION (USFA)

On an annual average, 4,500 people die and over 26,000 are injured from fire-related incidents. This results in personal trauma as well as extended economic disruptions. Because many fires can be prevented and people do respond to well-focused information, USFA targets the public in an awareness campaign. The USFA invites the public to visit its website, which is accessible through www.fema.gov.

FY 2002 PERFORMANCE INDICATORS

1. USFA information will be distributed to constituents and to those who can have a positive impact on targeted populations.⁷
2. A majority of supervisors of graduates report that National Fire Academy training has improved the students' job performance, thus reducing the local fire risk.
3. Partnerships will be developed through Memoranda of Understanding or Agreement with other Federal agencies, national-level fire service organizations, and others to create, develop, and implement initiatives to enhance the occupational safety and health of firefighters and mitigate the loss of life from fire in target populations.

MEANS AND STRATEGIES

Manage, operate, and maintain the National Emergency Training Center in the most efficient and effective manner.

Maintain the National Fire Data Center; improve data collection, data quality, and data analysis through partnerships such as the National Fire Information Council; revise or update the National Fire Incident Reporting Systems (NFIRS) in response to new system requirements and data partner needs. Provide technical assistance to NFIRS users and assist in the transition of data-contributing States to the NFIRS version 5.0.

Gather and analyze information on fire loss, firefighting activities, and related data; disseminate information to first responders, special interest groups, and the general public. Facilitate the

⁶ This goal and objective reflect activities being undertaken to support programs of an interagency, crosscutting nature with the Consumer Product Safety Commission.

⁷ This indicator will be measured by indexing the number of documents distributed, website visits, and class participants.

Resources

Work Years	P.3.1. Budget Authority (\$000)			Total All Resources
	S&E	EMPA	Subtotal	TOTAL
110	9,683	140,406	150,089	150,089

EMPA = Emergency Management Planning and Assistance
S&E = Salaries and Expenses

enhanced use of Federal fire data through cooperative efforts with State authorities.

Operate and maintain the National Emergency Training Center's Learning Resource Center, the USFA's publications center, and the USFA's Internet home page for promoting and making available a variety of fire prevention materials, publications, kits, videos, and reference materials.

Conduct 200 on-campus and 300 off-campus deliveries of USFA programs on risk management, public fire safety education, and emergency response.

Promote FEMA's Project Impact Initiative by increasing the number of participating documents.

Leverage professional development objectives by helping colleges and universities partner with State training systems to achieve nationwide standards for curriculum objectives and outcomes.

Support the completion and distribution of applied research projects by executive fire officers.

Develop or revise communications and educational programs and media tools, making appropriate use of alternative methods of course delivery.

Continue to expand information outreach and technical assistance to targeted populations such as the elderly, disabled, teenagers, and firefighters.

Work in partnership with other Federal agencies, national-level fire service organizations, and others in the creation, development, and implementation of initiatives to enhance the occupational safety and health of firefighters and mitigate the loss of life from fire in target populations. Support the National Wildland Coordinating Group's initiatives, including "FIREWISE" workshops. Continue to share and evaluate data in partnership with the Consumer Product Safety Commission.

Complete the revisions to the USFA public fire defense master-planning model. Ensure that public policymakers are educated in the value and need for effective fire defense planning. To ensure that the principles of the fire defense model are incorporated into national-level programs, participate in the national fire service accreditation program, make references to the national fire service accreditation program and the Risk Hazard and Value Evaluation Program.

VERIFICATION AND VALIDATION

Impact on fire deaths, injuries, and losses is determined by comparison of 1998 baseline data and similar data from 2002 reports from the National Fire Data Center, the National Fire Information Council, the National Center for Health Statistics, and the Consumer Product Safety Commission. Reports are based on data from incidents 2 years earlier.

Short-term and long-term class evaluations and National Fire Academy admissions records provide data on student contact and perceived impact on communities.

The National Fire Information Council and the National Fire Data Center's annual summary reflect the number of entities submitting data to the National Fire Incident Reporting System.

The National Fire Information Reporting System Technical Support Center's activity reports will disclose the number of entities participating in that system.

The Risk, Hazard, and Value Program's participation data will indicate what target audiences have been reached and what policies have been implemented.

EXTERNAL FACTORS

As with FEMA programs generally, the success of the USFA programs depends on the participation of State and local partners

and the cooperation of the citizens FEMA serves. The USFA delivers products, including research, information, and a learning environment, within the scope of its budget. It also provides educational materials for dissemination and grants to support these efforts. Local agencies carry the information to the citizens whose welfare the USFA is trying to ensure. If necessary funding is not forthcoming, if State and local partners do not provide that vital link, or if the citizens do not respond to information they are given, predicted outcomes will not be realized.

The USFA's goals are very ambitious and require behavioral changes among groups that are disadvantaged, often in many ways. While the USFA endeavors to reduce deaths resulting from fire among certain target populations, it cannot change many of the socioeconomic problems that underlie the fire death statistics.

Participation in the NFIRS program is voluntary; lack of participation could affect its success and the timeliness of its products.

In the absence of resource support (financial or staff) from government at any level, the chain of service may be broken and the goals may not be realized.

One multi-casualty incident can seriously skew statistical data, especially in the case of firefighter deaths (which number approximately 100 per year). Incidents or acts beyond the reach of reasonable health and safety program efforts (e.g., deranged gunmen, drunk drivers crossing the centerline and striking emergency vehicles, lightning) may also cause an increase in deaths, despite an otherwise successful program.

With age, the likelihood of death from a heart attack increases. In many fire departments, the lack of younger individuals willing to volunteer has resulted in an aging work force with active members in their late sixties, seventies, and beyond, who are statistically at higher risk for heart attack.

Figure 4. The National Fire Problem

Year	Fires	Deaths	Injuries	Direct Dollar Loss in Millions	On-Duty Firefighter Fatalities
1990	2,019,000	5,195	28,600	\$9,385	108
1991	2,041,500	4,465	29,375	\$10,906	109
1992	1,964,500	4,730	28,700	\$9,276	75
1993	1,952,500	4,635	30,475	\$9,279	77
1994	2,054,500	4,275	27,250	\$8,630	104
1995	1,965,500	4,585	25,775	\$9,182	96
1996	1,975,000	4,990	25,550	\$9,406	95
1997	1,795,000	4,050	23,750	\$8,525	94
1998	1,755,500	4,035	23,100	\$8,629	91
1999	1,823,000	3,570	21,875	\$10,024	112

5-Year Operational Objective P.4: Continuity of Government.

Continue to ensure continuity of government and response capability required for national security emergencies.

ANNUAL PERFORMANCE GOAL P.4.1. NATIONAL SECURITY POLICY, PROGRAMS, AND PLANS

SUPPORT THE DIRECTOR OF FEMA, THE WHITE HOUSE, AND THE NATIONAL SECURITY COUNCIL ON NATIONAL SECURITY POLICY, PROGRAMS, AND PLANS AS RELATED TO CONTINGENCY PROGRAMS, CONTINUITY OF GOVERNMENT, AND CONTINUITY OF OPERATIONS.
LEAD ORGANIZATION: OFFICE OF NATIONAL SECURITY AFFAIRS (NS).

Background: In FY 1999, following six Continuity of Operations (COOP) workshops, NS distributed a pilot customer satisfaction survey; the resulting ratings were satisfactory and thus met the FY 1999 unreported goal. In FY 2000, NS continued to receive satisfactory ratings from its customers. NS published the following: *Federal Preparedness Circulars: Acquisition of Alternate Facilities for Continuity of Operations and Test, Training & Exercise Program for Continuity of Operations; The Continuity of Operations and Continuity of Government Assessment Report; and FEMA Instruction: Continuity of Operations and the Standard Operating Procedure for Classified Document Control*. It also published numerous standard operating procedures and after action reports relating to the National Emergency Management Team.

In FY 2001, under Goal P.5.1, NS expects to achieve the following: (1) satisfactory ratings as determined from responses to annual surveys and questionnaires completed by internal and external customers, and (2) publication and distribution of five final versions, drafts, revisions, updates, or comprehensive guidance related to national security policies, operational plans, and programs.

FY 2002 PERFORMANCE INDICATORS

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.
3. Successful periodic tests, training, and exercises of the various national-security programs.

Resources

Work Years	P.4.1. Budget Authority (\$000)			Total All Resources
	S&E	EMPA	Subtotal	TOTAL
39	5,641	8,969	14,610	14,610

EMPA = Emergency Management Planning and Assistance
S&E = Salaries and Expenses

MEANS AND STRATEGIES

1. Advise, assist, and support the director of FEMA on general national security affairs policy and in coordination of activities, including contingency programs, Continuity of Government (COG), and Continuity of Operations (COOP).
2. Serve as the focal point within FEMA and the primary point of contact for other departments and agencies on initiatives and programs related to contingency programs, COG, and COOP.
3. Represent FEMA at meetings of senior interagency groups that address contingency programs, COG, and COOP.
4. Serve as Executive Agent for selected contingency programs in support of FEMA's national security responsibilities, including assistance and support to FEMA, the White House, and the National Security Council on relocation programs, information applications, alert notification, civil warning, tracking and confirming the identity of key officials, interagency coordination and liaison, and facility management.
5. Coordinate the development and publication of national security-related documentation.
6. Provide guidance to the FEMA Regions on regional roles and responsibilities.

VERIFICATION AND VALIDATION

1. Periodic assessments of FEMA's performance on the COOP, COG, and contingency programs; and
2. Records of the publication of drafts and final versions in compliance with schedules coordinated with Executive Branch departments and agencies.

5-Year Operational Objective P.5: Safety and Security Services.

Continue to provide exemplary operational support and services in the areas of security and occupational safety and health for all FEMA employees, the emergency management community, and the public to ensure successful accomplishment of FEMA's hazards mission.

ANNUAL PERFORMANCE GOAL P.5.1. SAFETY AND SECURITY

DETERMINE PROACTIVELY THE 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. LEAD ORGANIZATION: OPERATIONS SUPPORT DIRECTORATE (OS).

Security posture at FEMA disaster fixed facilities is measured in accordance with the Department of Justice Level IV security standards. Seventy-seven percent of this performance goal was achieved: 10 of the 13 FEMA disaster fixed facilities meet the Justice standards. Comprehensive assessments of all 13 facilities are scheduled to be conducted during FY 2001.

PERFORMANCE INDICATORS

1. **Safety:** Reduce or eliminate 80 percent of identified, prioritized safety deficiencies at FEMA facilities.
2. **Security:** Conduct scheduled assessments of fixed facilities and conduct assessments of disaster facilities as required.

MEANS AND STRATEGIES

Safety

1. Perform annual safety and health inspections at FEMA facilities, as requested.
2. Deploy safety personnel as requested to disaster operations; maintain qualified safety personnel through refresher training; recruit, hire, and train new safety and industrial hygiene personnel to place in the maximum number of available positions.

Past Years' Safety and Security goal performance is reflected in the following charts.

Figure 5. Declared Disasters, Major Disasters, and Deployment Responses

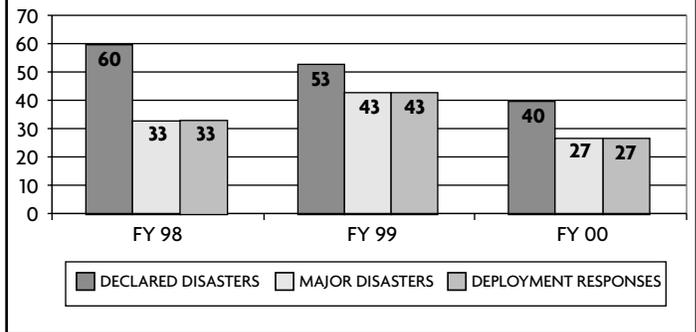
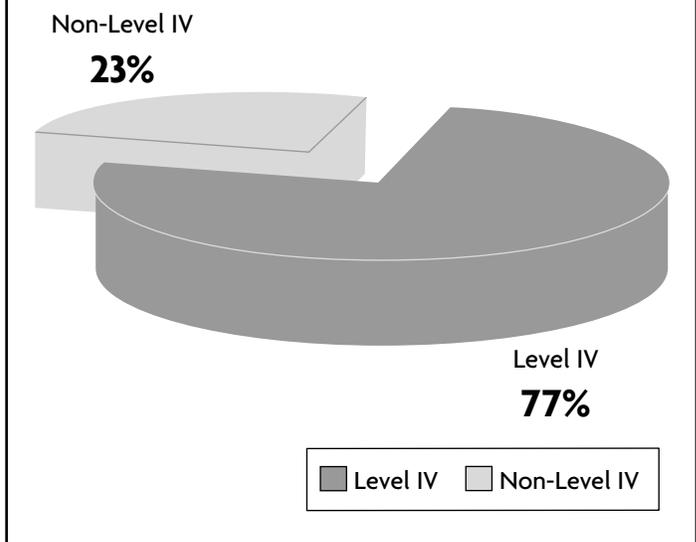


Figure 6. Disaster Fixed Facilities Security Posture



Resources

Work Years			P.5.1. Budget Authority (\$000)			Obligations (\$000)	Total All Resources
S&E	DRF	Subtotal	S&E	EMPA	Subtotal	DRF 1	TOTAL
12	9	21	5,868	2,615	8,483	1,385	9,868

DRF = Disaster Relief Fund
EMPA = Emergency Management Planning and Assistance
S&E = Salaries and Expenses

3. Deploy Office of Safety and Health staff and/or contractors as required to perform baseline and annual safety and health inspections at FEMA sites.
4. Provide system administration and training on the agencywide accident tracking system and produce reports using the data collected within the system.
5. Conduct safety awareness activities at FEMA sites. Produce and distribute safety and health awareness literature.
6. Fund and monitor abatement projects to enhance safety and health at FEMA sites.

Security

7. Conduct liaison with appropriate Federal, State, and local law enforcement, fire, and rescue officials, and with agencies in the locality of disaster operations.
8. Conduct appropriate screening of all employees before they are employed.
9. Initiate suitability investigations for all new disaster employees.
10. Conduct security surveys, assessments, or inspections of FEMA disaster facilities as required.
11. Conduct security education and awareness briefings as required.

12. Provide identification to personnel requiring temporary or permanent access to FEMA facilities.
13. Forward background investigation processing requests to the Office of Personnel Management.
14. Conduct annual training for all security cadre personnel.

VERIFICATION AND VALIDATION

Safety: Safety will be verified and validated through the use of Automated Deployment Database deployment records; safety inspection reports; the annual report of the Office of Safety and Health Administration; and internal audit of annual safety inspection reports, baselines, and the Federal Regional Center 2001 safety and health repair plan.

Security: Security performance will be verified and validated through monitoring and evaluating the security posture of all FEMA disaster facilities in accordance with Department of Justice protection standards; the work or job performance of security cadre personnel while deployed to disaster sites; the results of the various screening processes conducted on FEMA personnel; and reports of weekly activities covering situations, incidents, staffing, and other security-related issues affecting facility security.

5-Year Operational Objective P.6: National Food and Shelter Program.

Provide support and funding to the National Food and Shelter Program in support of temporary assistance to individuals in need.

