

STRATEGIC GOAL 2

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

12. Human Services Programs. Improve customer satisfaction with Human Services (HS) programs. (RR.1.1)

The Response and Recovery (R&R) Directorate administers the Disaster Housing Assistance program to help people displaced by disasters by providing money for rent of a temporary housing unit and expeditious repairs to the existing unit. In some cases, manufactured housing is provided until the home can be repaired. In addition, FEMA refers individuals and business owners to a variety of other federal, state, and private voluntary organizations offering other forms of assistance. Program staff measure the success of these efforts in part by asking those who register for assistance how satisfied they are with the services provided. R&R uses the information gathered through the surveys as a primary basis for improvement to the Disaster Housing Assistance program and to the overall referral process. In this manner, FEMA helps individual citizens overcome adversity and return to their normal lives.

Using the method described below, R&R measures overall satisfaction among those who received disaster assistance. Initially, the Human Services program achieved an 88.3% rating of satisfaction for FY 2002. This is 1.7% below the overall goal for the year, but within the margin for error of +/-2.6%. Tropical Storm Allison created flooding havoc in the Gulf states of Texas and Louisiana causing tele-registrations to exceed 50,000 the first week. By deleting these two disasters from the calculation due to exceeding the measurement parameters, customer satisfaction is 89.4%, with 95% confidence level and a margin for error of +/- 0.7%.

Beginning in April 2001, a new telephone survey of registrants for individual assistance programs was instituted. While registrants are surveyed at three points in their recovery, the only measure included here is at the conclusion of the government's involvement in their recovery process. This measure consists



Enid, OK, February 7, 2002

FEMA Director Joe M. Allbaugh holds a media availability at the Red Cross Shelter in Enid.

The Director announced that individual assistance was available for victims in 45 Oklahoma counties who suffered damage from the recent winter ice storms.

PHOTO BY GENE ROMANO/FEMA NEWS PHOTO

of a statistically valid sampling of registrants who received assistance and who responded positively to the following survey question: "Overall, the assistance and support I received from government personnel since the disaster has been excellent." Response options were: Strongly Disagree, Disagree, Agree, Strongly Agree.

It should be noted that only responses from persons actually receiving assistance from FEMA's Disaster Housing Assistance program are used in this calculation. Responses from persons determined ineligible under this program are not considered. All current report data includes a six-month lag from disaster to analysis. This data is from telephone surveys of disasters declared in April 2001 through disaster declarations in March 2002.

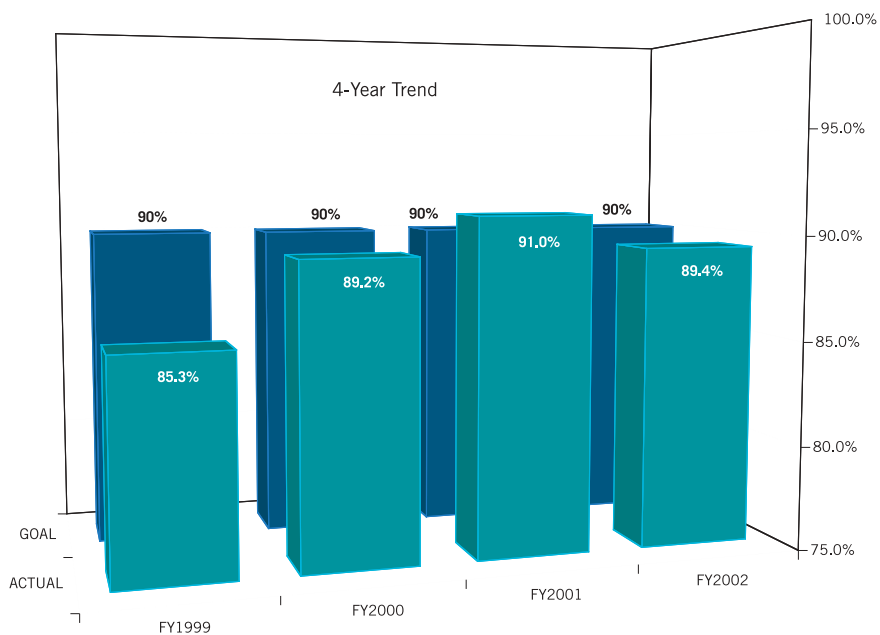
Data shown on next page under "4-Year Trend" is based on a combination of survey types and measures. FY 1999 includes only six months of data from the previous paper survey index of two questions. FY 2000 and 2001 are an index of positive scores to two questions regarding the applicant's perception of their ability to recover and their overall satisfaction with FEMA's assistance (from the paper survey). FY 2002's scores are from applicants who received assistance and responded positively to the

overall question as indicated above as the current measure.

