

Federal Communications Commission

2002 Annual Program Performance Report

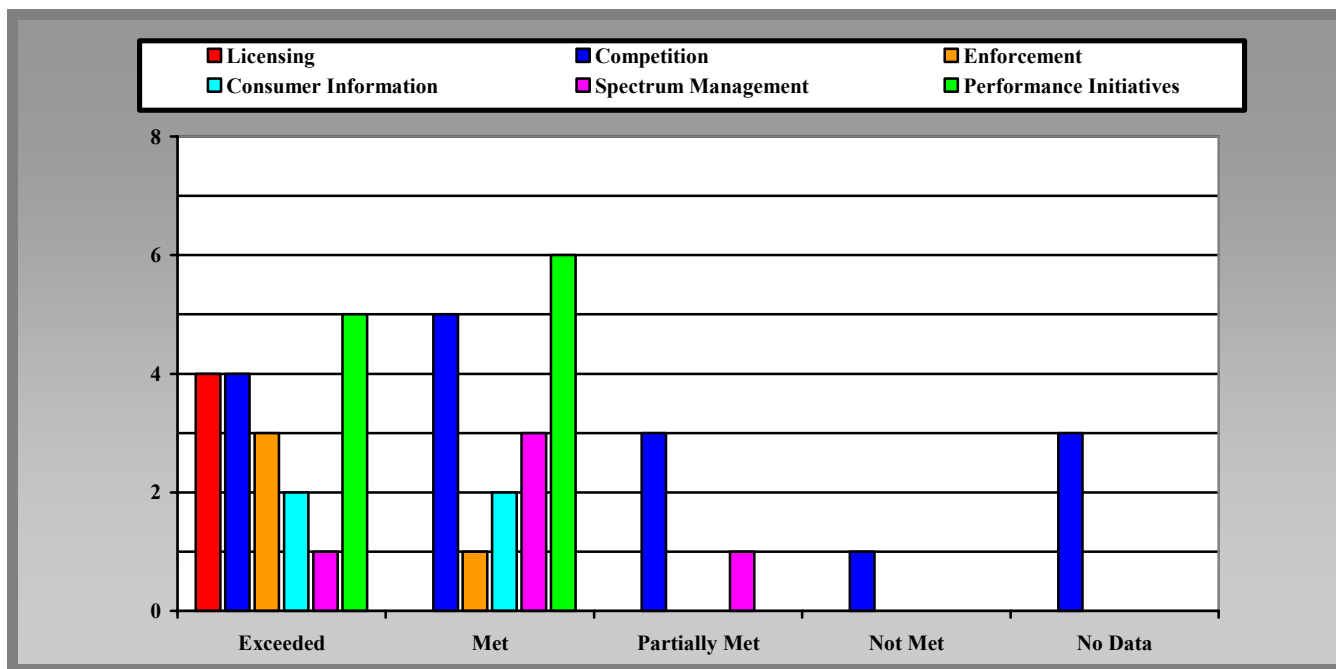
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Executive Summary

As required by the Government Performance and Results Act of 1993, the FCC strives to ensure integration between its strategic plan, performance plan, and annual budget request. The Annual Program Performance Report serves as the FCC’s report card to Congress, the Administration and the American public on how effectively we have used our resources to attain our goals.

In FY 2002, the FCC continued to make notable progress in meeting its strategic goals. The FCC met or exceeded 86% (35 of 41) of its performance measures, partially met 12% (5) of its performance measures, and did not meet 2% (1) of its measures. Fiscal Year 2002 data was not available for 3 measures and these were not included in our calculations. However, we will continue to track our progress in meeting these performance measures.



During FY 2002, the performance report is based on the following performance goals and objectives:

1. Create a more efficient, effective, and responsive agency.
 - a. Automate agency processes.
 - b. Streamline agency’s processes and procedures.
 - c. Provide improved access to all agency information.
 - d. Reorganize to create an agency infrastructure conducive to convergence.
 - e. Preserve and increase the wealth of knowledge and expertise of FCC staff.
2. Promote competition in all communication markets.
 - a. Eliminate barriers to entry in domestic markets.
 - b. Deregulate where appropriate to promote competition.
 - c. Promote competition in international communications markets.
 - d. Enforce the rules so businesses compete fairly.
3. Promote opportunities for all Americans to benefit from the communications revolution.
 - a. Promote access for all Americans to communications services.
 - b. Promote consumer education and information.
4. Manage the electromagnetic spectrum in the public interest.
 - a. Promote more efficient use of spectrum.
 - b. Foster the increased availability of spectrum.

From FY 1999 – 2002, the FCC’s strategic plan had 13 performance goals under which there were 68 performance measures. These measures dealt with the need to reduce processing times, streamline electronic systems, and improve consumers’ access to our information. Due to GPRA guidance for an agency to update its strategic plan every three years and the significant changes the communications industry underwent in 2001 and 2002, the FCC changed both the number and the scope of its performance goals beginning in FY 2003.

In its new Strategic Plan, the FCC refocuses the agency’s strategic objectives to emphasize core performance measures incorporating a number of major functions. This consolidation will allow the FCC to report on the most important performance measures in greater detail.

It is the mission of the FCC to ensure that the American people have available – at reasonable costs and without discrimination – rapid, efficient, nation- and world-wide communication services; whether by radio, television, wire, satellite, or cable. The FCC must address the communications aspects of public health and safety, ensure the universal availability of basic telephone service, make communications services accessible to all people whether they live in a rural area or have disabilities, and protect and inform consumers about their rights. In support of this mission, the FCC has six core goals for the next five years. They are:

- Broadband:** Broaden the deployment of broadband technologies across the United States and globally.
- Competition:** Ensure American consumers can choose among multiple reliable and affordable communications services.
- Ensure that all American consumers retain reliable wireless and wireline phone services.
- Create and maintain a two-way dialogue with regulators around the globe in order to foster the creation of pro-competitive global markets.
- Create and maintain a two-way dialogue with American consumers so that they are informed about their rights and responsibilities.
- Spectrum:** Ensure that the Nation’s spectrum is used efficiently and effectively.
- Advocate U.S. spectrum interests in the international arena.
- Media:** Develop a sound analytic foundation for media ownership rules.
- Facilitate the Congressionally-mandated transition to digital television and further the transition to digital radio.
- Homeland Security:** Promote the reliability, security, and survivability of the communications infrastructure.
- Modernize the FCC:** Become a more responsive, efficient, and effective agency capable of facing the technological and economic opportunities of the new millennium.

FCC's Organizational Structure

The FCC is an independent Federal agency established by the Communications Act of 1934 and is charged with regulating interstate and international communications by radio, television, wire, satellite, and cable.

The FCC is directed by five Commissioners appointed by the President and confirmed by the Senate for 5-year terms, except when filling an unexpired term. The President designates one of the Commissioners to serve as Chair. Only three Commissioners may be members of the same political party. The Chairman and other Commissioners oversee FCC activities, delegating selected responsibilities to the bureaus and staff offices.

On March 25, 2002, in order to promote a more efficient, effective and responsive organizational structure, the FCC implemented a major reorganization of its bureaus and offices. As a result of the reorganization, the FCC consists of six operating bureaus and 10 staff offices. The bureaus' responsibilities include: processing applications for licenses and other filings; analyzing complaints; conducting investigations and taking action; developing and implementing regulatory programs; and taking part in hearings. Our offices provide support services. Even though the bureaus and offices have their individual functions, they regularly join forces and share expertise in addressing Commission issues.

FCC Bureaus

Consumer and Governmental Affairs Bureau (CGB) – educates and informs consumers about telecommunications laws and regulations and solicits their input to help guide the work of the Commission. CGB coordinates telecommunications policy efforts with industry and with other governmental agencies – federal, tribal, state and local – in serving the public interest.

Enforcement Bureau (EB) – enforces the Communications Act, as well as the Commission's rules, orders, and authorizations.

International Bureau (IB) – regulates and licenses international telecommunication and satellite services and represents the Commission in international communications matters (such as technical standards, spectrum allocations, and development issues).

Media Bureau (MB) – develops, recommends and administers the policy and licensing programs for the regulation of media, cable television, broadcast television and radio, and satellite services in the United States and its territories.

Wireless Telecommunications Bureau (WTB) – handles all Commission domestic wireless telecommunications programs and policies (except those involving satellite communications or broadcasting), cellular and PCS phones, pagers and two-way radios. WTB also regulates the use of radio spectrum to fulfill the communications needs of businesses, local and state governments, public safety service providers, aircraft and ship operators, and individuals and plans and administers all Commission spectrum auctions.

Wireline Competition Bureau (WCB) – is responsible for rules and policies concerning telephone companies that provide interstate, and, under certain circumstances, intrastate telecommunications services to the public through the use of wire-based transmission facilities (i.e., corded/cordless telephones).

FCC Offices

Office of Administrative Law Judges (OALJ) – presides over hearings and issues Initial Decisions.

Office of Communications Business Opportunities (OCBO) – provides advice to the Commission on issues and policies concerning opportunities for ownership and contracting by small, minority, and women-owned communications business.

Office of Engineering and Technology (OET) – allocates spectrum for non-governmental use and provides expert advice on technical issues before the Commission. OET makes recommendations on how spectrum should be allocated, and established technical standards for spectrum users.

Office of General Counsel (OGC) – serves as chief legal advisor to the Commission and its various bureaus and offices. OGC advises the Commission on fostering competition and promoting deregulation in a competitive environment.

Office of Inspector General (OIG) – conducts and supervises audits and investigations relating to the operations of the Commission. OIG recommends policies for activities designed to promote economy, efficiency, and effectiveness, as well as to prevent and detect fraud and abuse.

Office of Legislative Affairs (OLA) – is the Commission’s main point of contact with Congress and other governmental entities.

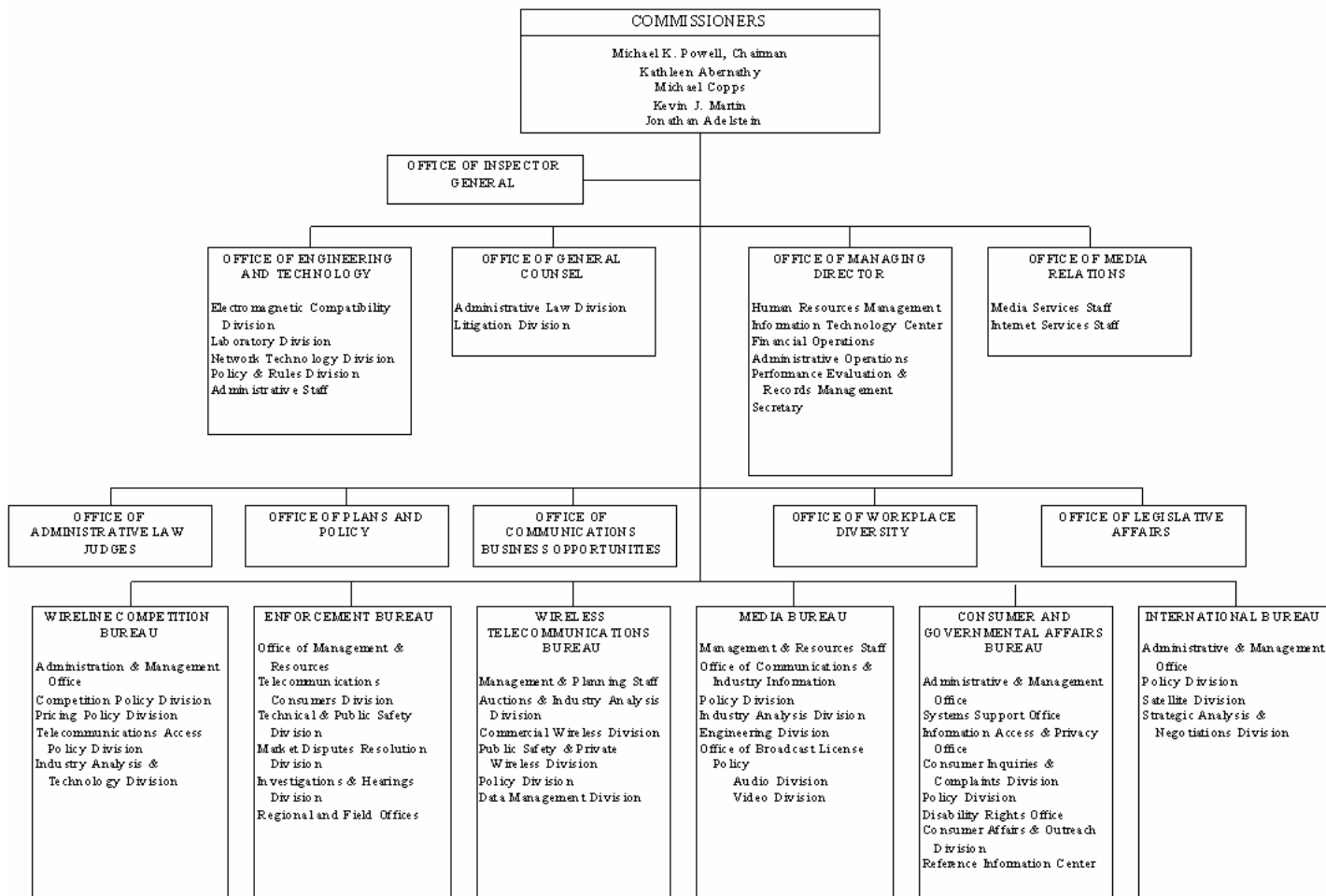
Office of the Managing Director (OMD) – functions as a chief operating official, serving under the direction and supervision of the FCC’s Chairman. Provides direction to the bureaus and staff offices in management and administrative matters.