ANNUAL PERFORMANCE GOAL P.6.1. EMERGENCY FOOD AND SHELTER

CONTINUE TO SUPPORT AND FUND THE NATIONAL EMERGENCY FOOD AND SHELTER BOARD IN THE EFFECTIVE PROVISION OF GRANTS TO PROVIDERS OF EMERGENCY FOOD AND SHELTER. LEAD ORGANIZATION: PREPAREDNESS, TRAINING, AND EXERCISES DIRECTORATE (PT).

Background: In FY 1999, PT provided policy guidance and Federal coordination to the national Emergency Food and Shelter Board and tracked and monitored the \$100 million awarded to agencies providing food and shelter. PT provided technical assistance and training as appropriate; implemented collection procedures for unspent funds; and held a national board retreat to discuss the future direction and outcome of the program. FEMA continued through FY 2000 to allocate funds within 30 days of appropriation.

FY 2002 PERFORMANCE INDICATOR

Allocation of funds to the national board within 30 days of appropriation and effectiveness of activities of local boards and recipient organizations.

Resources

Work Years	P.6.1. Budget Authority (\$000)			Total All Resources
	S&E	EFS	Subtotal	TOTAL
3	280	139,692	139,972	139,972

EFS = Emergency Food and Shelter
S&E = Salaries and Expenses

MEANS AND STRATEGIES

1. Chair the national board, process grant appropriations through the board, and administer and oversee support of its activities.
2. Update monitoring guidelines, implement them in monitoring reviews, and report findings to the national board.
3. Conduct studies and surveys as requested by the board.

VERIFICATION AND VALIDATION

1. Reviews of the timeliness of allocation of funds to the national board.
2. Periodic visits to assess performance of local boards and selected recipients against established guidelines.
3. Management of an extensive reporting system on the effective use of funds.

5-Year Operational Objective MP.1: State Emergency Management Preparedness and Mitigation Capability.

Improve State emergency management preparedness and mitigation capability, including capability for the management of consequences of terrorism; and ensure that States, Commonwealths, and Territories encourage and establish an accelerated pattern of hazards risk reduction within their jurisdictions.

ANNUAL PERFORMANCE GOAL MP.1.1. STATE AND LOCAL PREPAREDNESS AND MITIGATION CAPABILITY

IN COLLABORATION WITH FEDERAL AND LOCAL GOVERNMENTS, STATES ESTABLISH CLEARLY DEFINED AND MUTUALLY AGREED-UPON STRATEGIC GOALS AND PRIORITIES FOR THEIR EMERGENCY MANAGEMENT PERFORMANCE GRANT (EMPG) AGREEMENTS. LEAD ORGANIZATIONS: OFFICE OF FINANCIAL MANAGEMENT (OFM) WITH THE SUPPORT OF THE PREPAREDNESS, TRAINING, AND EXERCISES DIRECTORATE (PT) AND THE MITIGATION DIRECTORATE (MT).

Resources

M.P.1.1. Budget Authority (\$000)	Total All Resources
EMPA	TOTAL
134,546	134,546

EMPA = Emergency Management Planning and Assistance
S&E = Salaries and Expenses

FY 2000 AND FY 2001 PAST AND PROJECTED PERFORMANCE:

1. During FY 2000, 100 percent of Emergency Management Performance Grant (EMPG) agreements negotiated with States addressed and emphasized all-hazards risk assessments, planning, and capability assessments.
2. States demonstrated improvement to baselines established in FY 2000 EMPGs.
3. FEMA developed and distributed to the States standard criteria to measure State MT capability. Improved State capability is being demonstrated with more efficient Hazard Mitigation Grant Program implementation, increased State and local planning, and ongoing analysis of CAR data.
4. Measurable performance objectives targeted improving multi-hazard mitigation planning and project implementation and improving compliance with NFIP. (5) States' terrorism-related planning and training deliveries increased in scope and number.

In FY 2001, all eligible recipients of EMPGs will develop work plans that include strategic goals and priorities. Demonstrated improvements to baselines established in FY 2000 are anticipated.

FY 2002 PERFORMANCE INDICATORS

1. All eligible recipients of EMPGs develop work plans that include strategic goals and priorities.
2. Improvement to baselines established in prior year EMPGs.

MEANS AND STRATEGIES

1. FEMA provides flexibility to States to allow them to target EMPG funds for their priorities.
2. States use the Capability Assessment for Readiness or other measurement systems to identify priority areas and develop remedial or corrective actions.

VERIFICATION AND VALIDATION

1. States submit quarterly program performance reports to the Regions.
2. Regions submit quarterly summaries of States' performance to Headquarters.
3. Exercise and actual disaster performance data are used for verification and validation.

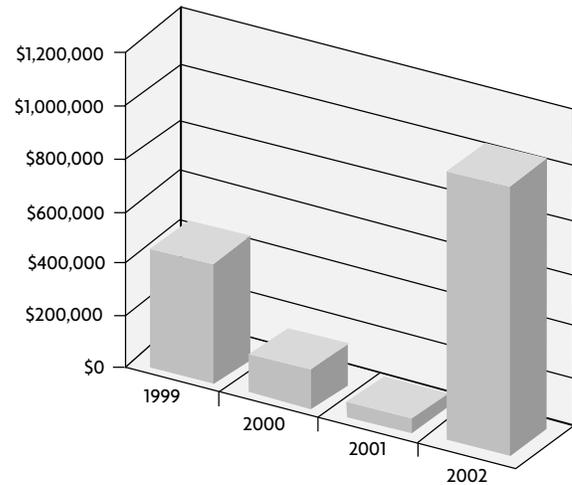
STRATEGIC GOAL 2

REDUCE HUMAN SUFFERING AND ENHANCE THE RECOVERY OF COMMUNITIES AFTER DISASTER STRIKES.

FEMA and its emergency management partners develop and maintain an integrated operational capability to respond to and recover from the devastation of disasters.

When disaster strikes, this partnership works to provide the essential goods and services needed immediately by disaster victims and to ensure that communities are able to begin the process of rebuilding and returning to normal as soon as possible. All of these efforts are coordinated by FEMA's Regional and Headquarters staff and managed by a Federal Coordinating Officer appointed by the President.

Figure 7. Approximate Resources for Goal 2 (Dollars in Thousands)



This chart's past data were influenced by the number and type of disaster declarations for the years indicated and are offered only as an illustration of trends.

Operational Objective RR.1: Disaster Services.

Ensure enhanced delivery of response and recovery assistance and achieve 100 percent of annual performance goals.

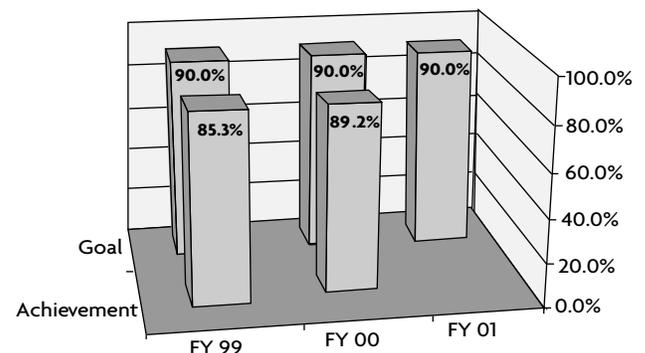
ANNUAL PERFORMANCE GOAL RR.1.1. HUMAN SERVICES PROGRAMS

IMPROVE CUSTOMER SATISFACTION WITH HUMAN SERVICES (HS) PROGRAMS. LEAD ORGANIZATION: RESPONSE AND RECOVERY DIRECTORATE (RR).

Background: Customer Satisfaction with Selected Human Services.

The Response and Recovery Directorate surveys its applicants several months after a disaster, which makes the end-of-year data incomplete. In FY 1999, Human Services reported 74.5% satisfaction against a goal of 85% in the area of Helpline services. It reported achievement of 85.3% toward a goal of 90% of the index of satisfaction and ability to recover. In FY 2000, RR reported an index of 89.2% the first half of year against a 90% goal. This is well within the 3% margin of error.

Figure 8. Customer Satisfaction with Elements of Human Services Program



This chart's past data were influenced by the number and type of disaster declarations for the years indicated and are offered only as an illustration of trends.

FY 2002 PERFORMANCE INDICATOR

Management of Individual Assistance programs to achieve 90 percent customer satisfaction with human services delivered for disasters generating fewer than 50,000 teleregistrations per week.

MEANS AND STRATEGIES

1. Conduct a comprehensive program of standards development for the 12 core Human Services functions.¹
2. Process disaster housing applications from eligible individuals within 5 to 8 days of receipt.

¹ The Human Services core functions are registration intake, inspections for verification of housing and Individual and Family Grants (IFGs), overall application processing, Helpline services, housing performance, IFG performance, crisis counseling, Disaster Unemployment Assistance, disaster legal services, voluntary agency liaison, regional office support, and workforce readiness. Human Services measures these functions internally.

Resources					
Work Years			RR.1.1 Budget Authority (\$000)	Obligations (\$000)	Total All Resources
S&E	DRF	Subtotal	S&E	DRF 1	TOTAL
63	344	407	6,493	49,637	56,130

DRF = Disaster Relief Fund
S&E = Salaries and Expenses

3. Collect and analyze stakeholder information.
4. Increase timeliness with which disaster declaration packages are prepared.
5. Establish improved disaster declaration criteria.
6. Increase senior management effectiveness at Disaster Field Offices.

VERIFICATION AND VALIDATION

Independent surveying of Individual Assistance applicants is used for verification and validation.

ANNUAL PERFORMANCE GOAL RR.1.2. PUBLIC ASSISTANCE PROGRAMS

INCREASE OVERALL CUSTOMER SATISFACTION WITH PUBLIC ASSISTANCE PROGRAMS. LEAD ORGANIZATION: RESPONSE AND RECOVERY DIRECTORATE (RR).

Background. The Public Assistance program, which deals with the recovery of community infrastructure, met its FY 1999 goal with an 85.3% index of satisfaction and ability to recover and 80.5% satisfaction with the adequacy of infrastructure guidance and the operations system for public assistance. In FY 2000, it achieved an 85.6% rating among external customers on the adequacy of infrastructure guidance and the operation system of the new program.

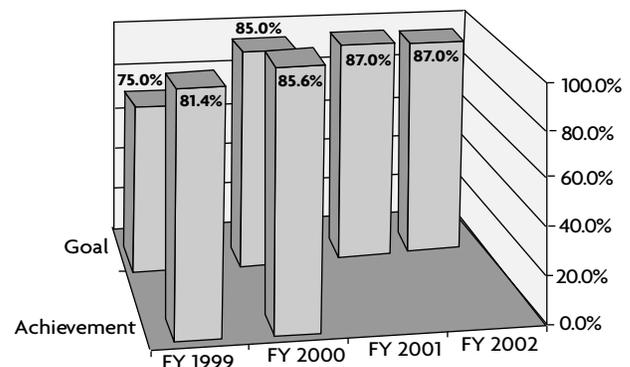
FY 2002 PERFORMANCE INDICATOR

Manage public assistance programs to achieve an overall customer satisfaction rate of 87 percent.

MEANS AND STRATEGIES

1. Make 80 percent of public assistance funding determinations, on average, within 180 days.
2. Make available to States 50 percent of the funding for identified emergency work projects within 30 days of application.

Figure 9. Customer Satisfaction with Elements of Public Assistance Program



*Source: Final survey summary

3. Evaluate task order performance of technical assistance contractors.
4. Respond to second-level appeals within required time frames.
5. Credential national public assistance cadre members at Level Two.
6. Close out the Public Assistance Program for 90 percent of disasters within two years of the declaration date.
7. Collect and analyze stakeholder information.

8. Increase the timeliness with which disaster declaration packages are prepared.
9. Establish improved disaster declaration criteria.
10. Increase senior management effectiveness at Disaster Field Offices.

VERIFICATION AND VALIDATION

Independent survey of Public Assistance applicants.

Resources					
Work Years (WY)			RR.1.2. Budget Authority (\$000)	Obligation Authority (\$000)	Total All Resources
S&E	DRF	WY Subtotal	S&E	DRF 1	TOTAL
72	8	80	7,421	1,018	8,439

DRF = Disaster Relief Fund
S&E = salaries and expenses

ANNUAL PERFORMANCE GOAL RR.1.3. DISASTER RESPONSE

IMPROVE RESPONSE OPERATIONS.

LEAD ORGANIZATION: RESPONSE AND RECOVERY DIRECTORATE (RR).

This new FY 2002 goal was one of FEMA's Bold Goals from FY 1999 through 2000. In FY 2000 there were no catastrophic disasters.

FY 2002 PERFORMANCE INDICATOR

Act on all identified requests to meet the needs of catastrophic disaster victims for water, food, and shelter within 12 hours after a 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 of these basic needs within 72 hours.

MEANS AND STRATEGIES

1. Document disaster operations.
2. Credential members of the community relations, information and planning, and operations cadres.

3. Improve assessment and analysis procedures. Prepare disaster operations documentation.
4. Establish plans and exercises for disaster events.
5. Collect and analyze stakeholder information.
6. Conduct training for all staff having responsibilities for disaster response operations.
7. Enhance interagency coordination through the Catastrophic Disaster Response Group, Emergency Support Function Leaders, and Regional Interagency Steering Committee.
8. Maintain the efficiency of Disaster Field Office setup procedures so that setup is completed within an average of 40 hours of site acquisition.
9. Increase timeliness with which disaster declaration packages are prepared.
10. Establish improved disaster declaration criteria.
11. Increase senior management effectiveness at Disaster Field Offices.

VERIFICATION AND VALIDATION

These will be accomplished through review of FEMA's and other organizations' disaster operations records. This goal is part of disaster operations planning activities.

Resources								
Work Years (WY)			RR.1.3. Budget Authority (\$000)				Obligation Authority (\$000)	Total All Resources
S&E	DRF	WY Subtotal	S&E	EMPA	DADLP	Subtotal	DRF 1	TOTAL
348	4	352	35,556	20,084	948	56,588	509	57,097

DADLP = Disaster Assistance Direct Loan Program
DRF = Disaster Relief Fund
EMPA = Emergency Management Planning and Assistance
S&E = Salaries and Expenses

5-Year Operational Objective RR.2: Federal Operational Support.

Continue to provide exemplary Disaster Relief Fund operational support and services to customers to ensure successful accomplishment of FEMA's hazards mission. Lead organization: Operations Support Directorate (OS).

ANNUAL PERFORMANCE GOAL RR.2.1. LOGISTICS

OPERATE A LOGISTICS PROGRAM THAT PROVIDES TIMELY AND COST-EFFECTIVE RESOURCES IN SUPPORT OF THE HAZARDS EMERGENCY MANAGEMENT MISSION OF THE AGENCY. LEAD ORGANIZATION: OPERATIONS SUPPORT DIRECTORATE (OS).

Background: In FY 2000, Operations Support revised its initial activity-based goals to stress its primary purpose to provide timely and cost effective resources in support of the Agency's mission.