With the initiation of the Individual and Households Program (IHP) in October 2002, next year's performance will include six months of ratings on the Disaster Housing and Individual and Family Grant Program along with six months of ratings on the new Individuals and Households Program. It is expected that satisfaction with the new program will be higher due to streamlining of the processes and that administration of the program for most disasters will reside with one agency instead of being split between federal and state.

While performance is statistically within valid range of the goal, further analysis was needed in the particular disasters where performance was lower than our goal. It was found that dissatisfaction occurs when applicants expect more from our programs than is allowed. Information regarding our programs' limitations and the effects of insurance coverage needs to be clear and forthright.

Customer Satisfaction With Individual Assistance Programs



(Charts were prepared using Microsoft Excel software: 95% confidence level and a margin for error of +/- .07%)
Data Source: Annual Individual Assistance Surveys

The specific benefits from achievement of the overall goal are found in terms of meeting performance standards. Achievement of these sub-goals would mean that customers are:

- Satisfied with the overall PA program and process;
- Issued policy that is consistent, appropriate, and flexible;
- Satisfied with the overall Project Worksheet process;
- Satisfied with the information received about the PA program;
- Asked to bear a minimal administrative burden;
- Served in a timely manner;
- Served with minimal turnover, by staff who are responsive, competent, accountable, and customer friendly; and
- Treated as partners.

13. Public Assistance Programs. Increase overall customer satisfaction with Public Assistance (PA) programs. (RR.1.2)

Major components of the PA program were redesigned in FY 1997 as part of an Agency-wide effort to improve program performance. The general goal was to transform the PA program into a customer satisfaction-driven and performance-based program, thereby improving the quality and delivery of service to our state and local applicants.

To accomplish this goal, program managers established a set of performance standards, indicators, and targets for the PA program. Each performance standard was a sub-goal that addressed an aspect of policy, process, or human performance that affects the delivery of disaster services to customers. To evaluate the effectiveness of the PA program, customer satisfaction surveys were conducted for each disaster in FY 2002 where Public Assistance was given. All disaster PA applicants and state/local partners were surveyed.

The overall PA goal and all eight sub-goals were successfully achieved in terms of performance exceeding their FY 2002 targets. The overall customer satisfaction rate in FY 2002 was 89.4%. This surpassed the target by 2.4%, and represents a 1.4% improvement over the previous FY 2001 performance.

Within each of the eight performance standards, there are various indicators to measure different dimensions of customer service and satisfaction. Each indicator/measure has its own FY 2002 target. There are 51 indicators behind the eight sub-goals. Each indicator is relevant to the program evaluation of a particular sub-goal and reflects results of a specific customer survey question. Each sub-goal's indicator ratings are averaged for each disaster to determine the disaster's sub-goal performance. These sub-goal results are averaged to obtain the overall customer satisfaction rate for that disaster. The overall rates for each disaster in FY 2002 are again averaged to determine the annual customer satisfaction rate. This annual PA goal performance is compared to the rising annual PA target as well as previous years' PA goal performance.