Office of Media Relations (OMR) – informs the news media of Commission decisions and serves as the Commission’s main point of contact with the media. This office also manages the Commission’s web site.

Office of Plans and Policy (OPP) – serves as the Commission’s chief economic policy advisor, analyzing issues and developing long-term policy planning.

Office of Workplace Diversity (OWD) – advises the Commission on all issues related to workforce diversity, affirmative recruitment, and equal employment opportunity.

Federal Communications Commission
2002



Performance Goals and Measurements

FY 1999 – FY 2002

LICENSING

This activity includes the authorization or licensing of radio stations, telecommunications equipment and radio operators, as well as the authorization of common carrier and other services and facilities.

Activity Goal: The Commission’s goal is to promote efficient and innovative licensing and authorization of services by automating functions and fully implementing automated licensing and electronic filing systems across the agency, and by creating a more efficient, effective, and responsive agency with substantially reduced backlogs in licensing applications, petitions for reconsideration, and other proceedings.

Summary: The Commission exceeded its goals for all four performance measures.

Goal A: Create a More Efficient, Effective, and Responsive Agency

Objective: Automate Agency Processes

Policy Initiative: Create a paperless FCC by automating functions and fully implementing automated licensing and electronic filing systems to promote one-stop shopping. Consolidate individual systems and adopt one standard user interface where possible to simplify public use of our systems. Performance was measured from data collected in the Quarterly Performance and Results Review.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ Provide electronic filing capabilities for licensing bureaus/offices. <p>FY00:</p> <ul style="list-style-type: none"> ➤ 60% of all documents filed electronically. <p>FY01:</p> <ul style="list-style-type: none"> ➤ 70% of all documents filed electronically. <p>FY02:</p> <ul style="list-style-type: none"> ➤ 80% of all documents filed electronically. 	<p>FY99:</p> <ul style="list-style-type: none"> ➤ Provided electronic filing capabilities for licensing bureaus/offices. <p>FY00:</p> <ul style="list-style-type: none"> ➤ 60% of all documents were filed electronically. <p>FY01:</p> <ul style="list-style-type: none"> ➤ 77% of all documents were filed electronically. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal exceeded. In FY02, the number of applications received electronically by the Commission was 92% of the total processed on systems with electronic filing capability, exceeding the Commission’s 80% goal and a 15% increase from FY01. The Commission is planning further improvement to its licensing systems through an integrated licensing interface portal and Help Desk.

Goal A: Create a More Efficient, Effective, and Responsive Agency

Objective: Streamline Agency's Processes and Procedures

Policy Initiative: Improve our speed of disposal for processing license applications. Substantially reduce our backlog including licensing applications, petitions for reconsideration and other proceedings. Act on petitions for reconsideration that do not raise significant new issues within 60 days of the record closing. Performance was measured from data collected in the Quarterly Performance and Results Review.

Goal	Actual Performance
<p>FY99:</p> <ul style="list-style-type: none"> ➤ 90% of applications disposed within speed of disposal goals. <p>FY00:</p> <ul style="list-style-type: none"> ➤ 90% disposal within speed of disposal goals. <p>FY01:</p> <ul style="list-style-type: none"> ➤ 90% disposal within speed of disposal goals. <p>FY02:</p> <ul style="list-style-type: none"> ➤ 95% disposal within speed of disposal goals. 	<p>FY99:</p> <ul style="list-style-type: none"> ➤ 88% processed within speed of disposal goals. <p>FY00:</p> <ul style="list-style-type: none"> ➤ 89% processed within speed of disposal goals. <p>FY01:</p> <ul style="list-style-type: none"> ➤ 94% processed within speed of disposal goals. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal exceeded. In FY02, 96% of 635,967 actions were disposed of within the speed of disposal goals. The Commission has implemented more efficient state-of-the-art licensing systems that expedite the issuance of licenses to its applicants.
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY 99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Backlog does not exceed 40% of receipts. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Backlog does not exceed 10% of receipts. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Backlog does not exceed 5% of receipts. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ Backlog reduced from 40% to 4%. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Backlog reduced from 3% to .82%. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal exceeded. In FY02, the Commission's backlogs were 1.7% of receipts, well below the target of 5%.
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY 99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ 75% of petitions for reconsideration with no significant new issues acted on within 60 days. <p>FY01:</p> <ul style="list-style-type: none"> ➤ 90% acted on in 60 days. <p>FY02:</p> <ul style="list-style-type: none"> ➤ 95% acted on in 60 days. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ 38% acted on in 60 days. <p>FY01:</p> <ul style="list-style-type: none"> ➤ 94% acted on in 60 days. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal exceeded. In FY02, 97% of all petitions for reconsideration with no significant new issues were acted on within 60 days of record closing, representing a 3% improvement from FY01.

COMPETITION

This activity includes formal inquiries and rule making proceedings to establish or amend the Commission's rules and regulations, action on petitions for rule making and requests for rule interpretations or waivers; economic studies and analyses; and development of equipment standards.

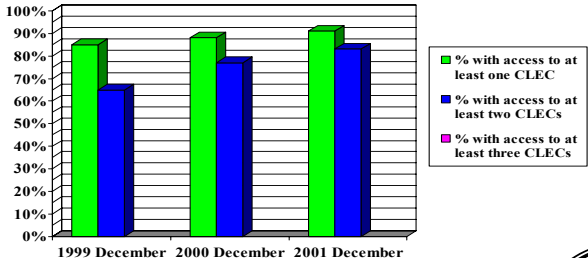
Activity Goal: The Commission's goal is to encourage, through our policy and rule making activities, the development of competitive, innovative, high-quality communications systems, with a minimum of regulation or with an absence of regulation where appropriate in a competitive market. This will be accomplished by eliminating barriers to entry in domestic markets, by deregulating where appropriate, by promoting competition in international communications markets, by promoting opportunities for all Americans to utilize communications services, and by the vigorous enforcement of our rules and regulations.

Summary: The Commission exceeded, met, or partially met its goals in 12 of 16 performance measures. Data was not available for 3 performance measures. The FCC did not meet its goal in one major rule making proceeding. However, the goal for this rulemaking will be met in FY 2003.

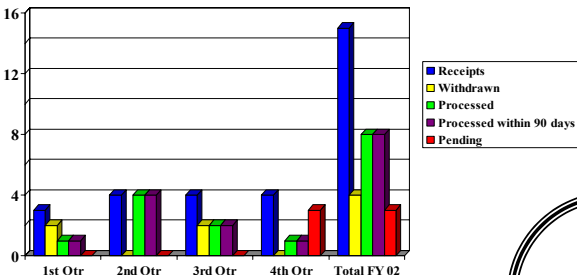
Goal B: Promote Competition in All Communications Markets
Objective: Deregulate Where Appropriate to Promote Competition
Policy Initiative: Reduce the burden of filing, reporting, record keeping and accounting requirements across all communications industries. Baseline data was available from the agency’s annual Information Collection Budget submitted to Office of Management and Budget. Forms reduction was also tracked in the Quarterly Performance and Results Review.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ We will continue to evaluate whether certain regulations are no longer necessary in the public interest and should be repealed or modified. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Complete an aggressive 2000 Biennial Review aimed at eliminating unnecessary rules and regulations. ➤ 10% reduction in the number of forms required by the FCC, using FY99 as a baseline. <p>FY01:</p> <ul style="list-style-type: none"> ➤ 20% reduction in the number of forms required by the FCC, using FY99 as a baseline. <p>FY02:</p> <ul style="list-style-type: none"> ➤ 30% reduction in the number of forms required by the FCC, using FY99 as a baseline. 	<p>FY99:</p> <ul style="list-style-type: none"> ➤ Initiated a number of rule makings to eliminate obsolete or overlapping regulations and/or reporting requirements identified in the FY98 Biennial Review of agency’s rules and regulations. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Biennial Review completed on schedule. The FCC issued a Memorandum Opinion and Order relaxing a number of mass media procedures. ➤ 14 forms eliminated and 12 added for a year-end total of 141, representing a 1.4% reduction from FY99 (143 FCC forms). <p>FY01:</p> <ul style="list-style-type: none"> ➤ 20 forms eliminated and 9 forms added for a year-end total of 130, representing a 9.1% reduction from FY99. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal partially met. During FY02, the FCC eliminated 12 forms and established 1 new form with a year-end total of 119, representing a 16.8% reduction from FY 99 (143 FCC forms). Due to data collection required by Congress, the FCC failed to meet this goal. However, we have determined that a preferred way to measure the agency’s progress in reducing reporting requirements would be to review 50% of the agency’s forms annually, and streamline and modernize forms, where appropriate.

Goal B: Promote Competition in All Communications Markets
Objective: Eliminate Barriers to Entry in Domestic Markets
Policy Initiative: Complete the opening of local telecommunications markets through pro-competitive unbundling, interconnection and co-location policies. Performance was measured by reviewing the Wireline Competition Bureau’s Annual Competition Report.

Goal	Actual Performance
<p>FY99:</p> <ul style="list-style-type: none"> ➤ We will continue to implement the local competition provisions of the Telecommunications Act of 1996. <p>FY00:</p> <ul style="list-style-type: none"> ➤ 15% of households with 1 new local residential competitor; ➤ 10% have 2 new local residential competitors. <p>FY01:</p> <ul style="list-style-type: none"> ➤ 30% of households live in zip codes with 1 CLEC; ➤ 10% with 2 CLECs. <p>FY02:</p> <ul style="list-style-type: none"> ➤ 90% of households live in zip codes with 1 CLEC; ➤ 80% with 2 CLECs; ➤ 10% with 3 CLECs. 	<p>FY99:</p> <ul style="list-style-type: none"> ➤ Implemented a variety of rule makings designed to provide guidance in the areas of unbundling, collocation, line sharing, and pricing in order to facilitate local competition. <p>FY00:</p> <ul style="list-style-type: none"> ➤ 88% of households with 1 new CLEC; ➤ 78% of households with 2 new CLECs. <p>FY01:</p> <ul style="list-style-type: none"> ➤ By the end of December 2001, approximately 91% of U.S. households resided in zip codes in which at least one CLEC was present, and 83% resided in zip codes in which at least two CLECs were present, exceeding FCC’s goal of 30% and 10%, respectively. Total CLEC switched access lines increased by 14% during the last half of 2001, from 17.3 million to 19.7 million lines. Nearly one-half of CLEC switched access lines served residential and small business customers. CLECs reported 6.6% of total residential and small business switched access lines, compared to 5.5% six months earlier and 4.6% a year earlier. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Although FY02 data is not available, this goal was exceeded during FY01. ➤ The Commission continues to note measured growth in the development of local telecommunications competition. As a result, competition has increased, costs to consumers are lower, and the choices for options and services for consumers have increased. <p style="text-align: center;">LOCAL EXCHANGE CARRIER COMPETITION (Goal 02: 90% of Households with Access to 1 Competitive Local Exchange Carrier (CLEC); 80% with 2; and 10 % with 3 CLECs)</p>  <p style="text-align: center;"><small>Data is based on one or more CLECs in a zip code. December 2002 statistical data will not be available until July 2003 and will track households with access to 3 CLECs.</small></p>

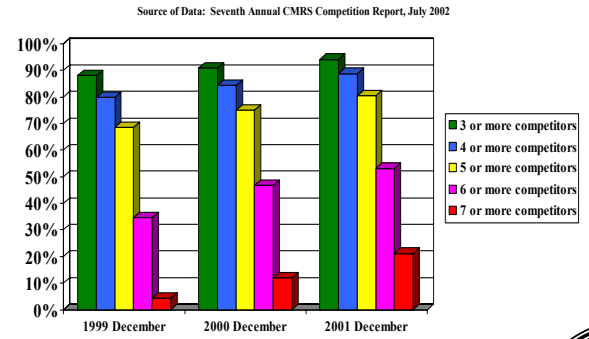
Goal B: Promote Competition in All Communications Markets
Objective: Eliminate Barriers to Entry in Domestic Markets
Policy Initiative: Section 271 Applications. Performance was measured using data collected in the Quarterly Performance and Results Review.