Operations Support's many achievements in FY 2000 included: the development of an appropriate Disaster Relief Fund (DRF) cost share accounting that more accurately applies and tracks DRF facility costs; the provision of safety and security cadre members to Disaster Field Offices (DFOs) to meet 100% of requests; the certification that 10 of the 13 FEMA disaster fixed facilities met the Department of Justice Level IV security standards (two facilities are warehouses and not considered major risks, and the third is expected to meet standards in FY 2001); cost avoidance of \$25,810,596 through using recycling equipment, pre-deploying equipment to avoid higher transit cost at later dates; using special contracts to ensure availability of necessary response items; accrediting Accountable Property Officers; maintaining a high recovery of assets rate following the close of DFOs; working to prevent health and safety risks that result in lost staff time through illness or injury; and completing background checks for employees as necessary.

Because this directorate's support is extensive, readers are directed to the FY 2000 Annual Performance Report for a more detailed review of achievements.

Achievement of on-time deliveries was affected by two commercial carriers that performed poorly during the 4th quarter of FY 2000. Nevertheless, performance was acceptable.

Expanded use of FEMA's automated property management system accounts is central to the achievement of this goal. Principally, this is accomplished by increasing the number of user accounts, increasing the nationwide number of users trained in the areas of Basic Property Management, and using the Agency's automated property management database system, known as Logistics Inventory Management System (LIMS).

Figure 10. On-Time Deliveries

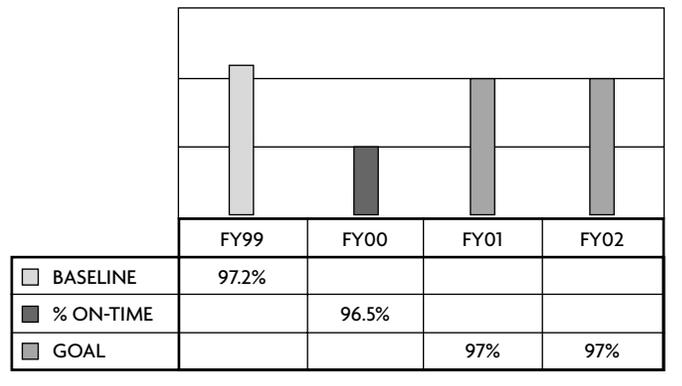
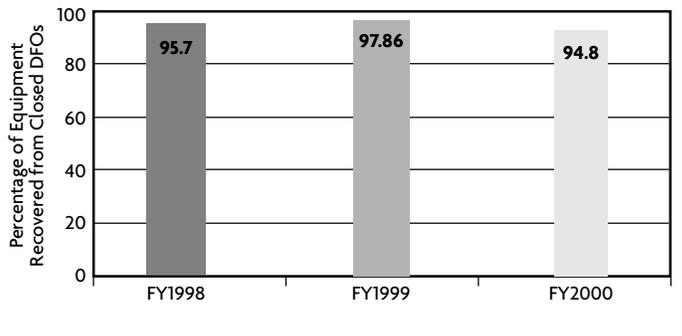


Figure 11. Successful Recovery of Assets from Closed DFOs



PERCENTAGE OF EQUIPMENT RECOVERED FROM CLOSED DISASTER FIELD OFFICES

Cost avoidance measures the extent to which FEMA avoids the cost of purchasing new equipment by providing recycled disaster equipment instead.

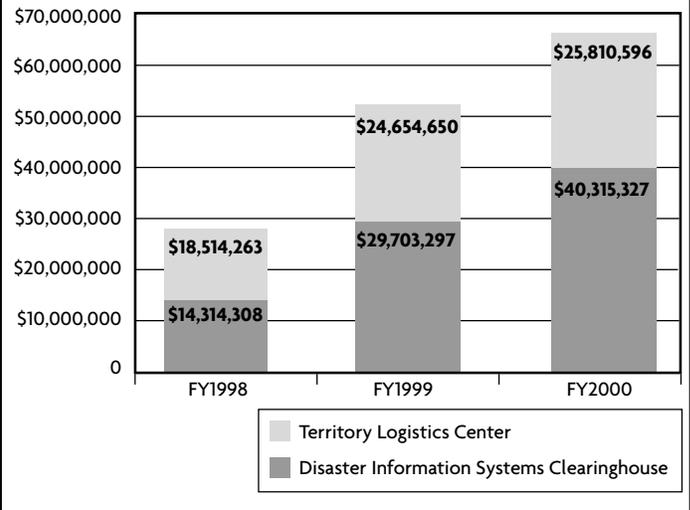
FY 2002 PERFORMANCE INDICATORS

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 the total dollar value of assets remaining at closed DFOs.

MEANS AND STRATEGIES

1. Ensure cost-effective and timely disaster asset deployment and recovery.
2. Deploy operationally ready logistics disaster assets.
3. Staff, operate, and maintain a readiness capability that ensures availability of Initial Response Readiness materials, DFO and administrative kits, and selected information and technology assets such as personal computer (PC) workstations, laptop PCs, printers, cellular phones, and facsimile machines.
3. Provide personnel to assist DFO management staff with technical activities and closeouts.
4. Support, operate, and maintain FEMA's automated logistics management systems to ensure property management integrity, accountability, and recovery.
5. Improve FEMA's Accountable Property Officers' proficiency ratings.

Figure 12. Cumulative Costs Avoided



VERIFICATION AND VALIDATION

Verification and Validation will be accomplished through

1. Cost avoidance as shown by property transfer reports and predeployment success.
2. Monitored automated logistics management systems data.
3. Operational feedback from disaster facilities personnel.

Resources					
Work Years (WY)			RR.2.1. Budget Authority (\$000)	Obligation Authority (\$000)	Total All Resources
S&E	DRF	WY Subtotal	S&E	DRF 1	TOTAL
9	71	80	1,753	8,935	10,688

DRF = Disaster Relief Fund
S&E = Salaries and Expenses

5-Year Operational Objective RR.3: Emergency Communications.

Provide emergency alerts and emergency response communications nationwide or regionally by means such as the National Warning System, the Emergency Alert System, and the Geographical Information System.

ANNUAL PERFORMANCE GOAL RR.3.1. OPERATE EMERGENCY COMMUNICATION SYSTEMS

OPERATE EMERGENCY COMMUNICATIONS SYSTEMS TO DELIVER EMERGENCY WARNINGS, MESSAGES, AND CRITICAL INFORMATION TO REDUCE LOSSES AND LOWER RESPONSE AND RECOVERY COSTS. LEAD ORGANIZATION: INFORMATION TECHNOLOGY SERVICES DIRECTORATE (IT).

Background: The performance indicators or standards for this goal have been met in both FY 1999 and 2000. They continue to be targets for FY 2001.

PERFORMANCE INDICATOR

Meet the following standards so that clients receive 98% of emergency information products within the agreed-upon criteria for service:

1. Disseminate National Warning System (NAWAS) emergency alerts within 3 minutes of receipt.
2. Relay Federal emergency messages over the Emergency Alert System (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.

MEANS AND STRATEGIES

1. **NAWAS:** Provide emergency communications among Federal, State, and local governments during emergencies. Provide to National Oceanic and Atmospheric Administration (NOAA) stations the capability to issue weather watches and warnings to surrounding regions. Transmit civil emergency warning messages. Disseminate information from sources inaccessible by local or State officials.
2. **EAS:** Provide the President and State Governors with access to broadcast media to transmit emergency alerts or information to the public.
3. **GIS:** Provide Geographical Information System analyses and products in support of all phases of emergency management. Staff and manage the Mapping and Analysis Center. Maintain electronic links to States and territories.

VERIFICATION AND VALIDATION

Information Technology Directorate logs and records of performance are used for verification and validation.

Resources

Work Years	RR.3.1. Budget Authority (BA) (\$000)			Obligation Authority (\$000)	Total All Resources
	S&E	EMPA	BA Subtotal		
18	1,500	3,900	5,400	DRF 1	TOTAL
				430	5,830

DRF = Disaster Relief Fund

EMPA = Emergency Management Planning and Assistance

S&E = Salaries and Expenses

5-Year Operational Objective RR.4:

Enhance the recovery and rebuilding of communities by expediting disaster operations with FEMA enterprise-wide information and processing services provided through the National Emergency Management Information System (NEMIS).

ANNUAL PERFORMANCE GOAL RR.4.1. NATIONAL EMERGENCY MANAGEMENT INFORMATION SYSTEM

DIRECT REMAINING NEMIS DEVELOPMENT ACTIVITIES AND MONITOR OPERATIONS AND MAINTENANCE OF VERSION 2. LEAD ORGANIZATION: INFORMATION TECHNOLOGY SERVICES DIRECTORATE (IT).

Background: In FY 1999, NEMIS Version 2 supported 40 major disaster operations; it exceeded 80% autodetermination of disaster assistance claims in flood and hurricane disasters. Through NEMIS, documents were made available to caseworkers within hours of receipt; the previous standard had been 5 days.

In FY 2000, NEMIS supported more than 207 major emergencies and disaster declarations. NEMIS can be adjusted to accommodate any size disaster operation at FEMA Headquarters, the Regions, or the National processing centers. Application and software requirements were met.

The FY 2001 measures are to direct the remaining NEMIS development and monitor operations. NEMIS operates as specified and can be sized to accommodate operations in FEMA Headquarters, Regions, and National processing centers. NEMIS supports disaster-related correspondence and distribution of application information to caseworkers.

FY 2002 PERFORMANCE INDICATORS

1. Ensure that NEMIS operates as specified and is scalable in FEMA Headquarters, Regions, and National processing centers.
2. Bring NEMIS into initial compliance with the Disaster Mitigation Act of 2000.
3. Improve disaster processing by 5 percent.
4. Deliver new operational modules on schedule and within budget.

MEANS AND STRATEGIES

1. Continue to implement the NEMIS Enterprise Architecture.
2. Operate NEMIS Version 2 as the standard for disaster support.
3. Incorporate mandates of the Disaster Mitigation Act of 2000 into NEMIS.
4. Reduce the resources needed and increase the speed for processing disaster assistance.

VERIFICATION AND VALIDATION

Verification and Validation will be accomplished through the following:

1. Information Technology Services Directorate performance logs and record of performance of disaster programs.
2. Timely and accurate delivery of program benefits as measured by program offices.
3. NEMIS development schedule and budget allocations for new capabilities.

Resources

Work Years (WY)			P.4.1. Budget Authority (BA) (\$000)			Obligation Authority (\$000)	Total All Resources
S&E	DRF	WY Subtotal	S&E	EMPA	BA Subtotal	DRF 1	TOTAL
19	2	21	2,353	240	2,563	10,800	13,363

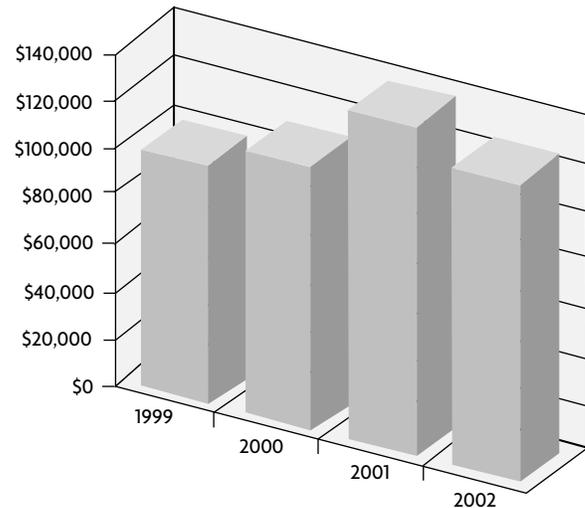
DRF = Disaster Relief Fund
EMPA = Emergency Management Planning and Assistance
S&E = Salaries and Expenses

STRATEGIC GOAL 3

ENSURE THAT THE PUBLIC IS SERVED IN A TIMELY AND EFFICIENT MANNER.

FEMA seeks to make customer needs and fiscal responsibility the bases for Agency long-term planning and day-to-day management and decision-making. This philosophy applies to organizations within the Agency as they serve each other as well as to services extended by the Agency to external customers. These ends can be achieved only through a process of continuous improvement; they involve seeking customer feedback, benchmarking, establishing service standards, reengineering, training in customer service, empowering employees to deliver quality service, removing managerial and workplace impediments, and managing with fiscal responsibility.

Figure 13. Approximate Resources for Goal 3
(Dollars in Thousands)



The past data in the chart above were influenced by the number and type of disaster declarations for the years indicated and are offered only as an illustration of trends.

5-Year Operational Objective E.1: Service Delivery.

Continuously improve the efficiency with which FEMA delivers its services.

ANNUAL PERFORMANCE GOAL E.1.1. EFFICIENT AND EFFECTIVE SERVICES¹

MANAGE PROCESSES AND PROCEDURES THAT SUPPORT THE AGENCY IN ITS EFFORTS TO PROVIDE EFFECTIVE AND EFFICIENT SERVICES.

Because several of these goals are iterations of goals found under Goals 1 and 2, a more extensive review of performance can be found in those sections of this report and in the Annual Performance Report for FY 2000. The latter is on-line at www.fema.gov.

¹ The Office of Financial Management, which in the past has reported progress on objectives set forth in the Financial Management Status Report and its Five-Year Plan and is audited by the FEMA Office of the Inspector General, no longer reports through this format. Its FY 2002 overall goals are found in Appendix F with other offices that support the agency broadly.

PERFORMANCE INDICATORS

Lead organizations meet their identified annual goals.

1. **Information Technology Directorate.** (a) Expand public access to information through e-government services. (b) Provide backbone data and communications services at 99% or within 24 hours of request. (c) Implement FEMA enterprise information technology architecture to achieve a 5% gain in productivity.

Past Performance: (a) Expanding e-government services is a new administration initiative. In both FY 1999 and 2000, the Directorate reported complete achievement of the standards and activities listed above as (b) and (c).

2. **Operations Support Directorate.** (a) Increase by 2 percent over the FY 2000 baseline numbers the operational efficiency of the Logistics Management Facility. (b) Reduce by 2 percent the FY 2000 baseline numbers for injuries occurring in the facility. (c) Continue to provide agency-wide oversight of printing/publications, graphics, rent accounts, the building

requirements project, mail-management operations, and records management services. (d) Support services accounts (maintenance schedules) to ensure timely services.

Past Performance: In FY 2000, the Directorate's indicators (numbers) and performance (letters) were as follows:

1. Proactive determination of internal and external requirements for a secure, safe, and healthy environment for FEMA customers. (a) Provided Disaster Field Offices enough safety and security cadre members to meet 100% of requests. (b) Certified that 10 of the 13 FEMA disaster fixed facilities met the Department of Justice Level IV security standards. Two facilities are warehouses and not considered major risks, and the third is expected to meet standards in FY 2001. (c) Worked to prevent health and safety risks that result in lost staff time through illness or injury. (d) Completed background checks for employees as necessary.
2. Continued enhancement of logistics operations and agency-wide automated logistics inventory control and property accountability, as well as, agency-wide oversight of printing, graphics, rent accounts, mail management operations, and support services accounts (maintenance schedules). (e) Developed an appropriate Disaster Relief Fund (DRF) cost share accounting that more accurately applies and tracks DRF facility costs. (f) Avoided costs through recycling equipment and pre-deploying equipment to avoid higher transit cost at later dates. (g) Used special contracts to ensure availability of necessary response items. (h) Accredited Accountable Property Officers. (i) Maintained a high recovery of assets rate following the close of Disaster Field Offices.