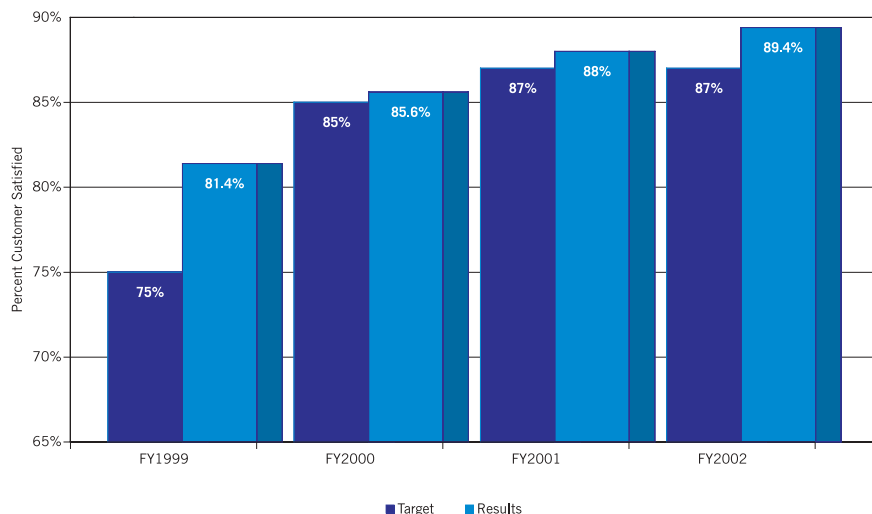


near Kingfisher, OK, February 7, 2002

FEMA Director Joe M. Allbaugh talks with electrical workers who have been working for several days straight to restore power to communities throughout the state. The Director made a visit to Oklahoma on and announced that individual assistance was available for victims in 45 counties who suffered damage from the recent winter ice storms.

PHOTO BY GENE ROMANO/FEMA NEWS PHOTO

PA Post-Disaster Customer Survey Results



Data Source: Annual Public Assistance Survey

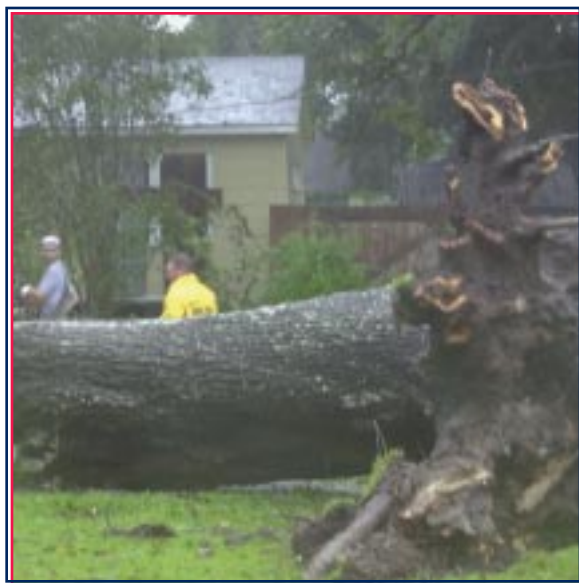
In light of past improvement trends, a higher overall customer satisfaction goal of 88% is targeted in FY 2003. The FY 2003 projected target represents an average of the FY 2002 target and actual FY 2002 goal performance.

Two sub-goals will be dropped in FY 2003 in order to reduce the customer survey's time burden and to increase survey response rates. The targets of these sub-goals (e.g., treat customers as partners, and issue policy that is consistent, appropriate, and flexible) were invariably met in past years.

14. Disaster Response. Improve response operations. (RR.1.3)

The FY 2002 Performance Indicator requires that FEMA act on all identified requests to meet the needs of catastrophic disaster victims for water, food, and shelter within 12 hours after a Presidential disaster declaration. The intent is to coordinate through partnerships with other federal agencies, state and local governments, private and voluntary organizations for the initial provision of these basic needs within 72 hours.

There were no catastrophic disasters in FY 2002. The Response Division increased its ability to achieve this goal in future catastrophic disasters by implementing organizational and staff performance capability in the following ways:



Welsh, LA, October 3, 2002

Emergency crews in Welsh, Louisiana saw limbs off a fallen tree from Hurricane Lili.

PHOTO BY LAUREN HOBART/FEMA NEWS PHOTO

- Conducted an Emergency Team Conference with Emergency Response Team-National (ERT-N) and Emergency Support Team (EST) participants at the Mount Weather Emergency Operations Center. Participants reviewed current documentation, established guidelines and streamlined rosters in accordance with Incident Command System principals.

- Conducted two ERT-N Steering Committee Meetings to discuss the ERT-N program; reviewed revisions to the ERT-N Con Plan; conducted an exercise for ERT-N, Regional Support Team (RST) and EST leadership; and established a Response Steering Committee to develop a forum for addressing response policies and procedures.

Reorganized ERT-N's; established a NCR ERT-N, established the ERT-N Blue, and reduced the staffing to 40 personnel per ERT-N Team. All positions on all ERT-N's and the EST have been rostered.

Held three RST courses held during FY 2002. A Response Operations Course and IEMC Exercise for the HQ EST were held at Mount Weather Emergency Operations Center. The IEMC exercise included two active RST's in the Exercise Control Cell staffed by ERT-N controllers. Region III hosted a Response Operations Workshop.