Goal	Actual Performance																																				
<p>FY99:</p> <ul style="list-style-type: none"> ➤ We will continue to work closely with other Federal agencies, state commissions and the public to ensure the expeditious processing of Section 271 applications. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Expeditiously process Section 271 applications within 90 days of receipt. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Expeditiously process Section 271 applications within 90 days of receipt. ➤ Periodic review of UNE requirements. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Expeditiously process Section 271 applications within 90 days of receipt. 	<p>FY99:</p> <ul style="list-style-type: none"> ➤ Obtained ex parte exemption to allow free communication/close coordination with Department of Justice in reviewing Section 271 applications. <p>FY00:</p> <ul style="list-style-type: none"> ➤ The Commission received 4 applications – 2 timely approved and 2 withdrawn; thereby meeting 100% of its processing goals. <p>FY01:</p> <ul style="list-style-type: none"> ➤ The Commission received 6 applications covering 7 states. Five applications were timely approved during FY01. (The Missouri application was withdrawn and later re-filed jointly with Arkansas. This application was approved during the 1st quarter of FY02.) ➤ On December 20, 2001, the FCC released an NPRM seeking to examine the framework under which incumbent local exchange carriers (LECs) must make unbundled network elements available to requesting carriers, and posing questions on the lessons learned since the passage of the Telecommunications Act of 1996. The comment cycle closed April 2002. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal met. ➤ The Commission received 15 applications covering 26 states. Eight applications were timely approved/processed, four were withdrawn and three remained pending during FY02. 100% of processing goals were met pursuant to the competitive requirements of Section 271 of the Act. In doing so, the FCC increased competition in the long-distance market through Bell Operating Company entry into in-region long-distance. <p style="text-align: center;">271 APPLICATIONS (FY 02 Goal: Applications Processed within 90 Days of Receipt)</p>  <table border="1" data-bbox="857 1759 1430 2032"> <caption>271 Applications Data</caption> <thead> <tr> <th>Category</th> <th>1st Qtr</th> <th>2nd Qtr</th> <th>3rd Qtr</th> <th>4th Qtr</th> <th>Total FY 02</th> </tr> </thead> <tbody> <tr> <td>Receipts</td> <td>3</td> <td>4</td> <td>4</td> <td>4</td> <td>15</td> </tr> <tr> <td>Withdrawn</td> <td>1</td> <td>0</td> <td>2</td> <td>0</td> <td>3</td> </tr> <tr> <td>Processed</td> <td>1</td> <td>4</td> <td>2</td> <td>1</td> <td>8</td> </tr> <tr> <td>Processed within 90 days</td> <td>1</td> <td>4</td> <td>2</td> <td>1</td> <td>8</td> </tr> <tr> <td>Pending</td> <td>0</td> <td>0</td> <td>0</td> <td>3</td> <td>3</td> </tr> </tbody> </table>	Category	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Total FY 02	Receipts	3	4	4	4	15	Withdrawn	1	0	2	0	3	Processed	1	4	2	1	8	Processed within 90 days	1	4	2	1	8	Pending	0	0	0	3	3
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Goal B: Promote Competition in All Communications Markets
Objective: Eliminate Barriers to Entry in Domestic Markets
Policy Initiative: Mobile Wireless. Performance was measured by reviewing the Wireless Telecommunications Bureau’s Annual Competition Report.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ 73% of households with access to 5 or more mobile wireless providers. <p>FY01:</p> <ul style="list-style-type: none"> ➤ 78% of households with access to 5 or more mobile wireless providers. <p>FY02:</p> <ul style="list-style-type: none"> ➤ 80% of households with access to 5 or more mobile wireless providers. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ 75% of households with access to 5 or more providers. <p>FY01:</p> <ul style="list-style-type: none"> ➤ At the end of December 2001, 268 million people had access to 3 or more operators (cellular, broadband PCS, and/or digital specialized mobile radio providers) offering mobile telephone services in the counties in which they live. Over 229 million people, or 80% of the U.S. population, live in areas where 5 or more mobile telephone operators compete to offer service. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Although FY02 statistics will be released in the summer of 2003 in the FCC’s Eighth Annual CMRS Competition Report, this goal was met in FY01. ➤ The CMRS industry continued to experience increased competition, subscribership, and innovation as well as lower prices for consumers, and increased diversity of service offerings. Mobile telephone operators continue to deploy their networks in an increasing number of markets, to expand their digital networks, and to develop innovative pricing plans.

WIRELESS COMPETITION
(FY 02 Goal: 80% Population with Access to 5 or More Providers)



Goal B: Promote Competition in All Communications Markets

Objective: Eliminate Barriers to Entry in Domestic Markets

Policy Initiative: Advanced Technologies – Multichannel video programming distributors (MVPDs) and advanced cable. Performance was measured by reviewing the Commission’s Annual Video Competition Report.

Goal	Actual Performance																														
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ 15% of households have access to advanced cable; ➤ 10% of households with access to 3 or more MVPDs. <p>FY01:</p> <ul style="list-style-type: none"> ➤ 15% of households have access to advanced cable; ➤ 10% of households with access to 3 or more MVPDs. <p>FY02:</p> <ul style="list-style-type: none"> ➤ 10% of households with access to 3 or more MVPDs. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ Approximately 58% of television households have access to advanced cable (cable modem) service; ➤ 91% of households have access to 3 or more MVPDs; 5% access to 4 or more; 5% access to 5 or more. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Approximately 66% of television households have access to advanced cable (cable modem) service; ➤ 91% of households have access to 3 or more MVPDs; 6% access to 4 or more. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal exceeded. ➤ Over 90% of households have access to 3 or more MVPDs; approximately 6% have access to 4 or more. The Commission has far exceeded its 10% goal. The total number of subscribers to both cable and non-cable MVPDs increased to 89.9 million TV households as of June 30, 2002, up 1.8% over the 88.3 million households subscribing to MPVDs in June 2001. The market for the delivery of multichannel video programming to households continues to be highly concentrated and characterized by substantial barriers to entry. These barriers may include: (a) conduct including “predatory pricing”; (b) strategic behavior by an incumbent to raise its rival’s costs by limiting the availability to certain popular programming as well as equipment; and (c) local and state level regulations, including delay in gaining access to local public rights-of-way facilities as well as delay in getting cable franchises. ➤ DBS providers continue to serve an increasing share of MVPD subscribers. In 2002, the DBS subscribers represented approximately 20% of all MVPD subscribers, up from 18% in 2001. Some of this increase is attributable to the addition of local broadcast television stations in approximately 50 markets, which makes DBS service more comparable to cable service and a better competitive alternative for consumers. <p style="text-align: center;">MULTICHANNEL VIDEO/BROADCASTING PENETRATION (FY 02 Goal: 10% of Households with Access to 3 or More Multichannel Video Programming Distributors)</p> <table border="1"> <caption>Multichannel Video/Broadcasting Penetration Data (Estimated from Chart)</caption> <thead> <tr> <th>Year</th> <th>2 MVPDs (%)</th> <th>3 MVPDs (%)</th> <th>4 MVPDs (%)</th> <th>5 MVPDs (%)</th> </tr> </thead> <tbody> <tr> <td>1998 June</td> <td>~1</td> <td>~88</td> <td>~10</td> <td>~1</td> </tr> <tr> <td>1999 June</td> <td>~1</td> <td>~89</td> <td>~10</td> <td>~1</td> </tr> <tr> <td>2000 June</td> <td>~1</td> <td>~90</td> <td>~10</td> <td>~1</td> </tr> <tr> <td>2001 June</td> <td>~1</td> <td>~91</td> <td>~10</td> <td>~1</td> </tr> <tr> <td>2002 June</td> <td>~1</td> <td>~92</td> <td>~10</td> <td>~1</td> </tr> </tbody> </table>	Year	2 MVPDs (%)	3 MVPDs (%)	4 MVPDs (%)	5 MVPDs (%)	1998 June	~1	~88	~10	~1	1999 June	~1	~89	~10	~1	2000 June	~1	~90	~10	~1	2001 June	~1	~91	~10	~1	2002 June	~1	~92	~10	~1
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Goal B: *Promote Competition in All Communications Markets*
Objective: *Eliminate Barriers to Entry in Domestic Markets*
Policy Initiative: Streamline merger review procedure. Performance was measured from data collected in the Quarterly Performance and Results Review.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Develop new merger review timetable. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Act on all major merger and acquisition applications within 180 days of receipt. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Same as FY01. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ New merger timetable implemented on an expedited basis. All mergers submitted after new procedures implemented were reviewed within 180 days. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Goal partially met. ➤ Thirteen major mergers were acted on within 180 days of being placed on public notice and two mergers exceeded the goal of 180 days. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal partially met. ➤ Fifteen major mergers were acted on within 180 days of being placed on public notice and two mergers exceeded the goal of 180 days: COMSAT/Telenor (209 days) and Iridium/"Old" Iridium (230 days). Both the COMSAT/Telenor and Iridium/"Old" Iridium transactions involved licenses for satellites and required consideration of issues of foreign ownership (COMSAT/Telenor resulted in the highest level of indirect foreign government ownership in a licensee ever approved by the Commission). Accordingly, both transactions required the Commission to receive comments from the Department of Justice with respect to national security concerns. In addition, there were modifications in the proposed new ownership structure of Iridium, and special consideration was given to the level of information necessary for the Commission to satisfy its obligations in determining compliance with the provisions of section 310(b)(4) of the Communications Act. ➤ By making the entire record of the proceedings available over the Internet promptly after filing and in an easily accessible format, the web pages have both increased effective public access and saved Commission staff time responding to requests for information on an <u>ad hoc</u> basis. Another significant accomplishment during FY02 was the reduction in the backlog of applications for the transfer or assignment of licenses for radio stations involved in proposed mergers.

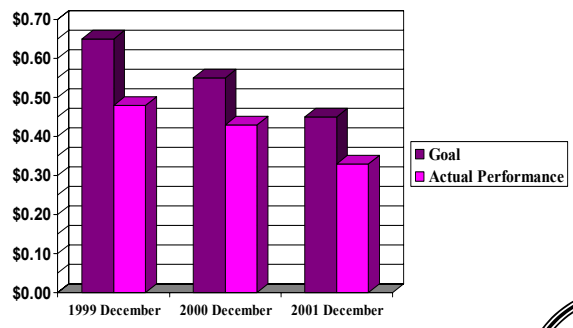
Goal B: Promote Competition in All Communications Markets
Objective: Deregulate Where Appropriate to Promote Competition
Policy Initiative: Streamline the technical rules for and privatize certain aspects of the certification of telephone and other equipment.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ We will initiate rule makings to update Part 68 of our rules and regulations to incorporate technological innovations. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Begin reduction in technical rules for certifying equipment. <p>FY01:</p> <ul style="list-style-type: none"> ➤ 20% reduction in technical rules for certifying equipment. <p>FY02:</p> <ul style="list-style-type: none"> ➤ 40% reduction in technical rules for certifying equipment. 	<p>FY99:</p> <ul style="list-style-type: none"> ➤ An NPRM proposing to deregulate Part 68-Equipment Registration was prepared for consideration during FY00. <p>FY00:</p> <ul style="list-style-type: none"> ➤ FCC began designating domestic Telecommunications Certification Bodies (TCB) for certifying equipment in June 2000. Preparation for implementing the terms of the Mutual Recognition Agreement with Europe was initiated. In addition, FCC met its goal of completing the Part 68 Order, which eliminated the regulations governing development of technical standards and certification procedures for telecommunications equipment. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Streamlining of rules was completed in FY00. During FY01, the FCC significantly streamlined equipment authorization procedures reducing the time-to-market for new products. The backlog of equipment authorization applications was reduced from 700 to less than 200 (71.4%). Speed of service for processing equipment authorization applications declined from an average of 51 days to 37 days. While certain equipment must be approved by the FCC, most equipment can either be self-approved by the manufacturer or approved by a TCB. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal exceeded. ➤ NOTE: The FCC achieved its goal of streamlining its technical certification rules ahead of schedule and this performance measure will be discontinued.