Because this Directorate's support is extensive, readers are directed to the FY 2000 Annual Performance Report for a more detailed review of achievements.

3. **Office of Policy and Regional Operations.** (a) Complete activities related to the Government Performance and Results Act (GPR), including, an annual performance plan and report and quarterly program evaluations. (b) Complete Federal Activity Inventory Reform Act (FAIR) requirements.

Past Performance: (a) The Office of Policy and Regional Operations supported the Agency's efforts to complete the first cycle of the Government Performance and Results Act.

This included providing technical assistance and producing a revised strategic plan, annual performance plans, and reports. (b) The Office provided technical assistance and guidance to the Agency in meeting its two annual FAIR Act requirements. In FY 2000, it received no challenges to its inventory.

4. **Office of National Security Affairs.** Maintain the efficiency of National Security Affairs program delivery and services established in FY 2000 through improved procedures in project management and program accessibility.

Past Performance: FY 1999—NA; FY 2000—National Security Affairs reports more productivity and efficiency through the introduction of a website that allows National Security Affairs customers to get information on demand and through office project management technology,

5. **Response and Recovery Directorate.** (Revised) Complete research to determine cost drivers in response and recovery processes and implement re-engineered processes to support improvements in Agency cost efficiency.

Past Performance: Indicator Changes for 2001 and 2002. FEMA's financial accounting system is unable to provide data to show current or historical costs of delivering one program originally identified to support this goal. While Response and Recovery program managers and division directors have undertaken significant program changes to improve processes, the effect of these changes on efficiency as measured by savings in delivery of services cannot be measured. The Directorate proposes the revised indicator stated above.

6. **Financial Management.** (a) Promote the use of performance-based contracting and on-line procurement. (b) Work with other Agency organizations to reduce inappropriate payments of government funds.

These indicators reflect administration initiatives to increase government e-business and avoid waste, fraud, and abuse; they are new to this goal.

7. **Human Resources.** Determine the management levels that would streamline FEMA organizations.

Past Performance: This indicator reflects an administration initiative to reduce middle management layers; it is new to this goal.

Resources

Work Years			E.1.1. Budget Authority (\$000)			Obligation Plan (\$000)	Total All Resources
S&E	DRF	Subtotal	S&E	EMPA	Subtotal	DRF 1	TOTAL
300	64	364	64,292	12,282	76,574	13,502	90,076

DRF = Disaster Relief Fund
 EMPA = Emergency Management Planning and Assistance
 Flood = Flood Mitigation Operations
 NFIF = National Flood Insurance Fund
 S&E = Salaries and Expenses

5-Year Operational Objective CS.1: Customer-Service Program.

Institutionalize and manage an agency-wide customer service program that produces a better and more responsive service delivery system and achieves at least 90% overall customer satisfaction.

ANNUAL PERFORMANCE GOAL CS.1.1. CUSTOMER SATISFACTION LEVELS

INCREASE LEVELS OF INTERNAL AND EXTERNAL CUSTOMER SATISFACTION WITH FEMA SERVICES. LEAD ORGANIZATIONS ARE IDENTIFIED IN THE TEXT BELOW.

did not distribute a survey for FY 2000 because of the close proximity to receipt of the FY 1999 results. To have done so would have placed an unacceptable burden on customers. Responses to the FY 1999 survey, however, indicated an overall customer satisfaction rating of 81%. National Security is now developing a refined survey instrument for FY 2001.

PERFORMANCE INDICATORS

Indicators include completion of the following activities or achievement of the following levels of customer satisfaction.

- Information Technology.** (Revised to focus on outputs rather than activities.) (a) Deliver accessible and standardized information technology services at 98% availability with no undetected virus attacks. (b) Resolve 80% of Helpdesk trouble tickets on the first call.

Past Performance: All indicators were achieved. (a) 24 major viruses were detected and corrected with no damage to data files and no loss of service; FEMA's 47 mission-critical systems, all non-critical systems, and the 229 external data exchanges operated without interruption during the Y2K transition; the Information Technology operations and Integrated Financial Management Information System hardware were up approximately 99% of the time. (b) Headquarters helpdesk averaged 87% of jobs closed within a week for more than 4,000 trouble tickets per month.

- Office of National Security Affairs.** Maintain the FY 2000 customer-satisfaction through continued improvement in program coordination, product and services delivery, and overall personnel performance.

Past Performance: Because of unexpected delays in developing and distributing the survey instrument for the FY 1999 Agency Program Performance Survey, responses were not received until late in FY 2000. National Security

- Response and Recovery Directorate.** Maintain or increase the overall satisfaction of State emergency offices, other Federal agencies, and major volunteer organizations with Response and Recovery regional coordination of disaster response partnership planning, guidance, and communication.

Past Performance: Response and Recovery was not successful in achieving a 5% increase in satisfaction among its partners. The level of satisfaction in FY 2000 was 91.4%, which represents a 2.7% increase over the FY 1999 baseline year, or a 3% overall rate of increase.

It should be noted that the level of satisfaction recorded in FY 1999, the baseline year, was 91.4%. This suggests that Response and Recovery's partners are already satisfied to a relatively high degree, and that it may be difficult to increase the level of satisfaction in increments as large as 5% in a single year.

- General Counsel.** (a) Update the Agency's delegations in the Code of Federal Regulations to ensure effective and efficient processes for the Agency's implementation of the programs. (b) Encourage the use of an efficient Administrative Dispute Resolution (ADR) process to facilitate the use of ADR in appropriate situations.

Past Performance: (a) Revisions to Executive Orders 12148 and 12656 were deleted from this earlier goal because they were not an agency priority in FY 2000. General Counsel was instrumental, however, in leading the Agency's efforts to update the description of the organizational

Resources

Work Years			C.S.1.1. Budget Authority (\$000)			Obligation Plan (\$000)	Total All Resources
S&E	DRF	WY Subtotal	S&E	EMPA	Subtotal	DRF 1	TOTAL
125	25	150	16,367	3,900	20,267	5,571	25,838

DRF = Disaster Relief Fund
EMPA = Emergency Management and Planning Assistance
S&E = Salaries and Expenses

structure and internal delegations (Part 2 of Title 44 of the Code of Federal Regulations).

In accordance with the ADR Act, the FEMA Director authorized in 1999 the Office of General Counsel to establish an ADR office. Since that time, an Equal Employment Opportunity-ADR pilot program has also been developed. Through the Labor-Management Partnership Council, the unions approved the use of ADR in employee disputes. Following extensive training and briefings, the

Office of General Counsel set up four mediations and served more than 70 people through walk-in and phone support. The Office is developing ADR procedures for the Cerro Grande Fires in accordance with the Cerro Grande legislation, which requires the use of ADR to resolve claimant disputes. During FY 2001, the Office expects to develop a pilot program for procurement disputes and to increase employee and management knowledge of the ADR office's services.

APPENDIX A: SKILLS AND TECHNOLOGY

FEMA intends to leverage new technologies and expand its skill base to the maximum extent possible to achieve the FY 2002 annual performance goals in this plan. The skills and technology required are outlined below, organized by the strategic goals to which they contribute.

STRATEGIC GOAL 1: PROTECT LIVES AND PREVENT THE LOSS OF PROPERTY FROM ALL HAZARDS

Skills required to achieve the mitigation goals include engineering (hydraulic, fire protection and structural), land-use planning, earth science (geology, geophysics, seismology), modeling, actuarial, and geographic information system computer skills. Skills required to achieve the preparedness goals include EM planning; exercise design and evaluation; technical knowledge of health effects and protective measures associated with hazardous materials (e.g. nuclear, biological, and chemical agents); knowledge of safety concerns related to nuclear power plants, chemical weapons disposal, and disaster response and recovery operations; training design and delivery; and customer service principles and techniques.

GIS technology is used as a tool to support all aspects of emergency management (mitigation, preparedness, response, and recovery). The HAZUS loss-estimation methodology is based on an integrated GIS concept. FEMA has already provided this tool and the GIS technology on which it is based to all State EM organizations. FEMA is also using the latest advances in remote-sensing technologies to support the national floodplain-mapping program and to assist in all-hazard risk assessments.

The insurance mechanism—employing underwriting, claims, marketing, actuarial, and financial skills and systems—is used to reinforce mitigation, preparedness, response, and recovery goals and objectives. Insurance is used to promote individual and business preparedness and responsibility, mitigate the scope of future flood disaster losses, alleviate economic distress, and reduce the overall federal costs of flood disasters.

Achievement of the annual performance goals for preparedness uses the Emergency Information Infrastructure Partnership, an established website that identifies issues pertaining to the development of EM capability submitted by interested parties throughout the world.

STRATEGIC GOAL 2: REDUCE HUMAN SUFFERING AND ENHANCE THE RECOVERY OF COMMUNITIES AFTER DISASTER STRIKES

Skills required to achieve the response goals include intergovernmental, interagency, and media relations; management of temporary work teams; ability to provide customer service; and specialized skills, such as those required for incident command, emergency operations, disaster field operations, logistics, and urban search and rescue.

To implement more efficient and effective response and recovery and achieve the annual performance goals, FEMA continues to integrate high-performance technology into its data-collection and program management activities. Resources in use or being completed include:

- **GIS.** Sophisticated mapping technology that enables high-quality imaging of areas affected by disasters;
- **Geographic Processing System.** Makes it possible to pinpoint the location of damage sites and floodplains;
- **Integrated Financial Management System.** Supports tracking of budget accounts;
- **Applicant Assistance Centers.** Centralizes and consolidates disaster applicant information, enabling more efficient responses to applicant inquiries;
- **Computer Networks.** Connect headquarters, regional offices, and DFOs to facilitate information sharing;
- **National Emergency Management Information System.** Deployed in FY 1999, NEMIS automates FEMA's disaster programs including incident activities, preliminary damage assessment, declaration processing, human services, infrastructure support, mitigation, and associated administrative and financial processing; and
- **Logistics Information Management System.** Provides agency management of personal property, disaster materiel, and logistics information.

STRATEGIC GOAL 3: ENSURE THAT THE PUBLIC IS SERVED IN A TIMELY AND EFFICIENT MANNER

Skills required to achieve the annual performance goals for efficiency include planning, programming, budgeting, accounting, procurement, and debt collection.

FEMA uses IT to facilitate and improve control of business processes. In line with the provisions of the Clinger-Cohen Act and Office of Management and Budget guidance, FEMA manages the IT assets as a coherent, unified, business portfolio.

The core of the agency's IT approach has been the development of the FEMA IT enterprise architecture, by which the planning, budgeting, and development of information services will be organized. The objectives of the architecture are to provide a standardized infrastructure, leverage current capital investments, empower a more robust exchange of information within FEMA and with its customers, and to provide a blueprint for specific technology solutions. By pursuing an integrated agency-wide approach to IT enterprise architecture, FEMA has identified the potential for sharing resources, eliminating redundant capabilities, realizing significant cost savings, and expanding the range of services and operations. To achieve the Agency's strategic objectives, FEMA plans, budgets, develops, and operates its IT in the style of a corporate management environment.

APPENDIX B: APPROPRIATION OVERVIEW

Salaries and Expenses

This appropriation encompasses the salaries and expenses required to provide executive direction and administrative and staff support to FEMA programs in Headquarters and field offices.

Emergency Management Planning and Assistance

This appropriation provides program resources for Response and Recovery; Preparedness, Training, and Exercises; Mitigation; Fire Prevention and Training; Operations Support; Information Technology Services; Policy and Regional Operations; and Executive Direction.

Disaster Relief Fund

Supplementary assistance from this appropriation is provided to individuals and State and local governments in the event of a presidentially declared emergency or major disaster.

Office of Cerro Grande Fire Claims

This fund was established in FY 2001 to compensate victims of the fire in Cerro Grande, New Mexico, for their injuries and losses.

National Flood Mitigation Fund

This fund is used as the mechanism for receiving fee-generated funds from the National Flood Insurance Fund to address structures that are repetitively flooded and to promote flood mitigation support to States.

Disaster Assistance Direct Loan Program Account

This appropriation provides administrative funds and subsidies for direct disaster assistance loans.

Emergency Food and Shelter

This appropriation provides grants to local voluntary organizations to supplement their program funds for emergency food and shelter.

National Flood Insurance Fund

This funding mechanism enables property owners to purchase flood insurance not otherwise available through the National Flood Insurance Program. In return for the provision of insurance, communities agree to adopt and enforce floodplain management measures to reduce losses from future flooding.

Map Modernization Fund

This fund is established to support the use of state-of-the-art technology to improve the accuracy and completeness of flood-hazard information, make the information more readily available and easier to use, and continue to alert and educate the public about the risks of flood.

Office of the Inspector General

This appropriation supports agency-wide audits and investigations to identify and correct management and administrative deficiencies that enable fraud, waste, and mismanagement.

Radiological Emergency Preparedness Fund

This Fund collects fees from licensees of commercial nuclear power plants to recover amounts anticipated by FEMA to be obligated annually for site-specific and non-site-specific expenses related to emergency planning, preparedness, and response.

Working Capital Fund

This revolving fund finances the operation of facilities and provides services for office operations, training, conferences, IT, and billeting at the Mt. Weather Emergency Assistance Center.