15. Logistics. Operate a logistics program that provides timely and cost-effective resources in support of the hazards emergency management mission of the Agency. (RR.2.1)

FEMA operates a logistics program that supplies and supports the management of items vital to disaster victims (e.g., water, meals, emergency generators, tents, blankets, and cots) and items vital to federal disaster response staff (e.g., computers, phones, office supplies, and equipment). Timeliness and cost effectiveness are emphasized by standardizing processes, pre-packaging items into kits, recycling equipment, rapidly recovering disaster assets for redeployment, pre-deploying to centralized locations

to reduce delivery time, and training Agency personnel in property management.

FEMA's work toward achievement of this goal has resulted in substantial cost-savings to the taxpayer:

- FEMA exceeded 92.6% on-time delivery of disaster assets. FEMA has improved customer service and efficiency by centralizing the transportation ordering process. Based on circumstances during disaster response, FEMA continues to identify additional commercial carriers that will be able to meet our immediate and unusual requirements, while eliminating those carriers that are unable to perform adequately. FEMA has improved customer service by pre-deploying disaster support packages to FEMA facilities and continuing to meet inventory-stocking goals. If assets are located closer to a disaster scene, they can be delivered quicker and cheaper.

- The Disaster Information Systems Clearinghouse/Territorial Logistics Center (DISC/TLC) exceeded its goal of maintaining the FY 2000 baseline of DISC/TLC assets available to support disasters. This was accomplished by the fast recycling of property and equipment recovered after disaster closeouts. During this period, FEMA was very efficient in responding to multiple disasters without any major shortfalls. Logistics continues to follow a back charge policy to replenish assets that could be available to support potential disasters.

- For the end of FY 2002, the Automated Inventory Control indicates that FEMA's inventory at closed Disaster Field Offices (DFOs) was 2,976 items with a value of \$3,368,365. This amounts to a 48% reduction over the FY 2000 baseline (\$6,471,000) of total dollar value of assets remaining at closed DFOs, and is a significant cost avoidance.

The logistics on-time objective was not met this year due to circumstances beyond FEMA's con-



New York, NY

Jack Herbert and Ryan Bentley, of the Logistics team, pack up a portion of the DFO.

PHOTO BY LARRY LERNER/FEMA NEWS PHOTO

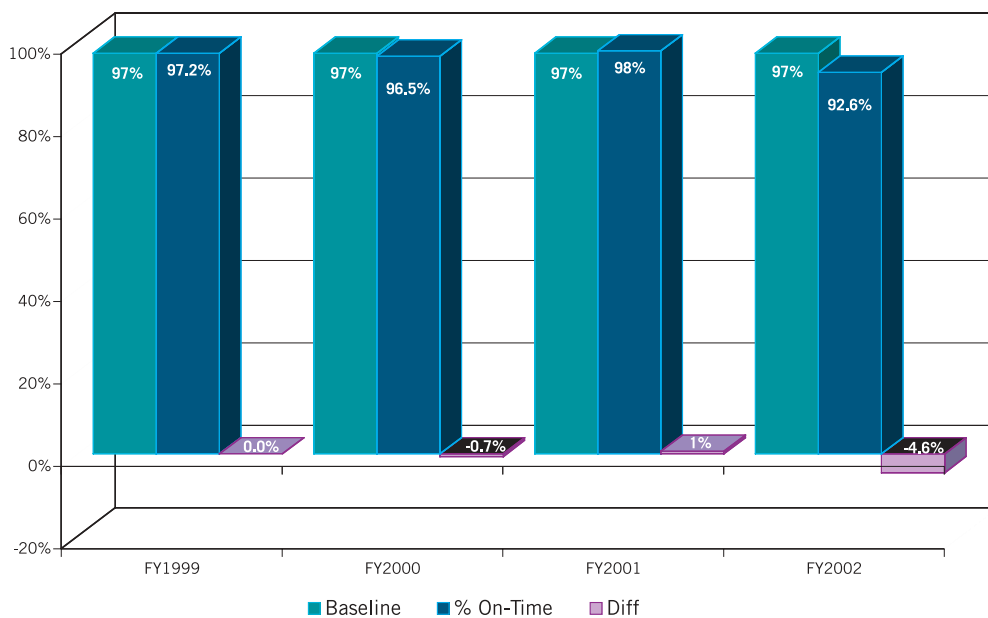
trol, i.e., weather conditions affecting off shore moves (Guam), local law enforcement requirements (New York City), and local and federal law enforcement requirements (2002 Olympics). However, 19% (115) of FEMA's overall freight moves (614) for FY 2002 arrived earlier than scheduled. FEMA continues to identify additional commercial carriers that will be able to meet our immediate and unusual requirements based on circumstances during disaster response, while eliminating those carriers that are unable to perform adequately.