Goal B: Promote Competition in All Communications Markets

Objective: Promote Competition in International Communications Markets

Policy Initiative: Encourage new market entrants and opportunities for the wireless and satellite industries, including fixed and mobile voice services, fixed and mobile data services, direct broadcast services, and earth exploration services. Average price of an international phone call is tracked in the Quarterly Performance and Results Review.

<i>Goal</i>	<i>Actual Performance</i>												
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Average price for an international call: \$0.65 per minute. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Average price of an international call: \$0.55 per minute. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Average price of an international call: \$0.45 per minute. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ Average price of an international phone call: \$0.48 per minute. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Average price of an international phone call: \$0.43 per minute. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal exceeded. ➤ The average price of an international call as of December 2001 was \$0.33 per minute. The estimated savings in the telephone rates over the previous year were approximately \$5.4 billion (based on \$0.48 per minute for calendar year 2000) to American consumers. ➤ As evidenced by the chart below, the price of an international call has been steadily decreasing over the past three years. The FCC has consistently exceeded the goal in this area. <p style="text-align: center;">Average Price of an International Call (FY 02 Goal: \$.045 per minute)</p>  <table border="1"> <caption>Data for Average Price of an International Call Chart</caption> <thead> <tr> <th>Year</th> <th>Goal</th> <th>Actual Performance</th> </tr> </thead> <tbody> <tr> <td>1999 December</td> <td>\$0.65</td> <td>\$0.50</td> </tr> <tr> <td>2000 December</td> <td>\$0.55</td> <td>\$0.45</td> </tr> <tr> <td>2001 December</td> <td>\$0.45</td> <td>\$0.33</td> </tr> </tbody> </table>	Year	Goal	Actual Performance	1999 December	\$0.65	\$0.50	2000 December	\$0.55	\$0.45	2001 December	\$0.45	\$0.33
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Goal B: Promote Competition in All Communications Markets

Objective: Promote Competition in International Communications Markets

Policy Initiative: Encourage new market entrants and opportunities for the wireless and satellite industries, including fixed and mobile voice services, fixed and mobile data services, direct broadcast services, and earth exploration services. Performance will be measured by the number of new system entrants licensed and subscribership statistics to these new services.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ We will continue to participate in global standard setting for communications services. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Encourage satellite and wireless industries to develop sharing mechanisms whenever possible and license as many of new entrant systems as possible. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Same as FY00. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Same as FY01. 	<p>FY99:</p> <ul style="list-style-type: none"> ➤ Proposed rules to implement the international arrangements governing Global Mobile Personal Communications by Satellite adopted by ITU. <p>FY00:</p> <ul style="list-style-type: none"> ➤ The FCC developed an innovative licensing approach for a new generation of mobile satellite services in the 2GHz frequency band, and released an NPRM and Report and Order addressing difficult spectrum sharing issues between the terrestrial fixed and fixed satellite services. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Issued an Order finalizing the INTELSAT privatization under the Orbit Act with 17 INTELSAT authorizations. ➤ Adopted an Order approving Inmarsat privatization consistent with the Orbit Act and authorized four companies to operate Inmarsat terminals in the United States. ➤ Adopted an NPRM exploring the possibility of allowing mobile satellite service operators to use terrestrial components in their mobile satellite service spectrum. ➤ Issued 11 satellite licenses for 34 orbit locations in the Ka-Band. ➤ Issued 8 licenses for launch and operation of 8 mobile satellite systems in the 2 GHz band. ➤ Proposed an allocation for satellite services in the V-Band that allowed terrestrial operation to take place in the same band. ➤ Proposed a band arrangement and licensing rules for NGSO/FSS satellite operators in the Ku-Band. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal met. ➤ Issued a Report and Order setting out sharing arrangements between NGSO FSS Ku-band licensees. ➤ Issued 7 new space station licenses. ➤ Issued 260 new earth station licenses. ➤ Authorized the addition of one foreign-licensed satellite provider to the “permitted list,” allowing automatic access by any routine earth station in the United States. ➤ Issued a second Notice of Proposed Rulemaking exploring the options for streamlining of the earth station application process. ➤ In June 2002, the FCC released an Order modifying Parts 43 and 63 of the Rules. The modifications lessen regulatory burdens for certain carriers: CMRS carriers are exempt from Section 63.19 discontinuance requirements, and CMRS carriers providing resale of international switched services need not file quarterly traffic and revenue reports region.

Goal C: Promote Opportunities for All Americans to Benefit from the Communications Revolution

Objective: Promote Access for All Americans to Communications Services

Policy Initiative: Schools and Libraries. Performance for Universal Service and related goals is derived from data obtained from the Universal Service Administrator and from the National Center for Educational Statistics.

Goal

Actual Performance

FY99:

- We will work to improve the connections of classrooms, libraries and rural health facilities to the Internet.

FY00:

- 75% of schools and libraries connected to the Internet.

FY01:

- 90% of public school instructional classrooms connected to the Internet.

FY02:

- 93% of public school instructional classrooms connected the Internet.

FY99:

- Released Order extending funding for schools and libraries to get connected to the Internet.

FY00:

- 77% of public school instructional classrooms connected to the Internet.

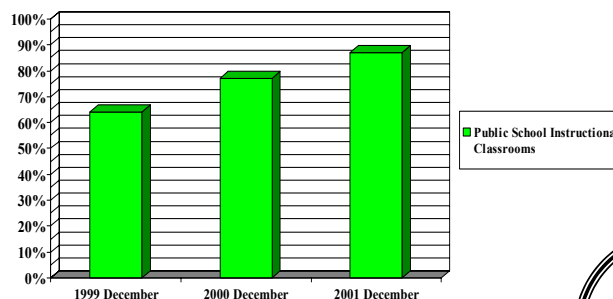
FY01:

- This goal was not met because the demand for priority one services (telecommunications and Internet access) had increased substantially, leaving less funding for priority two services (internal connections that bring access to individual classrooms). Only 87% of public school instructional classrooms were connected to the Internet. In the fall of 2001, 99% of public schools in the United States had access to the Internet. Over the years, changes have occurred in the types of Internet connections used by public schools and the speed at which they are connected to the Internet. In 2001, 85% of public schools used broadband connections to access the Internet, a 5% increase from 2000.
- In some cases, due to cuts in local educational budgets, applicant schools may not have been able to contribute their portion of the funds necessary to connect classrooms.

FY02:

- FY02 statistics will not be available until late spring 2003.
- The Schools and Libraries Program provides support for eligible schools and libraries to help offset the cost of telecommunications services, including advanced communication services and equipment. It provides students free access to Internet services in their classrooms and local libraries.

PERCENTAGE OF PUBLIC SCHOOL INSTRUCTIONAL CLASSROOMS CONNECTED TO THE INTERNET (FY 02 Goal: 93%)



Goal C: Promote Opportunities for All Americans to Benefit from the Communications Revolution

Objective: Promote Access for All Americans to Communications Services

Policy Initiative: Increase penetration rates to underserved areas. Performance is measured from data contained in the Wireless Telecommunications Bureau’s Annual Competition Report.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ 15% increase in penetration rate for mobile wireless telephone services. <p>FY01:</p> <ul style="list-style-type: none"> ➤ 30% increase in penetration rate for mobile wireless telephone services. <p>FY02:</p> <ul style="list-style-type: none"> ➤ 25%-30% increase in penetration rate for mobile wireless telephone services. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ 28% increase in penetration rates. <p>FY01:</p> <ul style="list-style-type: none"> ➤ 39% increase in penetration rates. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal exceeded. ➤ Year-end 2001 data indicated a 45% (128.5 million subscribership) overall nationwide penetration rate for mobile telephone services, a 17% increase over December 2000. The mobile telephone sector experienced continued strong growth and competitive development – broadband PCS carrier and digital SMR providers continued to deploy their networks – resulting in lower prices for consumers and an increase in subscribership from 109.5 million to 128.5 million.

Goal C: Promote Opportunities for All Americans to Benefit from the Communications Revolution

Objective: Promote Consumer Education and Information

Policy Initiative: Telephone Area Codes. Performance was measured by increased utilization rates for numbers and the quantity of numbers returned. FY 1999 will serve as baseline.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Approve number optimization plan. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Decrease number of new area codes added by at least 8%. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Decrease number of new area codes added by at least 20%. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ FCC issued two Report and Orders on Number Resource Utilization. <p>FY01:</p> <ul style="list-style-type: none"> ➤ The FCC issued a Third Report and Order on Number Resource Optimization. Fourteen new area codes were activated in 2000, and 20 codes were scheduled to be activated in 2001. This represents a 43% increase in area code activation, compared to the period before the Commission’s number conservation measures were implemented. However, this still represents a significant decline in area code activation, which we expect to continue to decrease after the areas that currently need resources implement area code relief. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal met. ➤ Approximately 20 new area codes were activated in 2001, and approximately 10 new area codes have been activated in 2002. The level of activations in 2002 represents a 50% decrease in area code activations over 2001.

Goal C: *Promote Opportunities for All Americans to Benefit from the Communications Revolution*

Objective: *Promote Consumer Education and Information*

Policy Initiative: More efficient number pooling. Performance was measured by increased utilization rates for numbers and the quantity of numbers returned.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Implement more efficient number block pooling for a least 18 of the 100 largest MSAs. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Same as FY00. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Implement more efficient number block pooling for at least 40 of the 100 largest MSAs. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ On-going. National pooling framework established; several state pooling trials in place. <p>FY01:</p> <ul style="list-style-type: none"> ➤ The FCC issued a Third Report and Order on Number Resource Optimization that set forth final procedures and established a Federal cost recovery mechanism for pooling. Despite a rise in area code activation, pooling has contributed directly to a significant decrease in net central office code assignments, from an average of 2,172 codes per month for the period January-October 2000, to 413 for January-October 2001. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal met. Thousands-block number pooling has been implemented in approximately 86 MSAs and 185 area codes. During 2002, 3,604 central office codes were returned. Net central office code assignments were 3,574 as compared to 4,340 in 2001.

ENFORCEMENT

This activity includes enforcement of the Communications Act of 1934 and the Commission's rules, regulations and authorizations, including investigations, inspections, compliance monitoring, and sanctions of all types. It also includes the receipt and disposition of formal complaints regarding common carrier rates and services, the review and acceptance/rejection of carrier tariffs, and the review, prescription, and audit of carrier accounting practices.

Activity Goal: The FCC's goal is to promote the public interest and pro-competitive policies by enforcing statutory provisions and rules and regulations that ensure that Americans are afforded efficient use of communications services and technologies. This will be accomplished by enforcing the existing rules so that businesses compete fairly.

Summary: The FCC met or exceeded its goals in four performance measures.

Goal B: *Promote Competition in All Communications Markets*
Objective: *Enforce the Rules so that Businesses Compete Fairly*
Policy Initiative: Use the Accelerated Docket and other means to expedite resolution of important competition-related formal complaints. The number of formal complaints was tracked in the Quarterly Performance and Results Review.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99: ➤ No FY99 goal.</p> <p>FY00: ➤ 10% increase in Common Carrier formal complaints resolved per attorney.</p> <p>FY01: ➤ 25% increase in Common Carrier formal complaints resolved per attorney.</p> <p>FY02: ➤ 50% increase in Common Carrier formal complaints resolved per attorney.</p>	<p>FY99: ➤ Pending formal Common Carrier complaints were reduced by 21% over FY98 levels.</p> <p>FY00: ➤ 71% increase in Common Carrier formal complaints resolved per attorney.</p> <p>FY01: ➤ 187% increase in Common Carrier formal complaints resolved per attorney (using FY99 as a baseline).</p> <p>FY02: ➤ The FCC far exceeded this goal, achieving a 134% increase in the number of Common Carrier formal complaints resolved per attorney (using FY99 as a baseline). Improved efficiency in resolving complaints makes the formal complaint process a more credible option for dispute resolution and a deterrent to unlawful conduct. ➤ The FCC took in over \$10 million in competition-related enforcement actions.</p>

Goal B: Promote Competition in All Communications Markets
Objective: Enforce the Rules so that Businesses Compete Fairly
Policy Initiative: Show zero tolerance for perpetrators of consumer fraud such as slamming and cramming. Impose substantial monetary forfeitures against the worst offenders. Performance was tracked through analysis of data collected in the Quarterly Performance and Results Review.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ 10% reduction in the number of long-distance slamming informal complaints. <p>FY01:</p> <ul style="list-style-type: none"> ➤ 20% reduction in the number of long-distance slamming informal complaints. <p>FY02:</p> <ul style="list-style-type: none"> ➤ 40% reduction in the number of long-distance slamming informal complaints. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ Data collection procedures were under review such that it was not possible to determine if goal was met. However, significant monetary fines were levied on carriers guilty of slamming practices. <p>FY01:</p> <ul style="list-style-type: none"> ➤ 51% reduction in the number of long-distance slamming informal complaints. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal met. ➤ In FY 2002, a total of 4,179 slamming complaints were filed with the FCC, representing a 41.2% reduction over FY 2000 (baseline). Approximately, 1,986 slamming complaints were forwarded to “opted-in” states to resolve, and therefore were not included in the FCC’s FY 2002 results. While the FCC met the FY 2002 goal with over 40% fewer slamming complaints than in FY 2000, the number of slamming complaints filed with the FCC increased between FYs 2001 and 2002. One possible reason for this increase in complaints may be due to the fact that the FCC has successfully educated consumers, through fact sheets, brochures and direct outreach, about their right to seek refunds when they have been illegally slammed. To manage the increase in pending slamming complaints, the FCC has detailed six employees to process cases more quickly. Additionally, in order to deter slamming, the FCC continues to fine violators. During FY 2002, the FCC issued one Forfeiture Order in the amount of \$1,020,000 and one Notice of Apparent Liability for \$1,200,000. ➤ The FCC took in over \$15 million in consumer protection enforcement actions.