APPENDIX C: ACRONYMS

AP	Annual Performance (used with “goal”)
BA	Budget Authority
CAR	Capability Assessment for Readiness
CIP	Critical Infrastructure Protection
COG	Continuity of Government
COOP	Continuity of Operations
CS	Customer Service
DADLP	Disaster Assistance Direct Loan Program
DAE	Disaster Assistance Employee
DFO	Disaster Field Office
DISC	Disaster Information Systems Clearinghouse
DON	Department of the Navy
DRF	Disaster Relief Fund
EAS	Emergency Alert System
EENET	Emergency Education Network
EIMA	Emergency Information and Media Affairs
EM	Emergency Management
EMI	Emergency Management Institute
EMPA	Emergency Management Planning and Assistance
EMPG	Emergency Management Performance Grant
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FIA	Federal Insurance Administration
FIRM	Flood Insurance Rate Map
FMA	Flood Mitigation Assistance
FSN	FEMA Switch Network
FY	Fiscal Year
GC	FEMA’s Office of General Counsel
GIS	Geographic Information System
HAZMAT	Hazardous Materials
HAZUS	Hazards United States
HF	High Frequency
HMGP	Hazard Mitigation Grant Program
IFMIS	Integrated Financial Management Information System
OFM	FEMA’s Office of Financial Management

IG	FEMA Office of Inspector General
IT	Information Technology
ITS	FEMA's Information Technology Services Directorate
MT	FEMA's Mitigation Directorate
NAWAS	National Warning System
NDPO	FBI's National Domestic Preparedness Office
NEHRP	National Earthquake Hazards Reduction Program
NEMIS	National Emergency Management Information System
NETC	National Emergency Training Center
NFA	National Fire Academy
NFIF	National Flood Insurance Fund
NFIC	National Fire Information Council
NFIP	National Flood Insurance Program
NFIRS	National Fire Incident Reporting System
NGB	National Guard Bureau
NS	FEMA's Office of National Security Affairs
NSC	National Security Council
IG	Office of the Inspector General
OP	FEMA's Office of Policy and Regional Operations
OS	FEMA's Operations Support Directorate
OSHA	Occupational Safety and Health Administration
PA	Public Assistance
PDMF	Pre-Disaster Mitigation Fund
PT	FEMA's Preparedness, Training and Exercises Directorate
PTE	Preparedness, Training, and Exercises
REP	Radiological Emergency Preparedness
Results Act	Government Performance and Results Act
RR	Response and Recovery; also FEMA's Response and Recovery Directorate
S&E	Salaries and Expenses
TLC	Territorial Logistics Center
USCCO	United States Army Commercial Communications Office
USFA	United States Fire Administration
WWW	World Wide Web

APPENDIX D: FY 2002 BUDGET REQUEST BY 5-YEAR OPERATIONAL OBJECTIVE AND ANNUAL PERFORMANCE GOAL

RESOURCES

The Annual Performance Plan arrays resources requested in the FY 2002 budget against the 5-year objectives and annual goals to determine total support for the strategic goals. In FY 2002, FEMA's strategic goals will require the following:

Strategic Goal	Workyears		Resources	
	Number	Percent of Total	Dollars in Millions	Percent of Total
Goal 1	1,782	36	1,122.3	49
Goal 2	2,349	47	1,013.3	44
Goal 3	659	13	122.7	5
Inspector General	200	4	31.9	2

Figure 3—Resources Requested by Strategic Goal

RESOURCE CROSSWALK

FEMA operates under statutory and executive authorities to carry out a wide range of program responsibilities for emergency planning, preparedness, response and recovery, and hazard mitigation. Sources and types of funding to carry out FEMA's programs are shown in Figure 4.

An appropriations overview is given in Appendix B. Appendix D links the 2002 budget request to the agency's annual performance goals, five-year operational objectives, and strategic goals.

Appropriated Funds	Salaries and Expenses (S&E) Emergency Management Planning and Assistance (EMPA) Inspector General (IG) Disaster Relief (DRF) Emergency Food and Shelter Disaster Assistance Direct Loan Program subsidy and administrative expenses
Revolving Funds	National Flood Insurance Fund (NFIF) Working Capital Fund (WCF)
Trust Funds	Bequests and Gifts (Disaster Relief) Gifts and Bequests (Fire Administration)
Other Funds	Radiological Emergency Preparedness (REP) Fund National Flood Mitigation Fund (NFMF)
Reimbursable Funds (to S&E and EMPA)	From other federal sources

Figure 4—Sources and Types of Funding

WORKYEARS

FEMA estimates the use of 4,990 workyears in FY 2002. Of these, 2,400 are supported by Disaster Relief funds (all except 25 are for temporary employees), including 846 for employees allocated to specific activities within the agency. An additional 271 are supported by the National Flood Insurance Fund and are allocated specifically to agency activities. One hundred eighty-eight workyears support the Working Capital Fund, and 57 are reimbursable.

FEMA's 4,990 workyears are arrayed in the performance plan as follows:

- 1,689 of the 2,319 supported by S&E, Inspector General, REP, and loan program appropriations are specifically allocated to annual performance goals ("*S&E*" *WY* column);
- 772 of the 846 employees supported by the DRF (of the 2,400) and allocated to agency activities, are allocated specifically to annual performance goals ("*DRF*" *WY* column); and
- 270 of the 2,271 NFIF workyears directly support annual performance goals ("*FLOOD*" *WY* column).

The remaining 630 workyears supported by S&E, the remaining 1 supported by the NFIF, the 188 supported by the Working Capital Fund, and the 57 reimbursable under other activities are proportionally allocated to the Strategic Goals they indirectly support. They are displayed in the "Mgmt Support" row, "S&E" column. The remaining 74 workyears supported by the DRF (of the 846 specifically allocated to agency activities) are proportionally allocated to the Strategic Goals and are displayed in the "Mgmt Support" row, "DRF" column. The remaining 1,554 temporary workyears supported by the DRF and allocated to Strategic Goals 1 and 2 ("Disaster Relief" row, "DRF" column).

BUDGET AUTHORITY

The FY 2002 budget requests a total of \$763.5 million in net budget authority. All non-DRF budget authority has been allocated to the operational objectives except for portions needed for agency administration and management that do not directly support the objectives. Those funds have been prorated among the Strategic Goals and are shown in the row titled "Mgmt Support."

OBLIGATION AUTHORITY OF THE NATIONAL FLOOD INSURANCE FUND

Each year, FEMA's budget limits obligations from the National Flood Insurance Fund for program and other expenses. The FY 2002 budget provides authority to spend \$28.798 million for salaries and expenses associated with flood insurance operations and floodplain management components of the National Flood Insurance Program (NFIP), and \$76.381 million for floodplain management and flood mitigation program expenses. (These funds support the 271 workyears discussed above.) An additional \$55 million in obligating authority for contracting expenses of the flood insurance program are requested. These funds will be used primarily to support activities such as marketing and maintaining flood insurance policies.

Of the \$160.2 million in NFIF obligational authority for program operations, all except \$83,000 for agency administration and management supports annual performance goals. Obligations from the NFIF specifically allocated to annual performance goals are shown in three columns in Appendix E: S&E/NFIF (\$28.8 million total obligations); EMPA/NFIF (\$76.4 million); and NFIF operations (\$55 million). The \$83,000 has been prorated among the Strategic Goals and is displayed in the row entitled "Mgmt Support."

DISASTER RELIEF

The FY 2002 budget requests \$1,366.5 million. Because Disaster Relief is a no-year fund, it usually carries balances that are obligated for relief or recovery projects as needed. For purposes of the annual performance plan, estimated DRF obligations are arrayed against the Agency's strategic goals.

Requested for non-disaster-specific support costs and allocated to specific agency activities are \$135.2 million. Of that, \$127.4 million specifically support annual performance goals and are displayed in Appendix E in the obligations column, "DRE." The remaining \$7.74 million of the support request and expected obligations of \$1,231.3 million for disaster relief are proportionally allocated to the Strategic Goals and are so displayed in Appendix E in the "Mgmt Support" and "Disaster Relief" rows, respectively, "DRF" column.

Although FEMA does not specify annual performance goals for disaster relief, the volume of relief activities can be projected based on historical averages. For example, between 1990 and 1994, average obligations in the DRF totaled \$1.9 billion in 1999 dollars (with Northridge excluded); during the last five years (1995–1999), average obligations have increased to \$2.9 billion in 1999 dollars with Northridge excluded.

FEMA estimates obligations of \$397.1 million in FY 2002. The reduction in obligations reflects a reduction in non-contingent funding availability.

Strategic Goal 3, “Ensure that the public is served in a timely and efficient manner,” is designed to positively affect the performance and delivery of disaster programs.

EMERGENCY MANAGEMENT PERFORMANCE GRANTS

The Emergency Management Performance Grant Program includes transfers from Preparedness, Training and Exercises (PTE), Mitigation (MT), Disaster Relief Fund (DRF), and Pre-Disaster Mitigation Fund (PDMF) activities. The EMPG consolidated funding for existing FEMA non-disaster programs into a grant with one source of funding. State emergency management agencies are the primary recipients of these grants.

To address the EMPG, a 5-Year Operational Objective, MP.1 “Emergency Management Capability,” appears in Strategic Goal 1. The annual performance goal (MP.1.1) for 2002 reflects indicators to measure performance of only the grant funds available to States under the EMPG; FEMA program and grant management resources and performance goals continue to be reflected in programmatic goals for MT (M.1.1) and PTE (P.1.1).

APPENDIX E: OFFICE OF INSPECTOR GENERAL PERFORMANCE GOALS

As required by the Government Performance and Results Act, the IG has identified three areas in which to establish performance goals and measures. The two mission-related goals and one organizational goal are:

- Add Value to FEMA Programs and Operations.
- Ensure Integrity of FEMA Programs and Operations.
- Deliver Quality Products and Services.

In the development of performance measures, the Inspector General Act of 1978 mandates the reporting of certain statistics and related quantitative data to Congress. In addition to the mandatory requirements, performance measures identified here will serve as a basis to determine the overall effectiveness of our IG Performance Plan for Fiscal Year 2002. To accommodate uncontrollable or unpredictable factors, the IG's performance goals and measures are updated annually for maximum effectiveness in meeting the changing needs of FEMA, consistent with IG statutory responsibilities.

Annual Performance Goal IG.1.

Add Value to FEMA Programs and Operations

- Performance Indicators:**
- 1.1 Issue at least 13 reports on OIG projects.
 - 1.2 Issue at least 90 reports on audits of disaster grants.
 - 1.3 Achieve at least 75 percent concurrence with recommendations.
- Means and Strategies:**
- (1) Solicit input from FEMA and Congress in planning OIG activities, and incorporate feedback from FEMA and Congress in developing OIG products and services.
 - (2) Develop an annual OIG performance plan that is based on an in-depth analysis of the universe of FEMA programs, operations, and activities.
 - (3) Provide analyses and recommendations that focus on critical issues of concern to both FEMA managers and Congress.
 - (4) Monitor formal and informal feedback mechanisms to ascertain FEMA and congressional satisfaction with OIG products and services.
 - (5) Provide thorough review of and constructive comments on all proposed legislation, regulations, policies, and directives.
- Verification and Validation:**
- Performance will be validated by customer response questionnaires that are attached to and distributed with OIG published reports.
- Quality of work will be assessed by other Offices of Inspector General through a formal peer review process.

Annual Performance Goal IG.2.

Ensure Integrity of FEMA Programs and Operations

- Performance Indicators:**
- 2.1 At least 75 percent of investigations referred are accepted for criminal, civil, or administrative action.
 - 2.2 At least 75 percent of investigations referred result in indictments, convictions, civil firings, suspensions, debarments, recoveries, or administrative actions.
 - 2.3 Achieve a 10-percent reduction in the number of unresolved audit recommendations.
- Means and Strategies:**
- (1) Adhere to the Memorandum of Understanding with the U.S. Department of Justice that will give the OIG's Investigation Division the authority needed to effectively carry out its law enforcement responsibilities.
 - (2) Develop productive relationships with prosecutive authorities to enhance OIG's ability to pursue high-impact criminal prosecutions and civil actions.
 - (3) Participate on joint law enforcement task forces with other Federal, State, and local entities to leverage OIG resources.
 - (4) Maintain a Memorandum of Understanding with other federal agencies to permit timely procurement of audit services as-needed to supplement the resources of the OIG's Audit Division, and provide the broadest possible compliance audit coverage of FEMA's disaster assistance programs and operations.
 - (5) Maintain an accurate and current recommendation follow-up system to include appropriate on-site verification of corrective actions, as appropriate.
 - (6) Elevate unresolved critical issues to the appropriate FEMA officials in a timely manner.
 - (7) Provide advice and other necessary assistance to FEMA officials to develop their capacity to address program or operational problems through alternatives to OIG audits, inspections, or investigations.
 - (8) As requested by FEMA management, participate in all task forces and special working groups in an advisory capacity as deemed appropriate by the Inspector General.
 - (9) Solicit and evaluate written feedback from recipients of OIG products through customer response questionnaires.
- Verification and Validation:** Performance can be validated by Department of Justice reports detailing stated indicators.

Annual Performance Goal IG.3.

Deliver Quality Products and Services

- Performance Indicators:**
- 3.1 Achieve compliance with individual development plan goals and the requirement that auditors receive 80 hours of continuing professional education every two years.
 - 3.2 Conduct at least one internal quality control review.
 - 3.3 Achieve zero repeat problems on external peer reviews.
- Means and Strategies:**
- (1) Solicit comments, as appropriate, on all significant products and services.
 - (2) Adhere to the policies promulgated in the Inspector General Act of 1978, OIG Special Agent Manual, and Hotline standard operating procedures regarding confidentiality requirements.
 - (3) Administer a recruiting program that adheres to EEO principles and reaches a wide population having the knowledge, skills, abilities, and experience necessary to make meaningful contributions to the OIG mission.
 - (4) Maintain a comprehensive training program that crosscuts the OIG's four divisions, includes annual individualized professional development plans, and meets mandatory continuing education requirements.
 - (5) Implement FEMA's employee performance and reward program.
 - (6) Maintain a positive and productive working environment that promotes teamwork and effective communications.
 - (7) Continuously evaluate staff needs and evolving ADP and communications technologies, and equip the staff with the electronic tools they need to help them do their jobs more effectively and efficiently.
- Verification and Validation:**
- Performance will be validated by customer response questionnaires attached to and distributed with OIG published reports.
- Quality of work will be assessed by other Offices of Inspector General through a formal peer review process.

APPENDIX F: ADDITIONAL STAFF OFFICE PERFORMANCE GOALS

INTERGOVERNMENTAL AFFAIRS

Strategic Goal 1: Protect lives and prevent the loss of property from all hazards.

- Perform intergovernmental outreach and liaison functions for the Agency's programs, policies, and initiatives.
- Support conferences and briefings for governors, mayors, county officials, and national organizations and associations to promote prevention and hazard reduction.
- Support ongoing development and implementation of HMGP, flood map modernization, and other mitigation programs, including project notifications and intergovernmental engagement and support of community projects and activities.

Strategic Goal 2: Reduce human suffering and enhance the recovery of communities after disaster strikes.

- Provide intergovernmental liaison, in conjunction with FEMA's Regional Offices and Community Relations Cadre, in response to major disasters, emergencies, fire suppression declarations, and NFIP requests.
- Support White House disaster policy and recovery interagency task force initiatives.
- Promote the engagement and implementation of the Agency's prevention and disaster mitigation programs with governors, mayors, county officials, as well as other elected and appointed officials, and with national organizations and associations.

Strategic Goal 3: Ensure the public is served in a timely and efficient manner.

- Maintain lines of communication and outreach with intergovernmental constituencies with interest in FEMA programs and initiatives by providing updates on FEMA activities. Implement timely customer service approach to intergovernmental correspondence and inquiries and all other written educational and outreach materials as needed by intergovernmental constituencies.
- Outreach to and engage with intergovernmental constituencies in the Agency's policy and rule development and implementation process.

EQUAL RIGHTS

- Maintain an Alternative Dispute Resolution Program for Equal Employment Opportunity.
- Maintain and use a trained cadre of Equal Rights Officers to improve workplace health and morale in disaster field operations and fixed site facilities.

CONGRESSIONAL AND LEGISLATIVE AFFAIRS

Strategic Goal 1:

- Perform Congressional outreach and liaison functions for the Agency's *Project Impact*.
- Support conferences and briefings to engage Members of Congress and Congressional staff in promoting preparedness and hazard reduction.
- Support ongoing development and implementation of the HMGP and BPR programs, including notification of projects, and congressional engagement and support of community projects.

Strategic Goal 2:

- Provide Congressional liaison services in conjunction with FEMA's Regional Offices in response to major disasters, emergencies, fire suppression declarations, and NFIP requests.
- Support appropriate White House disaster policy and recovery task force initiatives.
- Coordinate the design, training, and standardization of the national cadre for Lead Congressional Liaison Officers.