Goal B: Promote Competition in All Communications Markets
Objective: Enforce the Rules so that Businesses Compete Fairly
Policy Initiative: Enforce all disability accessibility provisions. Performance was tracked through analysis of data collected in the Quarterly Performance and Results Review.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Implement all disability accessibility rules; achieve 65% compliance with new disability rules. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Achieve 80% compliance with new disability rules. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Achieve 85% compliance with new disability rules. 	<p>FY99</p> <ul style="list-style-type: none"> ➤ Release an Order implementing Section 255 of the Telecommunications Act, which is the basis for enforcement. <p>FY00</p> <ul style="list-style-type: none"> ➤ The FCC continues to monitor disability actions and has resolved a number of informal complaints. No formal complaints were filed in FY00. <p>FY01:</p> <ul style="list-style-type: none"> ➤ The FCC continues to monitor disability-related enforcement issues and has initiated one investigation in this area. No disability-related formal complaints were filed in FY01. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal met. ➤ No disability-related formal complaints were filed in FY02. ➤ The FCC now tracks all disability-related inquiries and complaints on its Operations Support for Complaint Analysis and Resolution (OSCAR) reporting system. This has significantly improved the agency’s ability to identify trends in disability issues as they arise, and to expand its outreach efforts to the disabilities community and other interested parties. Since April 2002, when this tracking commenced, 650 disability inquiries and complaints have been recorded on OSCAR, and all of these cases are categorized by media – Cable, Radio & Broadcast, Wireline, and Wireless – and specific issues (TRS, Hearing Aid Compatibility, Access to Emergency Information, etc.). Our coverage of disability issues in our Quarterly Reports and specialized reporting to external parties has expanded considerably.

Goal B: Promote Competition in All Communications Markets

Objective: Enforce the Rules so that Businesses Compete Fairly

Policy Initiative: Expediently resolve complaints concerning spectrum use, public safety, and technical issues such as air navigation hazards, interference, station license requirements and Emergency Alert System (EAS) rules. Performance was tracked through analysis of data collected in the Quarterly Performance and Results Review.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ We will enhance our capabilities to resolve radio interference problems by updating our radio direction finding systems. <p>FY00:</p> <ul style="list-style-type: none"> ➤ 85% compliance with antenna registration, marking and lighting rules. <p>FY01:</p> <ul style="list-style-type: none"> ➤ 90% compliance with antenna registration, marking and lighting rules. <p>FY02:</p> <ul style="list-style-type: none"> ➤ 92% compliance with antenna registration, marking and lighting rules. 	<p>FY99:</p> <ul style="list-style-type: none"> ➤ Updated a variety of radio direction finding systems to aid in enforcement activities. <p>FY00:</p> <ul style="list-style-type: none"> ➤ The FCC inspected 2,151 towers: 92% were registered and 94% were properly marked and lit. <p>FY01:</p> <ul style="list-style-type: none"> ➤ The FCC inspected 2,156 towers: 97% were registered and 96% were properly marked and lit. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal exceeded. ➤ The FCC inspected 3,613 towers, 98.4% were registered and 92.6% were properly painted and lit. This goal benefits the consumer by promoting air safety. The drop in percentage of towers properly marked and lit reflects the fact that Enforcement Bureau field agents expanded the geographic area in which they conducted inspections, thus casting a “wider net” to find noncompliant towers. ➤ The FCC took in approximately \$1 million in tower safety enforcement actions.

CONSUMER INFORMATION SERVICES

This activity includes the publication and dissemination of Commission decisions and actions, and related activities; public reference services; the duplication and dissemination of Commission records and databases; the receipt and disposition of public inquiries; informal consumer complaints; consumer, small business and public assistance; and public affairs and media relations.

Activity Goal: The FCC’s goal is to provide information services to our customers in the most useful formats available and in the most timely, accurate, and courteous manner possible. This will be accomplished by evolving the FCC’s web site into a model for accessibility and availability of information and by ensuring that all agency electronic and information technologies are accessible and usable by persons with disabilities.

Summary: The FCC met or exceeded its goals in all five performance measures.

Goal A: *Create a More Efficient, Effective, and Responsive Agency*

Objective: *Provide Improved Access to All Agency Information*

Policy Initiative: Ensure that all agency electronic and information technologies are accessible to and usable by persons with disabilities. Performance was tracked through analysis of data collected in the Quarterly Performance and Results Review.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ 50% of all agency materials accessible in alternative format within 5 days of request. <p>FY01:</p> <ul style="list-style-type: none"> ➤ 75% of agency materials will be accessible within 3 days of request. Audiotapes will be available within 1 week. <p>FY02:</p> <ul style="list-style-type: none"> ➤ 90% of agency materials will be accessible within 3 days of request. Audiotapes will be available within 1 week. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ The FCC has developed an “on demand” approach to making our material accessible. FCC material is available in audio, Braille (transcribed), Braille (embossed), diskette, and large print. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Goal met. ➤ The FCC filled requests for persons with disabilities in alternatively formatted information within 1 to 2 days after their request was submitted. Audiotapes were provided within 2 days of initial request. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal exceeded. ➤ The FCC filled 98% of alternatively formatted information available for persons with disabilities within 1 to 2 days after their request was submitted. Audiotapes were provided within 2 days of initial request. The FCC continues to work on making all its electronic material accessible to disabled customers.

Goal A: Create a More Efficient, Effective, and Responsive Agency

Objective: Provide Improved Access to All Agency Information

Policy Initiative: Evolve the FCC’s web site into a model for accessibility and availability of information. Develop electronic systems or sub-systems to provide tracking information about Commission proceedings and processes, including licensing, policy development, and issues resolution.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Define requirements for agency-wide plan to improve online access to FCC information. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Develop phased-in plan to improve online access to FCC information. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Implement plan to improve access to FCC information via the Internet. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ The FCC established a web evaluation task force to survey our customers and identify ways to improve access to all FCC information. <p>FY01:</p> <ul style="list-style-type: none"> ➤ During FY01, the FCC made substantial achievements in improving online access to its information-- <ul style="list-style-type: none"> • Established the Web Content Management Committee • Redesigned the agency’s web site to make information compliant with Section 508 disability requirements. • Implemented a new enterprise search engine. • Unveiled “Bienvenidos,” our consumer pages for Spanish-speaking consumers. • Implemented web-based telephone company locator system. • Implemented Electronic Document Management System (EDOCS). • Improved access to consumer information. • Categorized all of our consumer fact sheets onto an online directory. • Provided an online version of the toll-free telephone menu system. • Consolidated complaint information into one site. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal met. ➤ The FCC’s web site redesign was completed. ➤ The Third Annual E-government Study of state and federal government web sites ranked the FCC’s web site first among all Federal government agencies. ➤ Revised and expanded the E-FOIA Request Form to allow the public to submit more detail request. ➤ Developed new policies and procedures for posting files to the web site to prevent duplicate posting of documents and to prevent sensitive information from being made public. ➤ Upgraded the main web server software to the latest version. ➤ Current web pages provide consumers and the industry with improved and timelier access to FCC information.

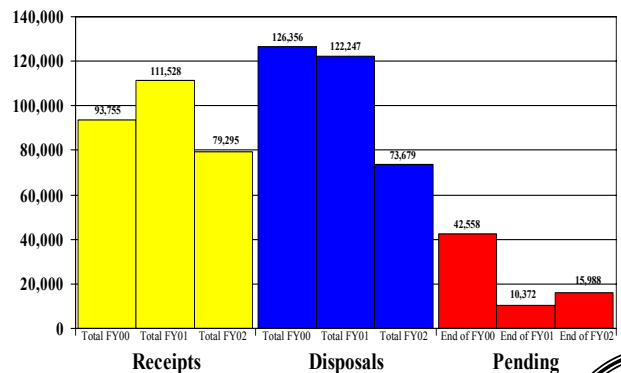
Goal C: Promote Opportunities for All Americans to Benefit from the Communications Revolution

Objective: Promote Access for All Americans to Communications Services

Policy Initiative: Complaints/Information. Performance was tracked through analysis of data collected in the Quarterly Performance and Results Review.

Goal	Actual Performance
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ 10% reduction in response to informal consumer complaints. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Reduce average response time to informal consumer complaints to less than 10 days. <p>FY 02:</p> <ul style="list-style-type: none"> ➤ Reduce average response time to informal consumer complaints to 5-7 days. 	<p>FY99:</p> <ul style="list-style-type: none"> ➤ Y2K and other problems with the automated informal complaint system required significant upgrades and revisions, which delayed response time improvements. <p>FY00:</p> <ul style="list-style-type: none"> ➤ The FCC achieved a 100% reduction in backlog of informal consumer complaints. Average time taken to respond to a complaint was reduced to 10-13 days. <p>FY01:</p> <ul style="list-style-type: none"> ➤ The FCC received 111,528 informal complaints and disposed of 122,247 (including those pending from previous year). The average time required for staff to respond to informal consumer complaints was reduced to less than 10 business days. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal met. ➤ During FY02, the FCC received 79,295 informal complaints and disposed of 73,679. The FCC successfully met its goal to reduce the average response time of 5-7 days for informal consumer complaints, thereby improving customer service to consumers.

INFORMAL COMPLAINTS



Goal C: Promote Opportunities for All Americans to Benefit from the Communications Revolution

Objective: Promote Access for All Americans to Communications Services

Policy Initiative: Consumer Outreach. Performance was measured by the number of joint partnership programs the FCC establishes during a fiscal year.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Implement consumer outreach program, including new consumer advocacy partnerships with Federal, state, and local governments, industry, and consumer groups. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Implement consumer outreach program, including new consumer advocacy partnerships. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Extend partnerships with industry and consumer groups. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ Established consumer advocacy partnerships with Federal, state, and local governments. Also launched a pilot database project, the State and National Action Plan (SNAP), which shares data on slamming and cramming complaints and inquiries. See FY00 Annual Program Performance Report for a listing of additional significant activities. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Established partnerships with Federal, state and local government agencies, consumer groups, and the military for distribution of information. ➤ Began a campaign to educate consumers regarding inexpensive international calling options. As part of this campaign, the Commission developed a brochure (in 13 languages) to provide critical information to consumers on international calling and associated rates. FCC's web site (http://www.fcc.gov/cib/information_directory.html#International). ➤ Established the Consumer/Disability Telecommunications Advisory Committee. ➤ Entered into an agreement with the Advisory Council on Historic Preservation and the National Conference of State Historic Preservation Officers to streamline the historic review process for collocated antennas. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal met. ➤ The FCC established the State Slamming Database as an example of our cooperative efforts with states. The agency receives reports each month from all 36 states that have opted into the Commission's Slamming Resolution program. The input is consolidated on the State Slamming Database, which tracks receipts, resolutions, and actual slamming cases – detailed by operator – each month. The database allows local and national trends in slamming to be readily identified, and enhances data sharing between the Commission and the opted-in states.

Goal C: Promote Opportunities for All Americans to Benefit from the Communications Revolution

Objective: Promote Access for All Americans to Communications Services

Policy Initiative: Consumer Outreach. Performance was measured by the number of joint partnership programs the FCC establishes during a fiscal year.

<i>Goal</i>	<i>Actual Performance</i>
<p>Continuing—</p> <p>FY02:</p> <ul style="list-style-type: none"> ➤ Extend partnerships with industry and consumer groups. 	<p>FY02:</p> <ul style="list-style-type: none"> ➤ The FCC also shares selected disability complaint and inquiry data with the Institute of Electronic & Electrical Engineers on a monthly basis, and this information is included in its publications. The information is relied upon, in part, by the FCC technical community as a way of identifying trends in disability issues and promoting the development of new products responsive to evolving needs. ➤ The FCC issued a consumer alert to educate consumers regarding surcharges on international calls that terminate on foreign mobile telephones. ➤ The FCC worked with industry and U.S. and foreign government entities in partnerships directed toward fostering regulatory best practices for global communications services. Examples include support for a network in southern Africa to exchange expertise concerning information and communications technologies; participation in the ITU Development Sector Regulators Symposium; and training activities with USAID (focused on Eastern Europe, Africa, and the Caribbean), the World Bank (Latvia) and the U.S. Telecommunications Training Institute. In addition, the FCC International Visitors Program held 86 briefings for 435 foreign visitors, and the FCC participated in 110 multilateral conferences and 11 bilateral meetings. ➤ The FCC participated in Study Groups at the International Telecommunications Union (ITU). ITU Study Groups include participants from around the world and provide a venue for exchanging information and ideas on various aspects of telecommunications regulation. ➤ The FCC developed a brochure to provide critical information to consumers on rates and features of wireless calling plans. FCC’s web site (http://www.fcc.gov/cgb/wirelessphone.pdf). ➤ The FCC negotiated with the Advisory Council on Historic Preservation and the National Conference of State Historic Preservation Officers to streamline the historic preservation review process for new construction.

SPECTRUM MANAGEMENT

This activity includes management of our Nation's airwaves as mandated by the Communications Act of 1934, as amended. Spectrum management includes the structure and processes for allocating, assigning, and licensing this resource in a way that promotes competition while ensuring that the public interest is served. In order to manage spectrum in both an efficient and equitable manner, the Commission employs market-based technical solutions to maximize use of the spectrum. The FCC coordinates the management of the private sector radio spectrum with other Federal agencies also involved in spectrum management issues. The FCC also provides technical expertise on communications matters in coordination with the State Department in international fora.

Activity Goal: The FCC's goal is to effectively manage the use of the Nation's airwaves in the public interest for all non-Federal government users, including commercial, international businesses, and public safety users. This will be accomplished by creating more efficient spectrum markets and, where possible, increasing the amount of spectrum available.

Summary: The FCC exceeded, met or partially met its goals in five performance measures.

Goal D: Manage the Electromagnetic Spectrum in the Public Interest

Objective: Promote More Efficient Use of Spectrum

Policy Initiative: Streamline and reform assignment and licensing procedures to facilitate moving spectrum into the marketplace. Performance was measured by number of licenses issued and speed of service.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Initiate review of assignment and licensing techniques. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Convene a task force to work with industry and academia to develop recommendations on ways to improve assignment and licensing. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Clarify our transfer of control policies to facilitate secondary market transactions. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ The FCC released two rule makings reconfiguring the 30 MHz C-block re-auction spectrum into three 10 MHz blocks. <p>FY01:</p> <ul style="list-style-type: none"> ➤ In February 2002, the Chairman established a new task force on spectrum policy and created a new position, Senior Spectrum Policy Advisor. ➤ The FCC released a rule making adopting various technical and operational rules and policies concerning the use of frequencies in the 764-776 MHz and 794-806 MHz bands (700 MHz band) designated for interoperability uses. FCC is also conducting an audit of the construction and operational status of the Private Land Mobile Radio (PLMR) licensees holding authorizations in the Public Safety and Business Industrial radio services on coordinated frequencies below 800 MHz. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal partially met. ➤ The FCC eliminated the spectrum cap for Commercial Mobile Radio Services (CMRS), thereby facilitating secondary market transactions. ➤ The FCC plans to adopt a Report and Order during FY03 that would further clarify our transfer of control policies. ➤ The FCC issued a Notice of Proposed Rulemaking in the Space Station Licensing Reform proceeding that includes a proposal to remove restrictions on satellite licensees' rights to trade their licenses on the secondary markets. ➤ The FCC conducted a spectrum occupancy measurement project in support of the Spectrum Policy Task Force at five locations.

Goal D: Manage the Electromagnetic Spectrum in the Public Interest
Objective: Promote More Efficient Use of Spectrum
Policy Initiative: Promote the use of more spectrum-efficient frequency technologies. Performance was measured by authorization of new spectrum efficient technologies and improved ability to measure and test RF emissions from radio equipment.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99: ➤ No FY99 goal.</p> <p>FY00: ➤ Work with industry and NTIA to promote the use of technologies and approaches to spectrum allocation.</p> <p>FY01: ➤ Examine management of shared spectrum and vehicles to enhance condition of shared spectrum with NTIA.</p> <p>FY02: ➤ Examine implementation of new spectrum technology uses.</p>	<p>FY99: ➤ Worked with the industry and NTIA to promote the use of technologies and approaches to spectrum allocation and assessments that minimize interference and increase coordination between Federal and non-Federal users.</p> <p>FY00: ➤ The FCC adopted rules to provide for government access to non-government public safety spectrum in the 700 MHz band.</p> <p>FY01: ➤ The FCC continued to work with the Interdepartmental Radio Advisory Committee (IRAC); coordinated with NTIA (Department of Commerce) on all FCC proceedings dealing with spectrum issues; and initiated review of the coordination process to examine ways for improvement. ➤ Questions arose concerning shared spectrum and the robustness and redundancy of our public safety communications network, following 9/11. The FCC established a Homeland Security Policy Council (HSPC) comprised of senior level officials.</p> <p>FY02: ➤ Goal met. ➤ The FCC initiated a rulemaking proceeding regarding service rules for the 4.9 GHz band, which was transferred from Government spectrum and designated for public safety uses. ➤ The HPSC worked with other federal agencies as well as state and local entities concerning the robustness and redundancy of networks. The Network Reliability and Interoperability Council and the Media Security and Reliability Council also worked under new charters to address these issues. ➤ The FCC issued new rules for ultra-wide band devices (UWB), issued certification for equipment under new UWB rules, and amended rules to allow more flexibility in design and operation of unlicensed devices. These actions will foster the development of new products and increase consumer choice. ➤ The FCC issued a Notice of Proposed Rulemaking in the Space Station Licensing Reform proceeding proposes changing current satellite licensing procedures to allow for more efficient assignment of spectrum in satellite services. ➤ The FCC participates in the U.S. ITU World Radio-communication Conference (WRC) preparatory process by soliciting input from U.S. industry in the FCC’s WRC Advisory Committee process and directly in the Department of State’s U.S. Delegation process. The next WRC will be held in June 2003. The WRC has 39 agenda items affecting planned spectrum use. The FCC’s participation in preparatory activities conducted throughout the year has been critical for advancing commercial and public safety interests.</p>

Goal D: Manage the Electromagnetic Spectrum in the Public Interest

Objective: Foster the Increased Availability of Spectrum

Policy Initiative: Spectrum auctions. Performance was measured by the number of auctions conducted by scheduled dates.

Goal	Actual Performance
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Conduct all congressionally mandated auctions scheduled in FY00. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Conduct all auctions necessary to make spectrum available consistent with the FCC’s and Congress’ spectrum management goals. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Same as FY01. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ The FCC postponed Auction 31 (Upper 700 MHz) in response to Congressional action. <p>FY01:</p> <ul style="list-style-type: none"> ➤ The FCC completed six auctions during FY01, which provided the industry with much needed spectrum to meet increased consumer demands. ➤ No auctions for broadcast facilities were conducted this fiscal year, in view of the Court of Appeals ruling in <i>National Public Radio v. FCC</i>. In that proceeding, the Court ruled that Section 309(j)(2)(C) of the Communications Act of 1934, as amended, exempts applications for non-commercial educational (NCE) broadcast stations from auction, regardless of whether they apply for spectrum that the FCC has reserved specifically for them, or they apply for spectrum that is available generally for both commercial and NCE stations. Following the Court’s ruling, the FCC initiated a proceeding to consider how to allocate and license non-reserved broadcast spectrum, and expects to resolve these issues in the near future. The agency will then implement its revised allocation and licensing policies, which will, in turn, allow new broadcast stations (both commercial and NCE) to provide additional service to the public. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal met. ➤ The FCC completed seven auctions during FY02, which provided the industry with much needed spectrum to meet increased consumer demands. ➤ The Auction Reform Act of 2002 was signed into law on June 19, 2002. This legislation eliminated statutory deadlines for spectrum auctions that applied to several bands, and provided the Commission with discretion to schedule future auctions. However, the Auction Reform Act directed the Commission to proceed with the auction of the Lower 700 MHz band C and D blocks but to postpone the scheduled June 19, 2002 auction of the remaining portions of the Lower 700 MHz and Upper 700 MHz bands. In accordance with the statute, the auction of the Lower 700 MHz band C and D block spectrum began on August 27, 2002, and was completed on September 18, 2002. The Act also requires the Commission to report to Congress not later than June 19, 2003, on among other things, when it intends to reschedule the auction of the remaining 700 MHz bands. ➤ One auction for full power analog television facilities was conducted this fiscal year. No other auctions for broadcast facilities were held during FY 2002 due to the Court of Appeals’ ruling in <i>National Public Radio v. FCC</i>. Following the Court’s ruling, the FCC has been considering methods for handling auctions that involved “mixed” application groups; that is, groups with both commercial and non-commercial applicants. ➤ The FCC conducted a field spectrum occupancy measurement project at ten locations to determine whether there were interference sources that could pose an impediment to the use of new technology in spectrum subject to auction.

Goal D: Manage the Electromagnetic Spectrum in the Public Interest
Objective: Foster the Increased Availability of Spectrum
Policy Initiative: New services. Performance was measured by the amount of spectrum made available for new technologies.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Initiate actions to promote the development of new services. ➤ Allocate 4 GHz of spectrum for unlicensed services. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Increase the availability of flexibly allocated spectrum by 20% (baseline: FY00). ➤ Initiate 3G spectrum allocations. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Increase the availability of flexibly allocated spectrum by an additional 20% (baseline: FY00). ➤ Implement 3G spectrum allocation and service rules. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ The FCC received a total of 100 applications to support the development of new technology applications in 7 services. ➤ FCC completed a Report and Order allocating spectrum for unlicensed services. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Completed a proceeding to add flexibility to 190 MHz of spectrum at 2.5 GHz. ➤ Initiated Advanced Wireless Service (includes 3G) spectrum allocations by issuing a Notice of Proposed Rulemaking. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goals were exceeded/partially met (respectively). ➤ Completed spectrum allocations in two separate proceedings for 77 MHz of spectrum transferred from Federal government use and 48 MHz of spectrum reallocated from TV broadcast use. ➤ Completed flexible spectrum allocations for 125 MHz, an increase of 47.6% (FY 00 baseline: 262.5 MHz). ➤ Advanced Wireless Services (3G) spectrum allocations were delayed until after FY02 assessment completed. ➤ In November 2002, the FCC sought comment on licensing, technical, and operational rules to govern the use of the 1710-1755 MHz and 2110-2155 MHz bands for advanced wireless services (AWS). The FCC seeks to provide licensees in these bands with flexibility to use these bands to provide any service that is consistent with the bands' fixed and mobile allocation. These actions will benefit the public by fostering the development of new wireless services that will provide American consumers with additional communications options and capabilities. ➤ FCC adopted service rules governing 27 megahertz of spectrum (216-220 MHz, 1390-1395 MHz, 1427-1429 MHz, 1429-1432 MHz, 1432-1435 MHz, 1670-1675 MHz, and 2385-2390 MHz) that was transferred from Government to non-Government use to accommodate a variety of communications needs. ➤ FCC adopted service rules authorizing Multichannel Video and Distribution and Data Service in the 12.2-12.7 GHz band. ➤ Provided spectrum for existing and potential licensees to plan for new or expanded networks or service offerings. ➤ Allowed technological innovation, such as the development of TDD technologies, due to some of the spectrum being "unpaired."

AGENCY-WIDE PERFORMANCE IMPROVEMENT INITIATIVES

Activity Goal: The FCC’s goal is to promote the overall efficiency, effectiveness, and responsiveness of the agency by attracting and retaining qualified employees, improve the level of the agency’s expertise by developing continuing education programs in engineering and economics, and reviewing structural and procedural changes that will maximize our assets.

Summary: The FCC exceeded or met its goals in all 11 performance measures.