Strategic Goal 3:

- Maintain lines of communication with Members of Congress and Congressional staff having an interest in FEMA programs by providing Congressional updates on FEMA programs; timely response to Congressional inquiries; written educational information on *Project Impact*; and seasonal disaster preparedness packets to Congress.
- Enhance the Agency's relationships with Congressional committees and staff having jurisdiction over FEMA, and proactively engage Congress in FEMA's legislative programs.
- Prepare for FEMA Headquarters and Regional staff a weekly Hill Report covering Congressional action on FEMA issues, and memos on significant Congressional actions.

HUMAN RESOURCES MANAGEMENT

- Create and maintain human resources systems that help FEMA to accomplish its mission including planning and managing human capital.
- Assist FEMA management in improving the diversity of the agency's workforce and quality of work life.
- Provide timely and effective human resources tools, services, information, and assistance to FEMA organizations and employees to support the Agency's mission.

EMERGENCY INFORMATION AND MEDIA AFFAIRS

Strategic Goal 1. 5-Year Operational Objective EIMA.1: Emergency Information and Media Affairs

- Maintain a continuing rapport with national news media so they understand FEMA operations, focusing on preparedness and mitigation.

Annual Performance Goal EIMA 1.1:

- Maintain national, regional, and local coverage of *Project Impact* through a comprehensive media outreach campaign.

Annual Performance Goal EIMA 1.2:

- Revise and continue implementation of the National Communications Strategy in each critical program area in Headquarters, Regions, and all open Disaster Field Offices.

Strategic Goal 2. 5-Year Operational Objective EIMA 2:

- Contribute to the well being of the community following a disaster by disseminating information that is timely, accurate, consistent, and easy to understand.

Annual Performance Goal EIMA 2.1:

- Stabilize field deployments and maintain Joint Information Center efficiency by staffing the Consolidated Public Affairs Centers.

Annual Performance Goal EIMA 2.2:

- Enhance Joint Information Center operations by offering cross-training opportunities and advanced training to the Public Affairs cadre.

Annual Performance Goal EIMA 2.3:

- Develop technological and media products in support of the disaster communications strategy.

Strategic Goal 3. 5-Year Operational Objective EIMA 3:

- Provide seamless customer service to internal and external customers.

Annual Performance Goal EIMA 3.1:

- Increase coordination among regional public affairs officers regarding responses to agency policy, and standardize their business practices in all areas of service.

Annual Performance Goal EIMA 3.2:

- Promote and provide public affairs services that the agency and its directorates and offices need and value.

Annual Performance Goal EIMA 3.3:

- Upgrade existing technological equipment and processes to remain current with developments in technology, and continue providing timely and accurate news and information services to our external audiences.

OFFICE OF THE DIRECTOR: TERRORISM PREPAREDNESS

Goal 1: Provide clear and concise guidance on FEMA's roles and responsibilities in terrorism related activities.

- Publish a series of documents to support FEMA's role in consequence management.
- Participate in terrorism-specific intra and interagency committees and working groups.
- Establish an agency staff assistance program and an agency external outreach program.
- Support the agency terrorism preparedness program to protect FEMA personnel and assets against acts of terrorism.

Goal 2: Ensure FEMA supports Federal, State, and local consequence management planning, training and exercise programs.

- Coordinate and review consequence management planning programs.
- Coordinate and review consequence management training programs.
- Coordinate and review consequence management exercise programs.

Goal 3: Improve coordination and sharing of program information among Federal, State, and local communities.

- Institute an information dissemination mechanism.
- Nurture a partnership with the crisis management community.
- Nurture a partnership with the consequence management community.
- Serve as a focal point on terrorism consequence management information for Federal oversight organizations.

Goal 4: Establish an organizational structure for coordinating terrorism preparedness within FEMA.

- Establish an office designed to provide leadership of FEMA terrorism preparedness efforts.
- Provide guidance on staffing of terrorism preparedness positions within each regional office.

Goal 5: Develop systems to monitor and track resources needed to support FEMA's terrorism consequence management programs and activities.

- Track human and financial resources needed to support the range of FEMA terrorism-related programs and activities, in both the headquarters and regions, based on current and future needs.

APPENDIX G: FEMA'S EFFORTS TO ADDRESS MANAGEMENT CHALLENGES

On December 1, 2000, the Office of Inspector General (OIG) forwarded to members of Congress comments on the following areas on which it felt FEMA management should focus. This is an annual requirement and one that FEMA takes seriously. The following information indicates the management challenges and FEMA's progress in resolving them.

- **Financial Management.** Although FEMA has made major financial management strides over the past six years, the OIG believes that more can be done to ensure that FEMA's financial management systems and operations can produce, in a timely manner, accurate and relevant financial information. This is especially important to managers making decisions.

While FEMA systems do not currently capture costs at the activity level, FEMA has since FY 1996 prepared, audited, and submitted to the Office of Management and Budget FEMA's financial statements before the statutory deadline of March 1. Improvements made during FY 2000 to streamline the financial statement preparation process made financial statements available for audit more than one month earlier than the previous fiscal year and required substantially less year-end adjustments. FEMA has also since 1998 received unqualified audit opinions on its financial statements.

The OIG also expressed concern about internal controls over financial reporting and concluded that FEMA was not in compliance with requirements of the Federal Financial Management Improvement Act of 1996. FEMA agreed that some system deficiencies existed and has been taking corrective actions. As a result, security and change controls are stronger and complimentary manual controls were implemented as warranted.

- **Information Technology Management.** The OIG notes that FEMA relies heavily on information technology (IT) resources to accomplish its mission and faces several challenges in this area. For example, FEMA must meet the requirements of Presidential Decision Directive 63 (PDD-63), which calls for Federal agencies to protect their critical infrastructure, especially their cyber-based systems, by May 2003. Similarly, the OIG has pointed out the need to improve the entity-wide computer security program and the National Emergency Management Information System (NEMIS).

To meet its May 2003 deadline, the IT Directorate established in FY 2000 a Critical Infrastructure Assurance Officer position and an Information Assurance Branch. These and other steps focus on IT's efforts to meet requirements of the Presidential Decision Directive (PDD) 63 and to respond to recommendations from FEMA Office of Inspector General's audit of IT entity-wide systems security. FEMA also continues to make improvements to National Emergency Management Information System (NEMIS) to ensure that it can meet processing workloads during a catastrophic disaster. FEMA has established its intent to continue to work toward E-Government. Performance goal RR.4.1 is associated with this challenge.

- **GPRA Implementation.** The OIG reports that measuring and reporting on performance, as required by the Government Performance and Results Act, continues to be a challenge for FEMA, as for most Federal agencies. FEMA, nevertheless, complied with all GPRA requirements: Annual Performance Plans and Reports. The OIG believes, however, that more FEMA managers need to better use the GPRA process as a management tool and provide the FEMA staff responsible for the execution of GPRA stronger support in its efforts to move the agency forward. The OIG will issue its first report on GPRA implementation in 2001 and begin additional audit work in its ongoing effort to evaluate GPRA compliance.

The OIG will also closely monitor FEMA's next GPRA challenge, linking its budget to its Annual Performance Plan. To date and in spite of a complex crosswalk between the financial information and performance goals, FEMA has difficulty explaining the relationship between budgetary outlays, performance activities and goals, and program results. During FY 2001, FEMA will continue to move forward in linking the budget to the performance plan. Goal E.1.1(3) is associated with this challenge.

- **Grants Management.** FEMA has made some improvements in its grants management over the past three years. The OIG has conducted numerous audits and the Chief Financial Officer is taking action to solve the problems identified. For example, The Office of Financial Management (OFM) has devoted substantial time to lead the regional offices through disaster closeout efforts to reduce unexpended funds. Hundreds of disaster grants have been closed out resulting in several million dollars being either expended or deobligated. OFM continues to work closely with the regional offices on this matter; however, these are grant programs and the financial and administrative aspects are only part of the larger picture.

In FY 2000 the OIG began its audit of the expenditure of obligated Hazard Mitigation Grant Program funds. The results will be useful in assisting FEMA to better manage the program. Though the OIG has stated that approximately 57% of obligated grant funds are not yet expended, it is not clear how long the majority of these funds have been obligated and available for expenditure. After an extensive effort to streamline the program and ensure grants are awarded in a timely manner, FEMA obligated approximately \$992 million in the last two fiscal years. The performance period for these construction grants ranges from 1 to 4 years depending on the complexity of the project and length of the construction season. It is possible that a high percentage of the unexpended funds were awarded under grants with performance periods that are still open.

To improve States' management of disaster assistance grants and assure accurate, timely, and informative reporting, the OIG suggested that FEMA take the initiative to assist the States in developing reliable disaster grant management systems.

While Regional offices do have a technical assistance role in helping the states better manage the FEMA grants, OFM disagrees that FEMA's role is to assist the States in developing reliable disaster grant management systems. OMB guidance and Federal regulations are clear in this respect: states develop and rely upon their own systems and federal agencies provide technical assistance and hold recipients accountable based on uniform standards. Goal MP1.1 is associated with this challenge.

Regional Offices, nonetheless, have made significant progress in addressing this management challenge. Regions have focused resources and established a commitment to improved grants management and administration for both disaster and non-disaster grants. Results associated with this commitment include:

- establishment of Regional financial grant teams
- fostering grantee relationships
- participation in cross-collaboration efforts to achieve a consistent application of regulatory and cash management principles
- providing expert financial analysis and reconciliation to assist in the expeditious closeout of grant awards
- improved financial awareness and continued streamlining of processes

Embracing this agency commitment will always include continuing efforts to foster partnerships between regional grant and program staff as well as grantees. Results will become evident through an advanced knowledge of programs and grantee business practices and an enhanced capability to assess program effectiveness.

PROGRAM CHALLENGES

- **Disaster Response and Recovery.** Managing the Disaster Response and Recovery Program continues to be one of FEMA's largest challenges. The number of Federally declared disasters continues to increase, making it critical that FEMA reduce disaster response and recovery costs, better manage its disaster workforce, ensure the integrity of its many financial assistance programs, and improve program service delivery. FEMA is also faced with implementing recent changes in the Stafford Act. FEMA has undertaken initiatives to address these problems. One of FEMA's initiatives is to reduce disaster field office (DFO) costs by limiting the number of DFO staff to the minimum necessary based on a pre-determined template. Another, one that FEMA is currently testing, is to turn over management of small disasters to States. Florida managed FEMA's Public Assistance Grant program for a small disaster in October 2000. That effort appears to have been successful.

In an effort to improve the efficiency and effectiveness of disaster recovery operations, FEMA redesigned its largest recovery program, Public Assistance Grants (PA). The redesign includes new policy guidance to clarify

program requirements, improve customer service through training, enhance State involvement, simplify processes, and develop performance targets. Goals RR.1.2 and E.1.1 are associated with this challenge.

Another area where the OIG states that FEMA has made improvements is in debris removal. Over the last 18 months, FEMA has focused on improving the management of debris removal activities by emphasizing disaster management oversight and improving its policies, procedures, and training. Goal E.1.1(5) is associated with this challenge.

- **National Security Support Program (now Terrorism Preparedness Coordination).** FEMA was recently assigned a key role in developing and maintaining a national strategy to support terrorism-related emergencies. Numerous Federal agencies have roles in Federal action plans to respond to terrorism, but the Federal Bureau of Investigation and FEMA are the lead Federal agencies for domestic operations. Presidential Decision Directive 39 establishes a management control structure for the Federal response to terrorist acts. It designates FEMA as the lead Federal agency for consequence management in domestic terrorist events. The Stafford Act empowers FEMA to direct other agencies to perform consequence management missions in support of State and local governments. To implement these initiatives, FEMA designated a Senior Advisor for Terrorism Preparedness in early calendar year 2000. Since that time, FEMA has developed a strategic plan for terrorism-preparedness activities and has delineated responsibilities for terrorism-preparedness planning, training, and exercises. As other Federal agencies continue to define their evolving roles and responsibilities, FEMA's program emphasis may shift accordingly. Goals associated with this effort can be found in Appendix F of this document.
- **State and Local Preparedness Program.** FEMA has made considerable progress in streamlining and making the preparedness grant process more meaningful. Despite the progress, two management challenges need continued focus: (1) developing a reliable method of assessing State and local capability, and (2) developing a reliable basis to implement risk-based funding allocations to States.

(1) In FY 2000 56 States, Territories and Insular Areas completed the revised State Capability for Readiness Assessment (CAR). Ninety-nine percent of the States self-reported that they were either generally, very or fully capable. An analysis of the assessment will be used to prioritize the 13 emergency functional categories that are part of FY 2002 Goal P.1.1. A local CAR is in production and a Tribal form is being considered.

(2) FEMA is working on a risk assessment initiative called HAZUS (Hazards-US). HAZUS is designed to produce loss estimates for use by State, regional, and local governments in planning for natural hazard loss mitigation, emergency preparedness, and response and recovery. Currently, HAZUS has been developed for earthquakes and FEMA is working on models to estimate potential losses from wind, floods, and tornadoes. Although not designed to do so, the OIG believes that HAZUS could provide the basis for developing a risk-based funding methodology. Goal M.1.1 is associated with this challenge.

- **Flood Insurance Program.** The National Flood Insurance Program (NFIP) has three components—insurance, mapping, and floodplain management. In order for this program to effectively accomplish its objectives, each component must complement the other.

FEMA's Mitigation Directorate has responsibility through the FEMA Regional Offices for monitoring community compliance and for providing technical assistance. Based on Community Assistance Visits and other available information, the Mitigation Directorate believes that most communities participating in the NFIP have effective floodplain management programs in which new construction is properly permitted in accordance with the minimum requirements of the NFIP. Most of the nation's policies are in communities participating in the NFIP Community Rating System and are communities implementing floodplain management programs that exceed the NFIP minimum requirements. Based upon individual Community Assistance Visits, when violations are identified by FEMA, communities are required to remedy the violations to the maximum extent possible or face being placed on probation or possibly suspended from the NFIP. Flood insurance can be denied where violations are identified under the authority of Section 1316 of the National Flood Insurance Act. The popularity of CRS, availability of training opportunities, and increased experience individual communities have with the NFIP is producing a trend of greater compliance rather than less in current years.

Goals M.3.1, M.4.1, and M.5.1 demonstrate the Federal Insurance Administration and the Mitigation Directorate's collaboration on strengthening the NFIP.

- **Mitigation Program.** FEMA's OIG reports that FEMA faces a significant challenge in effectively focusing resources that address national mitigation strategies as well as ensuring that mitigation continues to be a long-term sustained effort. Project Impact offers the potential to make mitigation a sustained effort, but its success is dependent on the non-federal resources. The OIG recommends that FEMA monitor these contributions to assure their effective use.

With limited resources provided by the Federal government, non-federal contributions to Project Impact activities are critical to the success of the initiative. FEMA provides technical assistance to help Project Impact communities leverage the seed money supplied by FEMA to obtain greater financial and technical support from the private sector, non-profit organizations, and other appropriate sources. More importantly undertaking these activities helps foster long-term commitment to mitigation activities within the community, effectively integrating mitigation into standard community operations.

FEMA monitors the activities and involvement of its Project Impact partners. FEMA documents the non-federal contributions that count towards the grant match according to federal guidelines. However, it is not imposing the same conditions for contributions outside of that requirement.

In addition, many of the non-federal partners are reluctant to provide specific information concerning the value of their contributions. Further, the work burden placed on the community to gather this information would pose a disincentive for participation and reduce the amount of time that could be devoted to planning and implementing mitigation actions. FEMA believes that monitoring the outcomes that result from the partner commitments is a more accurate gauge of effectively focused resources. Specifically, systems that monitor partnership activity and the resulting mitigation actions and other outcomes provide more useful information and represent a more feasible work burden for participants.

FEMA is continuing development of systems to monitor mitigation activity in Project Impact communities. These systems include a study of the effects of Project Impact on community systems by the University of Delaware's Disaster Research Center, development of a method for assessing losses avoided in the event of a disaster due to implementation of Project Impact within the community, and monitoring a community's Project Impact activities in the areas of partnership development, public education and awareness, risk assessment, and mitigation for a period of 5 years. The success of Project Impact lies in educating government officials and community activists on how to make their community disaster resistant and not in creating overly burdensome reporting requirements. Goal M.1.1 is associated with this challenge.

In its criticism of the Hazard Mitigation Grant Program (HMGP), the Inspector General cites its 1999 report regarding the special Hurricane Floyd buyout program and its concerns about problems resulting from insufficient guidance and delays in conforming to the special eligibility criteria for that program.

FEMA agrees that this special program encountered difficulties in implementation and convened a task force to address many of the concerns raised by the Inspector General. However, we do not agree that the same issues apply to the HMGP, an ongoing authorized program. In fact, we believe that many of the Hurricane Floyd problems arose from the difficulty States, communities, and FEMA staff encountered while trying to administer in the same areas the two programs with distinctly different eligibility criteria. Many States had difficulty explaining to communities and residents the differences in programs and whether or how they might qualify for one program or another.

It is our position that had the special funding authority been administered under HMGP rules rather than separate, narrower eligibility criteria, the program would have operated more efficiently. FEMA continues to evaluate the Program and implement improvements. However, in general, the HMGP operates successfully as a flexible tool for States and communities to accomplish mitigation priorities in the aftermath of a disaster while at the same time assisting residents affected by the disaster. Goal MP1.1 is associated with this goal.

The OIG also states, "... FEMA has not made significant progress in implementing its Map Modernization Plan, primarily because of the lack of adequate funding."

There are two components of the Map Modernization plan: (1) developing new products and processes, i.e., developing new ways to make better flood maps, and (2) securing funding and actually making the new maps. FEMA has completed almost all of the necessary work in developing new products and processes. (See the Map Modernization website at http://www.fema.gov/mit/tsd/MM_main.htm for a summary of completed work.) Lack of funding has precluded significant progress in the second component—actually making new products to replace the aging inventory of approximately 100,000 flood maps.

The OIG's letter also states, "... the OIG issued a report that concluded FEMA's estimate is unreliable because of the difficulty of predicting several of the key components of cost as well as a high risk that some of the assumptions that underpin the estimates may be wrong."

The Flood Map Modernization Plan has evolved since its conception in 1997 and will continue to evolve as we obtain more information about communities' mapping needs, as new technologies are developed, as improved cost data are developed, and as we continue to re-evaluate the plan for other programmatic reasons. Thus, FEMA considers the plan and its cost estimate to be "living" documents, and it will refine the cost estimates as it develops FEMA's budget request each year. FEMA updated the cost estimate in March 2000 as it worked with the Senate Banking Committee during its review of the benefit/cost assessment for the plan.

The IG Report raised several concerns with assumptions because they were not based on empirical or recreatable data. However, as acknowledged in the IG Report, the plan is complex and dependent on factors that are difficult to predict. Quite often, data needed to make precise cost projections were not available. For example, we do not have reliable FEMA cost data for new mapping technologies, because the contracts under which the prototype studies are being conducted are not yet completed. Similarly, we do not have historic FEMA cost information for new map products that are just now being released for public comment, e.g., the new generation digital Flood Insurance Rate Map (DFIRM). Thus, we relied on the professional judgment of experts to develop the assumptions. We feel that this is an appropriate approach for developing a sound, defensible cost estimate. As we develop field-verified cost information, it will be incorporated into the Map Modernization cost model. Goal M.1.1 is associated with these challenges.

STATUS OF MANAGEMENT AND PROGRAM CHALLENGES IDENTIFIED IN PREVIOUS YEARS

Among the 10 earlier management challenges facing FEMA, the OIG reported that implementation of management reforms at the United States Fire Administration, as recommended by a Blue Ribbon Panel, was extremely important. Although all reforms recommended have not been completed, FEMA has made considerable progress in addressing the Panel's recommendations. In September 2000, a reorganization of the Fire Administration took into account the Panel's recommendations of redefining working relationships in terms of empowerment, delegation of authority, and accountability. Accordingly, the OIG no longer considers this to be one of FEMA's most significant management challenges.

APPENDIX H: CROSS-CUTTING ACTIVITIES

The Federal Emergency Management Agency coordinates the disaster response and terrorism consequence activities of its Federal Response Plan partners and enters into Memoranda of Understanding or Agreements with a number of Federal agencies to provide the American taxpayer with the most efficient use of disaster funds. The list below illustrates the activities undertaken by FEMA and its partners.

Goal Reference	Partner Agencies	Cross-cutting Activities
M.1.1	DOE, DOC, EPA, HUD, NASA, DOI	Disaster Resistance: Formal agreements, i.e., Memoranda of Understanding (MOUs), with other Federal departments and agencies willing and capable of supporting hazard mitigation activities and objectives.
M.1.1	USDA, DOC, DOD, DOEd, DOE, HHS, HUD, DOI, DOL, DOT, EPA, FERC, IRS, OMB, SBA	President's Long-Term Recovery Task Force. Upon Presidential activation of this Task Force following a major, complex disaster, FEMA acts as chair and helps State and local governments (S/L) to identify their needs related to the long-term impact of the disaster. FEMA then coordinates the delivery of Federal assistance during the recovery process.
M.1.1	DOE, HUD, EPA	Sustainable Redevelopment. FEMA seeks to incorporate the principles and practices of sustainable development into S/L major-disaster reconstruction plans. Post-disaster, FEMA can assist recovering S/L in accessing DOE, HUD, and EPA programs that provide technical, and sometimes financial, sustainable development assistance.
M.4.1	USDA, HUD, VA, SBA, Freddie Mac, Fannie Mae, FDIC, OTS, OCC, NCUA, FCA, FRS	National Flood Insurance Program (NFIP). The purpose of the National Flood Insurance Reform Act of 1994 (NFIRA) is to improve the financial condition of the NFIP and reduce Federal expenditures for disaster assistance to flood-damaged properties. The Act affects every part of the NFIP, insurance, mapping, and floodplain management. NFIRA also gives lenders tools with which to enforce requirements for flood insurance coverage mandated under the Flood Disaster Protection Act of 1973. FEMA coordinates compliance with mandatory purchase requirements among Federal Government entities.
P.1.1	DOD, DOE, NRC	National Instrumentation Center (NIC) Project. "Disposal" of low- and high-level radioactive sources that were formerly used to support the Radiological Defense (RADEF) Program. FEMA has a contract in place with the U.S. Army to "dispose" of low-level sources and transfer ownership of the high-level sources to a private company in California and the U.S. Army.
P.1.1	USDA, DOC, DOE, HHS, DOI, DOS, TREAS, EPA	National Defense Stockpile. FEMA is a member of the legislatively mandated interagency committees that set and review National Defense Stockpile policies.
P.1.1	USDA, DOE, DOD, DOI, DOJ, DOS, TREAS, EPA, FBI, NCS, WH	Energy Disruption Committee (EDC). FEMA is a member of EDC, which evaluates and reviews petroleum, natural gas, electricity and other energy disruption scenarios (including manmade disruptions). DOE chairs EDC.
P.1.1+	DOD, NASA	Emergency Technology Transfer. MOU to facilitate emergency technology transfer, i.e., dialogue and investigative activities, to find and transfer technologies developed at the SPAWAR Systems Center and Goddard Space Flight Center to emergency uses and to get new technology applications to the emergency management community.

Goal Reference	Partner Agencies	Cross-cutting Activities
P.1.1	27 Signatories	Regional Technology Transfer. FEMA develops and manages a systematic method for assessing the needs of the emergency management community and transferring to that community new technologies that reduce the impact of disasters.
P.1.1	HHS, USDA, EPA, NRC	Conference of Radiation Control Program Directors (CRCPD). FEMA supports the CRCPD on Radiological Emergency Preparedness (REP) by reviewing REP guidance, policy, and other documents, and by providing the technical link to the 50 State Radiological Health Directors.
P.1.1	NRC	Radiological Emergency Response MOU. Establishes a framework of cooperation between FEMA and NRC in radiological emergency response planning.
P.1.1	DOD, DOE, HHS, DOL, DOT, EPA, GSA	National Advisory Committee on Acute Exposure Guidelines Levels (NAC/AEGL) for Chemical Substances. FEMA serves on the NAC/AEGL established by EPA to develop chemical exposure guidelines for the general public, including sensitive subpopulations. FEMA serves as a primary point to represent State needs and issues and to ensure that chemical exposure guidelines are acceptable and usable by various State agencies engaged in risk assessments for chemical facilities and transportation.
P.1.1	DOJ	Interagency Agreement/Partnership. With the National Institute of Justice to build a compendium of model programs (entitled "Partnerships in Preparedness: A Compendium of Exemplary Practices in Emergency Management") that local and regional law enforcement agencies, firefighters, and first responders in emergency services can share.
P.1.1	DOD	Chemical Stockpile Emergency Preparedness Program (CSEPP). Established under an MOU between the Department of the Army and FEMA. FEMA is responsible for managing and directing the off-post emergency preparedness aspects of the CSEPP while the Army retains responsibility for on-post activities.
P.1.1	USDA, DOD, DOE, HHS, DOS, DOT, AID, NGB, USCG	U.S.-EMERCOM MOU. FEMA and the Ministry of the Russian Federation for Civil Defense co-chair Emergencies and Disaster Response, a joint committee in the field of natural and manmade prevention and response.
P.1.1	USDA, DOC, DOD, DOE, HHS, DOS, DOT, NCS	NATO Civil Emergency Planning (CEP). FEMA shares NATO CEP responsibilities with the Federal departments and agencies.
P.1.1	USDA, DOS, DOT, HHS, NCS, States	U.S.-Canada MOU on Cooperation in Comprehensive Civil Emergency Planning and Management, a consultative group with representatives from Federal departments and agencies.
P.1.1	DOI, DON, DOE, DOT, GSA, NCS, OPM, SSS	Interagency National Defense Executive Reserve Committee (INDER). FEMA chairs the INDER Committee with representatives from the Federal departments and agencies.
P.1.1	DOD, NGB, DOS, Kansas, California	U.S.-Ukraine MOU. FEMA and the Ministry of Emergencies, a Joint Committee in Natural and Technological Disaster Prevention and Response.
P.1.1	DOD, DOS, Border States	U.S.-Mexico MOU on Cooperation in Case of Natural Disasters.

Goal Reference	Partner Agencies	Cross-cutting Activities
P.I.	DOS, DOD, NGB, States	Protocols of Intention with Kazakhstan, Turkmenistan, Turkey, Kyrgyzstan, Poland, Bulgaria, South Korea, Nigeria, China, Israel, Greece, Romania, Italy and Uzbekistan on Emergency Preparedness and Disaster Management.
P.I.1	DOT	Hazardous Materials Emergency Preparedness Curriculum Guidelines. DOT provides funding via an interagency agreement with FEMA to develop guidelines for public-sector hazardous materials training, which helps States to self-assess their curricula, and provides technical assistance to ensure that public-sector employees can safely and efficiently respond to hazardous materials emergencies.
P.I.1	DOJ	First Responder Training for Terrorism Consequence Management. DOJ will provide funding via an interagency agreement to FEMA for planning and delivering the Integrated Emergency Management Course on Consequences of Terrorism.
P.I.1	EPA	Hazardous Materials Preparedness and Training. FEMA provides hazardous materials preparedness, training and exercising assistance in support of the National Response Team, supporting Committees and interagency requirements under the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), as amended. EPA provides CERCLA funding to FEMA via an interagency agreement.
P.I.1	EPA, NRC, DOE, USDA, DOD, NASA, DOT, HHS, GSA	Federal Radiological Preparedness Coordinating Committee (FRPCC). FEMA chairs the FRPCC Training Subcommittee, which coordinates radiological training programs for peacetime radiological accidents/incidents. The training programs are for Federal, State, local, and private-sector employees.
P.I.1	EPA, NRC, DOE, USDA	Radiological Emergency Preparedness (REP). FEMA develops and conducts emergency management training for the REP program using materials/instructors from other departments and agencies.
P.I.1	DOT, HHS	Emergency Education NETwork (EENET) Partnership. FEMA has an interagency agreement with DOT to provide EENET services and training products for joint activities. FEMA has included Food and Drug Administration (FDA) program announcements and promotions in EENET mailings.
P.I.1	DOI	Video Production. An interagency agreement was established with FEMA to provide to USGS a low-cost video production alternative.
P.I.1	27 Signatories	Emergency Management Exercises. FEMA provides leadership and guidance to all Federal departments and agencies for the design, conduct, and evaluation of emergency management exercises to improve preparedness. These exercises are frequently multi-jurisdictional (i.e., multiple States and with Canada), and can include Federal, regional, State, and local governments.
P.I.1	DOJ, EPA, DOE, DOD, HHS	Counter-Terrorism Exercises. FEMA is the lead agency for consequence management of terrorism, while the FBI is the lead agency for crisis management. FEMA shares the lead for the planning, conduct, and evaluation of exercises designed to improve terrorism readiness. FEMA is a member of the Interagency Working Group on Counter-Terrorism, Exercises Subgroup, which approves and schedules major interagency terrorism exercises, and the Multi-Agency Task Force on Nunn-Lugar-Domenici Exercises, which develops policy for domestic preparedness exercises.