PERFORMANCE IMPROVEMENTS INITIATIVES

Goal A: *Create a More Efficient, Effective, and Responsive Agency*

Objective: *Reorganize to Create an Agency Infrastructure Conducive to Convergence*

Policy Initiative: Reorganize for convergence. Performance was measured by whether planned phases were completed on schedule.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Develop plan for Phase 2 of reorganization: consider options for streamlining licensing processes. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Develop plan for Phase 3 of reorganization. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Evaluate restructuring initiatives. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ A licensing task force reviewed options for streamlining the licensing process and provided recommendations to the Chairman in March 2000. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Work on the Reorganization Plan was completed in August 2001. The FCC adopted the Reorganization Order in December 2001. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal met. ➤ Effective March 25, 2002, the FCC implemented a major reorganization with the establishment of three new bureaus – Media Bureau, Wireline Competition Bureau and Consumer and Governmental Affairs Bureau – in addition to the agency-wide consolidation of enforcement and consumer information functions.

Goal A: Create a More Efficient, Effective, and Responsive Agency

Objective: Preserve and Increase the Wealth of Knowledge and Expertise of FCC Staff

Policy Initiative: Increase training opportunities for employees in substantive areas and team-based project management. Performance was measured from data collected in the Quarterly Performance and Results Review.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Establish a training task force to address issues of continuing education. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Establish two legal, technical, and managerial training modules. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Establish one additional legal, technical, and managerial training module. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ Established a Digital Age Steering Committee and Training Group to address issues of continuing education. New training schedule developed in October 2000. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Increased training opportunities for employees through the development of an FCC Training Plan. ➤ Established the FCC University, which provides an extensive training and development program to ensure that FCC engineers, economists, and other professionals possess the expertise to formulate telecommunications policy in the 21st Century. ➤ Established the Excellence in Engineering” Program for technical and non-technical employees. ➤ Implemented the Excellence in Economic Analysis Program that conducted 12 seminars and two advanced mini-courses taught by world renowned economists. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal exceeded. ➤ Developed a Learning and Development Program. ➤ Established the Excellence in Engineering Graduate Degree Program, which provides up to three years of tuition support for engineers enrolled in an accredited post-graduate degree program. ➤ Developed a Knowledge Sharing Program to increase knowledge, communications and improve relationships between Headquarters and Field Office personnel. ➤ Implemented a training needs assessment to ensure that in-house courses offered mirror Bureau/Office needs. ➤ Created and published both print and on-line versions of the FCC University competency-based training catalog, which is unique because it identifies technical and cross-cutting competencies for engineers, economists, attorneys, and leadership development at all levels. ➤ Revised the electronic Training Request Form 182 to improve accuracy, and to include second level supervisory signature. ➤ Issued three editions of the “Training Times,” an electronic newsletter designed to provide information and guidance regarding training and development.

Goal A: Create a More Efficient, Effective, and Responsive Agency

Objective: Preserve and Increase the Wealth of Knowledge and Expertise of FCC Staff

Policy Initiative: Pursue a number of alternative work schedules to attract and retain skilled employees. Performance was measured from data collected in the Quarterly Performance and Results Review.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Implement telecommuting alternative. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Implement at least 2 alternative work schedule, e.g., telecommuting, job-sharing, flexible work schedules. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Identify additional options to attract, reward, and retain skilled employees. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ 15% of FCC staff were telecommuting by the end of FY00. Flexible work schedules are available to all FCC employees. <p>FY01:</p> <ul style="list-style-type: none"> ➤ The FCC’s telecommuting program met its goals by increasing productivity, improving morale and job satisfaction and reducing absenteeism. In addition, the program had no negative impact on staff who worked at the office. The FCC also far exceeded legislative requirements by offering the program to an overwhelming majority of employees. During FY01, 16% of FCC employees telecommuted at least one day a week. ➤ The Term to Permanent Conversion process, which allows term employees to compete for permanent positions, was successfully completed in June 2001. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal met. ➤ The FCC established a Recruitment Bonus program as a means to attract new employees. During FY 2002, a total of 19 bonuses were approved. Meeting the goal better enabled the Commission to compete with the private sector and other Government agencies in attracting well-qualified professionals. This, in turn, helped provide improved service to the industry and consumers. ➤ The Telecommuting Program continues to be popular with approximately 325 regular telecommuters and 110 <u>ad hoc</u> telecommuters. The telecommuting program provides additional flexibility to employees in completing their work at home and other locations. Meeting this goal helped in the retention of key employees and aided the FCC in providing improved service to the industry and consumers.

Goal A: Create a More Efficient, Effective, and Responsive Agency

Objective: Preserve and Increase the Wealth of Knowledge and Expertise of FCC Staff

Policy Initiative: Strengthen technical capabilities by hiring more engineers/technologists and re-establishing entry-level engineering program. Performance was measured from data collected in the Quarterly Performance and Results Review.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ Increase engineering/technology staff by 5% over FY99 baseline (277 engineers/technologists), including entry-level engineers. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Increase engineering/technology staff by 5% over FY99 baseline (277 engineers/technologists). <p>FY02:</p> <ul style="list-style-type: none"> ➤ Increase engineering/technology staff by 10% over FY99 baseline (277 engineers/technologists). 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ FCC exceeded 5% goal by hiring 15 engineers (5.4% of FY99 baseline), including 5 entry-level recruits. <p>FY01:</p> <ul style="list-style-type: none"> ➤ FCC exceeded 5% goal by hiring 29 engineers (10.5% of FY99 baseline), including 12 entry-level recruits. The agency launched an aggressive Engineer-in-Training Program, which was designed to improve the agency’s recruiting and retention position through accelerated promotions and an intensive, closely supervised, job-oriented program of instruction and evaluation. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal exceeded. ➤ The FCC exceeded its 10% goal by hiring 34 engineers and technologists (12.3% of FY99 baseline), including 18 entry-level recruits. ➤ Through the Engineer-in-Training (EIT) Program, 10 universities were visited to conduct on-campus recruitment – North Carolina A&T, University of Maryland, Virginia Tech, University of Puerto Rico at Mayaguez, Ohio State University, Wright State University, Tennessee Tech University, Hampton University, Carnegie Melon University, Polytechnic University of San Juan. During FY02, the EIT Program has significantly enhanced and improved the agency’s recruiting and retention performance and allowed the FCC to compete successfully in the industry for talented engineers and college students. ➤ Meeting the goal helped the Commission improve the quality and timeliness of its engineering and technology analysis work.

Goal A: Create a More Efficient, Effective, and Responsive Agency
Objective: Automate Agency Processes
Policy Initiative: Implement improved financial collections systems. Performance was measured by data collected in the Quarterly Performance and Results Review.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. 	
<p>FY00:</p> <ul style="list-style-type: none"> ➤ Complete systems requirements and initiate a rule making to implement an FCC registration system. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ Systems requirements and draft rule making completed.
<p>FY01:</p> <ul style="list-style-type: none"> ➤ Complete rule making and implement registration system in time for annual regulatory fee collection cycle. 	<p>FY01:</p> <ul style="list-style-type: none"> ➤ The Report and Order, “Adoption of Mandatory FCC Registration Number (MD Docket #00-205)” was approved August 24, 2001. An FRN became mandatory on December 3, 2001. Establishment of a registration number will greatly improve tracking and collection of all fees due to the FCC.
<p>FY02:</p> <ul style="list-style-type: none"> ➤ Begin replacement of “publish and pay” system with the direct billing of licensees. 	<p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal exceeded. ➤ The FCC replaced the “publish and pay” system with a new revenue system accounts receivable module that was implemented September 2002. This module allowed direct billing of licensees.
<ul style="list-style-type: none"> ➤ 25% of all licensees billed directly for regulatory fees. 	<ul style="list-style-type: none"> ➤ The FCC exceeded the 25% goal of direct billing of regulatory fees for all licensees. The FCC identified candidates for billing at least 25% of expected revenue for FY02. \$107.7 million in actual assessments were billed comprising 49.2% of the total collection of \$218.8 million revenue for FY02.
<ul style="list-style-type: none"> ➤ Modify collections system to allow for payment of fees for multiple licenses in a single transaction. 	<ul style="list-style-type: none"> ➤ The FCC completed modifications to the collections system to allow for payment of fees for multiple licenses in a single transaction.
<ul style="list-style-type: none"> ➤ 15% of regulatory fees paid online. 	<ul style="list-style-type: none"> ➤ An online payment system was developed. 646 regulatory fee payments, representing 55% of all monies collected, were received online.

Goal A: Create a More Efficient, Effective, and Responsive Agency
Objective: Automate Agency Processes
Policy Initiative: Implement improved e-commerce procedures. Performance was measured by data collected in the Quarterly Performance and Results Review.

Goal	Actual Performance
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ New goal <p>FY01:</p> <ul style="list-style-type: none"> ➤ Complete review of e-commerce options in procurement. Prepare comprehensive plan for implementation. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Make all FCC competitive solicitations available online at www.FedBizOpps.gov by October 2001 implementation date. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ Several solicitations posted on FCC web site. <p>FY01:</p> <ul style="list-style-type: none"> ➤ The FCC is registered with FebBizOpps. An E-Commerce Team designed a web page for FCC's Contracts and Purchasing Center (CPC) to post solicitations and other pertinent procurement information. The web page has links to allow access to Pre-Award Synopses and Solicitations. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal met. ➤ Effective October 2001, all competitive solicitations were available online at www.FedBizOpps.gov.

Goal A: Create a More Efficient, Effective, and Responsive Agency
Objective: Automate Agency Processes
Policy Initiative: Implement performance-based contracting. Performance was measured by data collected in the Quarterly Performance and Results Review.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99:</p> <ul style="list-style-type: none"> ➤ No FY99 goal. <p>FY00:</p> <ul style="list-style-type: none"> ➤ New goal. <p>FY01:</p> <ul style="list-style-type: none"> ➤ Conduct review to identify additional contracts with performance-based applications. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Increase current number of performance-based contracts in excess of \$25,000 by 20%. 	<p>FY00:</p> <ul style="list-style-type: none"> ➤ 9 performance-based contracts in place. <p>FY01:</p> <ul style="list-style-type: none"> ➤ The FCC established a Performance-based Contracts Training Program and has 11 performance-based contracts in place. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal met. ➤ The FCC has 14 performance-based contracts in place and has increased the number of performance-based contracts in excess of \$25,000 by 22%.

Policy Initiative: A-76 Competitions/FAIR Act inventories. Performance will be measured by data collected in the Quarterly Performance and Results Review.

<i>Goal</i>	<i>Actual Performance</i>
<p>FY99-01:</p> <ul style="list-style-type: none"> ➤ No goals. <p>FY02:</p> <ul style="list-style-type: none"> ➤ Conduct a cost comparison of FTEs based on the FY00 FAIR Act Inventory. 	<p>FY02:</p> <ul style="list-style-type: none"> ➤ Goal met. ➤ On August 16, 2002, the FY 2002 FAIR Act Inventory was submitted to the Office of Management and Budget providing an inventory of commercial and inherently governmental activities. In FY 2002, functions of the library, which had been identified on our 2001 inventory, were contracted out.

Program Evaluations

The Commission is dedicated to ensuring that both the mission and resources entrusted to it are properly and effectively managed. The performance of the Commission is evaluated in several ways – through the Annual Performance Report and the annual financial audit, by investigations and audits conducted by the FCC’s Inspector General and the U.S. General Accounting Office (GAO), and via formal program evaluations carried out by staff in the Office of the Managing Director.

The Commission completed its project that analyzed common information management and desktop computing applications to determine where the implementation of new technologies could streamline the agency’s work processes. Based on the study’s findings, the Commission will initiate a pilot study involving auction-related proceedings. Another study completed in 2002 looked at ways to construct a common interface for all major FCC licensing systems. We expect to begin designing an integrated licensing interface portal and Help Desk in FY 2003.

In addition, the Commission conducted a thorough analysis of its Freedom of Information Act (FOIA) processes and procedures. The analysis led to the implementation of several new procedures to streamline the FOIA system. Finally, the agency completed its Third Annual Financial Accountability Report and received a clean opinion.