Goal Reference	Partner Agencies	Cross-cutting Activities
P.1.1	DOS	NATO Civil Emergency Exercises. FEMA provides the leadership for planning, conducting, and evaluating exercises for U.S. civil agencies in developing inputs to the NATO Crisis Management Exercises. The NATO-sponsored exercises have both civil and military components.
P.1.1	27 Signatories	FEMA National Exercise Schedule. FEMA coordinates inputs from other Federal departments and agencies, compiles the National Exercise Schedule, and sends it to all Federal departments and agencies having emergency management responsibilities.
P.3.1	TREAS	Arson Program MOU. This broad-based MOU between USFA and the Bureau of Alcohol, Tobacco, and Firearms provides coordination across appropriate programmatic efforts.
P.3.1	CPSC	Product-Related Fire Problems. USFA assists the Consumer Product Safety Commission (CPSC) in the identification of product-related fire problems through use of NFIRS fire incident data.
P.3.1	DOT, USDA, GSA, and DOC	Federal Interagency Committee on Emergency Medical Services. This is a committee of agencies having responsibilities for and interests in emergency medical services.
P.3.1	HHS	Native American Fire Safety. This is a project to improve fire safety for Native Americans. The project seeks to develop local community groups to improve fire safety within the community.
P.3.1	HHS	Unintentional Injuries. This is a partnership with CDC to develop a program to address injuries from fire.
P.3.1	USDA, DOI	National Wildland Coordinating Group. The National Wildland Coordination Group develops policies regarding wildland issues including wildfires. USFA is an associate member.
P.3.1	DOJ/TREAS	National Arson Prevention Initiative. USFA works with the FBI and ATF as a member of the National Church Arson Task Force, which reports annually in the fall to the Office of the President.
P.3.1	DOC	Fire Safety Technology MOU. USFA and the National Institute of Standards and Technology (NIST) have entered into an MOU establishing a framework for improved and enhanced cooperation in fire research addressing the Nation's need to prevent and control fires.
P.3.1	DOC, HUD	Manufactured Housing. This is a partnership to explore possible improvements in fire safety for manufactured housing.
P.3.1	HHS	Firefighter Fatality. FEMA provides technical expertise in assistance to the National Institute of Occupational Health in carrying out its legislatively mandated requirement to investigate all firefighter line-of-duty deaths.
P.3.1	GSA	Hotel/Motel Fire Safety. PL. 101-391 requires Federal employees on official travel to stay at fire-safe accommodations. USFA is responsible for maintaining a list of compliant hotels and motels and promoting its use.
P.3.1	TVA	Arson Intervention and Mitigation Strategy 2000. This strategy is designed to promote the collection and sharing of improved on-site arson investigation-related information and case management activity information using military technology transfer methods modified to support arson investigators, unit managers, and prosecutors.

Goal Reference	Partner Agencies	Cross-cutting Activities
P.3.1	NIST, CPSC, VA, HHS, DOJ, EPA, NSC	<p>The National Fire Academy interacts routinely with agencies in regard to curriculum development and delivery activities, and has interagency agreements with the following organizations:</p> <ul style="list-style-type: none"> • U.S. Forest Service—to develop a program of instruction in tactical decision-making using the national simulation and training network. • National Technical Information Service—for the sale and distribution of its hand-off training packages. • Justice Programs—to provide training materials to enhance the capabilities of first responders to manage the consequences of terrorist acts. • EPA—in accordance with CERCLA and Superfund legislation for the purpose of developing and maintaining its hazardous materials curriculum.
P.3.1	NASA	<p>Earth Alert - USFA and NASA have entered into an agreement to test and evaluate the Earth Alert Personal Warning System to determine whether it can meet the needs of the fire and rescue community.</p>
P.4.1	USDA, DOC, DOD, DOEd, HHS, DOI, DOJ, DOL, DOS, DOT, TREAS, VA, EPA, FCC, GSA, NASA, NCS, NRC, OPM, SBA, TVA, WH	<p>Continuity of Government (COG). FEMA serves as the Executive Agent for COG. FEMA also chairs and participates in interagency planning and coordination groups for the continuity of government. Other responsibilities include rostering of emergency management teams and coordination and liaison for various training and exercising programs.</p>
P.4.1	USDA, DOC, DOD, DOEd, DOE, HHS, HUD, DOI, DOJ, DOL, DOS, DOT, TREAS, VA, EPA, FCC, GSA, NASA, NCS, NRC, OPM, SBA, TVA, WH	<p>Continuity of Operations (COOP). FEMA serves as the Executive Agent for COOP and develops internal plans to ensure that critical and essential agency functions continue uninterrupted in the event of an emergency. FEMA supports other Federal departments and agencies in the development and execution of continuity of operations plans.</p>
P.4.1	USDA, DOC, DOD, DOEd, DOE, HHS, HUD, DOI, DOJ, DOL, DOS, DOT, TREAS, VA, EPA, FCC, GSA, NASA, NCS, NRC, OPM, SBA, TVA, WH	<p>Terrorism. FEMA is the lead agency for consequence management preparedness and response to terrorist incidents involving weapons of mass destruction (WMD). At the Federal level, preparedness activities include Federal planning, training, and exercises in coordination with other departments and agencies, using the structures of Federal Response Plan (FRP). At the State level, preparedness activities include the provision of grants to the States and eligible local jurisdictions and the delivery of first responder and emergency management training programs to support their terrorism-related planning, training, and exercise requirements. In support of this effort, FEMA participates in various interagency working groups and structures. Key organizations include the Weapons of Mass Destruction Preparedness (WMDP) Group and associated subgroups sponsored by the National Security Council; the National Domestic Preparedness Office (NDPO); and various groups under the auspices of the FBI.</p>
P.4.1	USDA, DOC, DOD, DOEd, DOE, HHS, HUD, DOI, DOJ, DOL, DOS, DOT, TREAS, VA, EPA, FCC, GSA, NASA, NCS, NRC, OPM, SBA, TVA, WH	<p>Critical Infrastructure Protection (CIP). FEMA shares information, integrates policy, and develops and coordinates detailed plans to protect FEMA's and the Nation's critical infrastructure. FEMA is the lead agency and liaison for the Emergency Fire Service and COG sectors. FEMA participates in deliberations, planning, and activities of the Critical Infrastructure Coordination Group (CICG), the National Infrastructure Protection Center, the Information Sharing and Analysis Center, the Critical Infrastructure Assurance Office, and other appropriate CICG subgroups.</p>

Goal Reference	Partner Agencies	Cross-cutting Activities
P.4.1	USDA, DOC, DOD, DOEd, DOE, HHS, HUD, DOI, DOJ, DOL, DOS, DOT, TREAS, VA, EPA, GSA, NASA, NCS, NRC, SBA, TVA, WH	Presidential Emergency Action Documents. These are pre-coordinated legal documents designed to implement presidential decisions during a national emergency.
P.5.1	OPM, DOJ	Suitability and Security Investigations. OPM conducts investigations of FEMA employees. FEMA uses the results of the investigations as the basis for making suitability and security determinations. FBI conducts criminal record checks of FEMA employees (local hires), the results of which support FEMA's suitability determinations.
P.5.1	GSA, DOJ	Physical Security. The Federal Protective Service and U.S. Marshal Service assist FEMA in providing security required during disaster operations.
P.5.1	All Federal departments and agencies	Federal Safety Directors' Roundtable. FEMA participates in interagency safety projects, evaluates and comments on impending rulemaking and Federal safety issues.
RR.1.3	USDA, DOC, DOD, DOEd, DOE, HHS, HUD, DOI, DOJ, DOL, DOS, DOT, TREAS, VA, AID, EPA, FCC, GSA, NASA, NCS, NRC, OPM, SBA, TVA, US Postal, ARC, OSTP, RR	Federal Response Plan (FRP). Under the authority of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (Stafford Act), FEMA coordinates the activities and resources of the Federal agencies to deliver assistance effectively to individuals and communities after disasters that exceed the capability of S/L to manage. The FRP encompasses the system for cooperation among 28 government organizations in response and recovery phases of disasters and references functions and programs under Individual and Public Assistance Programs and in response operations. Standing groups that coordinate aspects of Federal disaster response include (1) Catastrophic Disaster Response Group—28 signatories to the FRP; (2) ESF Leaders Group: FEMA and the other ESF primary agencies (USDA, DOT, NCS, DOD, HHS, EPA, DOE, ARC, and GSA) and SBA; (3) Regional Interagency Steering Committee (RISC)—ESF primary agencies and appropriate others; (4) Concept Plan (CONPLAN) Working Group—operations planning for Federal terrorism response—including FEMA, FBI, DOJ, EPA, HHS, and DOE.
RR2.1	GSA, DOD	Freight/Passenger Transportation Support. The GSA Transportation Management Division provides freight/passenger transportation support services to the FEMA Agency Logistics Center. The DOD Military Management Command grants FEMA Agency Logistics Centers access to freight/passenger transportation resource database.
RR2.1	DOD, NASA, GSA	Storage Space Services. Through an interagency agreement, U.S. Army Corps of Engineers assists in providing storage space for Disaster Response Support Facilities, located at each MERS site. Remote Storage Sites associated with the Pacific Area Office (Honolulu, Hawaii) and the Caribbean Area Office (Manitoba, Puerto Rico) are leased through GSA.
RR.3.1	DOD	Warning Mission. Program in coordination with appropriate elements of DOD to provide warning in times of national emergency.
RR.3.1	White House, FCC	Emergency Alert System (EAS). The system of broadcast and cable networks and program suppliers—AM, FM, and TV broadcast stations; cable systems; low power TV stations; and other entities and industries that have agreed to operate within an organized framework during emergencies.

Goal Reference	Partner Agencies	Cross-cutting Activities
RR.3.1	NOAA, USACCO	NAWAS. FEMA receives and shares information with National Weather Service, and leases circuits from U.S. Army.
RR.3.1	DOC, DOD	National Warning System (NAWAS). This system distributes emergency alerts regarding possible downed aircraft, forest fires, and other civil disruptions detected by radar or satellite overflights. NAWAS has an agreement with National Oceanic and Atmospheric Administration (NOAA) to broadcast weather warnings from NOAA as well as to have NAWAS drops in National Weather Service (NWS) locations for dissemination and response to NAWAS alerts and messages.
RR.4.1	SBA	National Emergency Management Information System (NEMIS). NEMIS automates the processing and eligibility determinations for SBA loans to disaster victims.
E.1.1	HHS, GSA, DOJ, DOEd	Health Clinic Services. FEMA provides health and wellness services to its employees via an interagency agreement with HHS.
E.1.1	GSA	Personal Property Inventory and Disposal of Excess Furniture and Personal Property. FEMA coordinates the disposition, delivery, and pickup of property in compliance with the Code of Federal Regulations, Federal Property Management Regulations.
E.1.1	GSA	Rent Accounts. FEMA coordinates space requirements, rental accounts, and building services in accordance with the Code of Federal Regulations, Federal Property Management Regulations.
E.1.1	GSA	Motorpool. FEMA maintains a fleet of GSA motor vehicles to provide day-to-day transportation to assist employees in carrying out their mission-essential duties.
E.1.1	GSA	Construction and Facility Management Services. FEMA follows guidelines set by the Code of Federal Regulations, Federal Property Management Regulations.
E.1.1	DOD-COE	UST/AST Program. Through an interagency agreement with the U.S. Army Corps of Engineers and FEMA, the COE provides technical assistance and services in connection with FEMA's Underground Storage Tank (UST) and Above Ground Storage Tank (AST) projects to remove, replace, maintain, and/or modify contents. The services performed include investigations, design, project management, engineering, construction, maintenance, environmental restoration, and compliance and waste management.
E.1.1	DOC, DOD	FEMA National Radio System (FNARS). FEMA receives and coordinates the allocation of spectrum frequency for FNARS via the interagency committees and operations overseen by the National Telecommunications and Information Administration. FEMA contracts for spare parts and antenna maintenance for FNARS through various units of the U.S. Army.
E.1.1	DOD	Communications Security (COMSEC). COMSEC encryption devices and authorizations are allocated and distributed by the National Security Agency.
E.1.1	NCS	FEMA Switch Network (FSN). Requests and authorization for expedited circuits to respond to emergencies are processed via the Telecommunications Service Priority Program managed by the National Communications System (NCS).

Federal Emergency Management Agency FY 2002 Annual Performance Plan Administration Reform Goals

Goal E.1.1 (6 a) Reduce erroneous payments to beneficiaries and other recipients of government funds. (Lead Organization: Office of Financial Management)

Performance Indicator:

Ninety-eight (98%) of all payments made by each of the 14 FEMA payment offices and for FEMA as a whole, qualify as appropriate based on generally accepted government-wide standards applied by the Agency's independent auditors.

Means and strategies for achieving the goal.

- Review requests for payments and analyze financial reports for inappropriate charges and advise payees and project officers.
- OFM Accounting Services Division develops a quality assurance review process to include internal and management controls.
- Test and apply the Quality Assurance System at FEMA headquarters.
- Expand the quality assurance process to all 14 FEMA payment offices after testing.
- Each payment office conducts individual quality assurance reviews applying the Agency standard process to that office's payment universe beginning with the 4th quarter FY 2001 and each quarter thereafter.
- Individual office quality assurance reviews are coordinated in an Agency-wide annual schedule and the results are provided to the headquarters Accounting Officer where they are consolidated, analyzed, and reported to the Chief Financial Officer.
- Provide training to FEMA personnel (Response and Recovery program staff, Mission Assignment Coordinators, project officers,) and other federal agencies on appropriate charges and support documentation.
- Work with Response and Recovery Disaster Housing Program officials to standardize SOPs and improve internal /management controls in Temporary Housing Program processing and find ways to get more accurate pre-award information from the applicant to reduce payments to ineligible applicants.

Federal Emergency Management Agency FY 2002 Annual Performance Plan Administration Reform Goals

Goal E.1.1 (6 b). Expand the application of on-line procurement and other E-Government Services and information. (Lead Organization: Office of Financial Management)

Performance Indicators:

Post all synopses for acquisition valued at over \$25,000 for which widespread notice is required.

Post all associated solicitations unless covered by an exemption in the Federal Acquisition Regulation on the government-wide point-of-entry website (www.FedBizOpps.gov).

Means and Strategies for Achieving the Goal:

- Training on line procurement and E-Government services has been provided to all Headquarters and Satellite Office contracting staff. On-line refresher training is available to all contracting staff.
- Provide training to newly hired contracting staff.
- Guidance will be issued to all contracting staff by the Senior Procurement Executive on FedBizOpps at FEMA, and this function will be activated third quarter FY 2001.

Federal Emergency Management Agency FY 2002 Annual Performance Plan Administration Reform Goals

Goal E.1.1 (6 c). Make greater use of performance-based contracts. (Lead Organization: Office of Financial Management)

Performance Indicator:

Award contracts over \$25,000 using PBSC techniques for not less than 20 percent of the total eligible contracting dollars.

Means and Strategies for Achieving the Goal:

- Review Fiscal Year Procurement Information Sheets to determine eligible contracting dollars.
- Review ongoing performance based service contracts to determine Fiscal Year contract dollars that have already been converted.
- Formal training in PBSC for newly hired contract specialists.
- Actively promote the benefits of PBSC to the program offices and utilize an interdisciplinary team approach in developing the Performance Work Statements, and Quality Assurance Plans.

**Federal Emergency Management Agency
FY 2002 Annual Performance Plan Administration Reform Goals**

Goal RR.1.4. Develop a disaster declaration process that better defines Federal and State responsibilities for providing disaster assistance. (Lead organization: RR.)

Performance Indicator or Measure:

Publish a notice of proposed rule-making on the disaster declaration process, including declaration criteria, by September 30, 2002.

Means and Strategies

- (1) Establish FEMA task force to review current disaster criteria.
- (2) Link pre-disaster mitigation and preparedness programs to disaster declaration criteria.
- (3) Solicit stakeholder feedback on the new disaster declaration process.