At the request of Congress, the Commission prepares the “Annual State of Competition Reports” for cable television, wireless, the local telephony markets, and for advanced telecommunications services. These reports track the growth of technology use and competition in these four large service areas. In addition, and again at the request of Congress, GAO wrote a number of reports affecting the Commission. Some of these reports evaluated FCC activities directly and resulted in recommendations to the Chairman of the Commission; others were broader reviews of communications-related issues or other matters in which the Commission may have a role or possess information useful to GAO. The Commission provided input for the following reports issued by GAO in FY 2002:

- 1) Telecommunications: Better Coordination and Enhanced Accountability Needed to Improve Spectrum Management (GAO-02-906)
- 2) Defense Trade: Mitigating National Security Concerns Under Exon-Florio Could Be Improved (GAO-02-736)
- 3) Marine Transportation: Federal Financing and a Framework for Infrastructure Investments (GAO-02-1033)
- 4) Critical Infrastructure Protection: Commercial Satellite Security Should be More Fully Addressed (GAO-02-781)
- 5) Critical Infrastructure Protection: Federal Efforts Require a More Coordinated and Comprehensive Approach for Protecting Information Systems (GAO-02-474)
- 6) Telecommunications: Many Broadcasters Will Not Meet May 2002 Digital Television Deadline (GAO-02-466)
- 7) Telecommunications: Federal and State Universal Service Programs and Challenges to Funding (GAO-02-187)
- 8) Regulatory Reform: Compliance Guide Requirement Has Had Little Effect on Agency Practices (GAO-02-172)
- 9) Telecommunications: Characteristics and Competitiveness of the Internet Backbone Market (GAO-02-16)

Each year, the Commission identifies and conducts at least one formal program evaluation. These evaluations are based upon the issues most relevant to that time and will be designed not to duplicate or conflict with audit and inspection plans of the Inspector General. Beginning in FY 2003, in an effort to streamline and operate more efficiently, the Commission plans two formal evaluations – in the licensing processing and regulatory fee programs. The evaluation of the Commission’s licensing systems will include identification of current standards for processing licenses, the best practices of other licensing bodies, and recommendations for universal processing standards throughout the agency. The evaluation of the regulatory fee program will focus on reforming and streamlining tedious procedures, eliminating unnecessary barriers, and providing improved uses of agency resources.

Conclusion

While the FCC has made tremendous strides in attaining our goals, we needed to refocus our strategic planning efforts. The FCC's last strategic plan, drafted in 1999, contained 13 performance goals with 68 performance measures. The performance measures focused on reducing processing times, streamlining electronic systems and improving consumers' access to our information. Our revised strategic plan, covering fiscal years 2003 through 2008, shifts our focus somewhat - to accommodate the changing telecommunications marketplace, to the consumers continued need for improved access to advanced telecommunications services and other emerging technologies, to ensure the interoperability of our nation's telecommunications networks and to a more prudent and creative management of the limited electronic spectrum. We have reduced the outcome measures to twenty-three, allowing us to concentrate on our most significant activities.

We will be more responsive to Congress and the American people for ensuring that an orderly framework exists within which communications products and services can be quickly and reasonably provided to consumers and businesses. Equally important, the FCC will further address the communications aspects of public health and safety, ensure the universal availability of basic telecommunications services, make communications services accessible to all people whether they live in a rural area or have a disability, and protect and inform consumers about their rights.

In FY 2003, the FCC will continue its important work in ensuring a dynamic regulatory environment that facilitates competition in all communications markets and the development and deployment of new technologies and services for all Americans. By working closely with Congress, consumers, and those in the communications industries, the FCC will provide the leadership necessary to restore stability to the communications marketplace in the near term and facilitate "the air for innovation" needed over the long term.

Annual Performance Goals and Measurements FY 2003 & FY 2004

BROADBAND

General Goal: Establish regulatory policies that promote competition, innovation, and investment in broadband services and facilities while monitoring progress toward the deployment of broadband services in the United States and abroad.

Performance Goal: Broaden the deployment of broadband technologies across the United States and globally.

FY 2003 Output Activities:

- ✓ Complete rulemakings that influence the deployment and adoption of broadband technologies:
 - National Performance Standards Measure NPRM
 - The incumbent ILEC broadband notice
 - Triennial UNE review
 - Wireline broadband NPRM
 - Cable Modem proceeding
- ✓ Develop a statutory definition of and analytical framework for broadband services across multiple platforms.
- ✓ Initiate study of power line communications in the provision of broadband services to the home.
- ✓ Collect and publish baseline data on the deployment of broadband services, particularly to rural America.

FY 2004 Output Activities:

- ✓ Adopt regulations which encourage equitable deployment of broadband technologies, and vigorously enforce existing and new regulations.
- ✓ Review and, if necessary, adjust the definition of what constitutes broadband.
- ✓ Continue to measure the deployment of broadband technology particularly to rural America.

FY 2003-2008 Outcome Indicators:

- Increasing percentage of households with access to broadband services.
- Increasing access to broadband services across multiple platforms: DSL, cable modem, satellite, et al.

COMPETITION

General Goal: Support the Nation's economy by ensuring there is a comprehensive and competitive framework within which the communications and video programming revolution can continue so that all consumers can make meaningful choices among and have equal access to communications services, and foster the creation of a pro-competitive environment overseas by establishing a dialog with regulators in other countries.

Performance Goals:

- ❖ Ensure American consumers can choose among multiple reliable and affordable communications services.
- ❖ Ensure that all American consumers retain reliable wireless phone services.
- ❖ Create and maintain a two-way dialogue with regulators around the globe in order to foster the creation of pro-competitive global markets.
- ❖ Create and maintain a two-way dialogue with American consumers so that they are informed about their rights and responsibilities.

FY 2003 Output Activities:

Affordable Choice

- ✓ Conduct review and make recommendations to improve the USF contribution methodology.
- ✓ Enforce regulations that encourage reliable, affordable provision of multichannel video programming services by multiple providers.

Reliable Service

- ✓ Conduct quarterly reviews of carrier compliance with Section 214 (continuity of service) requirements.

Two-way Dialogues

- ✓ Complete review of settlements accounting rules that will promote lower international calling rates for U.S. consumers.
- ✓ Initiate and maintain a two-way dialogue with regulators around the globe on broadband and other emerging technologies.

FY 2004 Output Activities:

Affordable Choice

- ✓ Continue to streamline regulations that encourage reliable, affordable provisions of multichannel video programming services by multiple providers.

Reliable Service

- ✓ Conduct quarterly reviews of carrier compliance to ensure continuity of service requirements are met.

Two-way Dialogues

- ✓ Increase consumer awareness of their rights in relation to phone service.
- ✓ Maintain a two-way dialogue with regulators around the globe on broadband and other emerging technologies.

FY 2003-2008 Outcome Indicators:

- Increasing percentage of households with access to competing providers for multichannel video programming and information services.
- Increasing number of consumers and businesses have reliable wireless and wireline phone service (continuity of service).
- Decreasing price for residential and business domestic (local/interstate) wireless and wireline services.
- Decreasing price for international calls.

SPECTRUM

General Goal: Encourage the highest and best use of spectrum domestically and internationally in order to encourage the growth and rapid deployment of innovative and efficient communications technologies and services.

Performance Goals:

- ❖ Ensure that the Nation's spectrum is used efficiently and effectively.
- ❖ Advocate U.S. spectrum interests in the international arena.

FY 2003 Output Activities:

Effective Use

- ✓ Complete study to determine measures to facilitate deployment of cognitive radio.
- ✓ Increase the number of new spectrum use licenses (prompt assignment).
- ✓ Initiate procedures to allocate underutilized spectrum and promote the use of unlicensed services.

International Interests

- ✓ Negotiate and enforce satellite and other coordination treaties with affected countries.
- ✓ Advance U.S. positions on spectrum use at the 2003 World Radiocommunications Conference.

FY 2004 Output Activities:

Effective Use

- ✓ Implement and enforce recommendations on improving the efficient use of spectrum as identified by the Spectrum Task Force.
- ✓ Increase the number of new spectrum use licenses (prompt assignment).
- ✓ Initiate procedures to allocate underutilized spectrum and promote the use of unlicensed services.

International Interests

- ✓ Negotiate and enforce satellite and other coordination treaties with affected countries.
- ✓ Advance U.S. positions on spectrum through the International Telecommunication Union and other fora.

FY 2003-2008 Outcome Indicators:

- Increasing number of approvals for enhanced telecommunications equipment.
- Increasing deployment of new services making use of underutilized or unlicensed spectrum.
- U.S. positions on spectrum effectively advanced in the international negotiations and enforcement of treaties (number of U.S. positions partially or fully adopted).

MEDIA

General Goal: Revise media regulations so that media ownership rules promote competition and diversity in a comprehensive, legally sustainable manner and the mandated migration to digital modes of delivery is facilitated.

Performance Goals:

- ❖ Develop a sound analytic foundation for media ownership rules.
- ❖ Facilitate the Congressionally-mandated transition to digital television and further the transition to digital radio.

FY 2003 Output Activities:

Media Ownership

- ✓ Complete selected studies that support development of appropriate media rules for the current media marketplace.
- ✓ Issue Third Biennial Review Report of Broadcast Ownership Rules.

Digital TV/Radio

- ✓ Create and enforce regulations to advance the digital transition and implement public education efforts.
- ✓ Develop statistical data for tracking consumer/industry investment in digital programming and equipment.

FY 2004 Output Activities:

Media Ownership

- ✓ Develop and adopt revised media ownership rules that reflect the current media marketplace.
- ✓ Complete Third Biennial Review of Broadcast Ownership Rules.

Digital TV/Radio

- ✓ Adopt and enforce regulations to advance the digital transition mandate and implement public education efforts.
- ✓ Issue Report and Order on proceedings on DTV must-carry, navigation devices, periodic review of DTV rules, and NPRM on digital audio service rules.
- ✓ Issue Report and Order on digital audio service rules.

FY 2003-2008 Outcome Indicators:

- Significant progress in the transition to digital television and radio.
- Increasing investment by consumers in digital equipment.
- Increasing deployment by industry in digital programming, equipment, and infrastructure.

HOMELAND SECURITY

General Goal: Provide leadership in evaluating and strengthening the Nation's communications infrastructure, in ensuring rapid restoration of that infrastructure in the event of disruption, and in ensuring that essential public health and safety personnel have effective communications services available to them in emergency situations.

Performance Goal: Promote the reliability, security and survivability of the communications infrastructure.

FY 2003 Output Activities:

- ✓ Complete the deliverables required by the Network Reliability and Interoperability Council.
- ✓ Complete work of the National Coordination Committee, a federal advisory committee established to facilitate implementation of wireless public safety interoperability.
- ✓ Issue regulations facilitating the implementation of wireless public safety interoperability.
- ✓ Increased coordination with the National Communications System on implementation of wireless priority access service (WPAS).

FY 2004 Output Activities:

- ✓ Complete the deliverables required by the Network Reliability and Interoperability Council and Media Security and Reliability Council charters.
- ✓ Negotiate provisions of public safety communications services along U.S. borders with Canada and Mexico.

FY 2003-2008 Outcome Indicators:

- Increasing deployment of E-911.
- Increasing deployment of WPAS.
- Increasing Telecommunications Service Priority (TSP) participation.
- Increasing reporting of service outages across multiple platforms.
- Increasing amount of spectrum available for public safety communications.

MODERNIZE THE FCC

General Goal: Emphasize performance and results through excellent management, develop and retain independent mission-critical expertise, and align the FCC with dynamic and converging communications markets.

Performance Goal:

- ❖ Become a more responsive, efficient, and effective agency capable of facing the technological and economic opportunities of the new millennium.

FY 2003 Output Activities:

Efficient Processes

- ✓ Initiate analysis and design of an integrated licensing interface portal and Help Desk.
- ✓ Initiate policy and rulemaking system (document/knowledge management and workflow) pilot for selected auctions proceedings.
- ✓ Bureau/Office efficiency initiatives reported in QPRR.

Expert Staff

- ✓ Develop plan to ensure agency has appropriate engineering, legal, and economic expertise.
- ✓ Formalize Engineering-in-Training (EIT) Program and establish a mentoring program.
- ✓ Expand competency-based career development program for key groups.

Results-Based Management

- ✓ SES performance plans and awards are linked to the FCC's Strategic Plan goals and measures.
- ✓ Develop plan for implementation of performance-based budgeting.

FY 2004 Output Activities:

Expert Processes

- ✓ Initiate programming of an integrated licensing interface portal and begin implementation of the Help Desk.
- ✓ Complete the policy and rulemaking system (document/knowledge management and workflow) pilot.
- ✓ Bureau/Office efficiency initiatives reported in QPRR.

Expert Staff

- ✓ Ensure appropriate number of engineers, economists, and attorneys.
- ✓ All agency staff participate in appropriate career development discussions with their supervisor.

Results-Based Management

- ✓ Supervisory and managerial performance plans and awards are linked to the FCC's Strategic Plan goals and measures.
- ✓ Implement performance-based budgeting based on OMB guidelines.

FY 2003-2008 Outcome/Output Indicators:

- Decreasing the cost of maintaining agency licensing systems while increasing customer satisfaction with the licensing services provided.
- Reducing the average time required to complete rulemakings (document/knowledge management and workflow).
- Increasing efficiency in the processing of workload (measured by and reported in the Quarterly Performance & Results Review (QPRR)).
- Employing of appropriate number of attorneys, engineers and economists.
- All FCC employees participating in appropriate career development activities.
- Increasing rate of agency achievement of strategic objectives.