Data regarding on-time delivery of disaster assets is captured after shipments have arrived at their final destination. Cost-avoidance calculations are simply based on the average value of assets issued to each disaster from Agency stock.

The greater the value of equipment re-used, the greater the costs avoided. Similarly, greater (or larger-sized) disaster activity provides greater cost-avoidance opportunities.

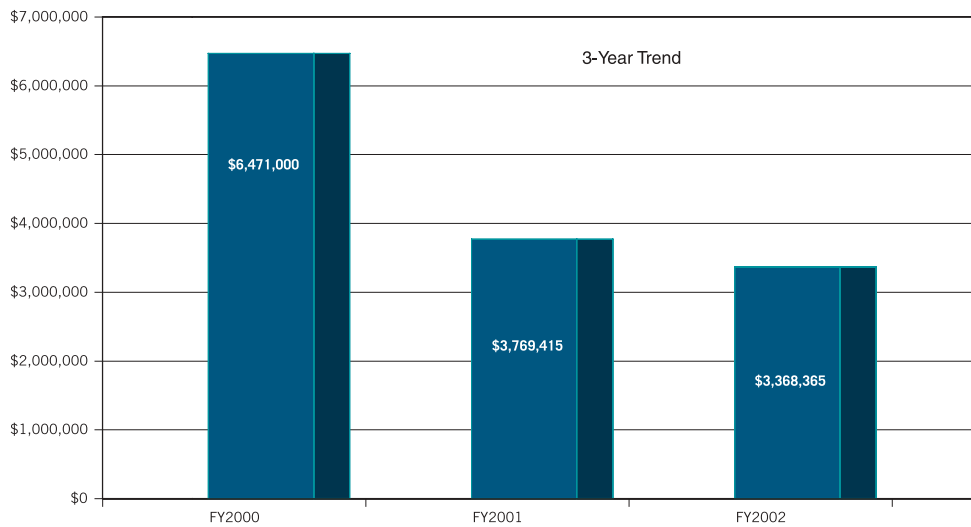
We anticipate that logistics support to disaster operations will continue to result in significant cost savings over the next year using the baseline established in FY 2001. On-time delivery achievement will increase as quality carriers are streamlined.

On-Time Deliveries



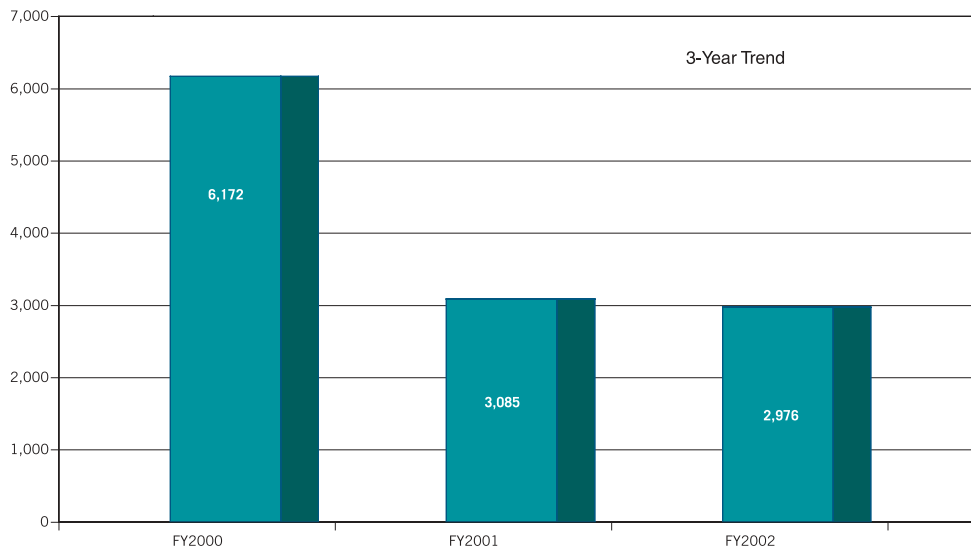
Data Source: Contractor records

Value of Items Remaining at Closed DF0s



Data Source: Logistics Information Management System

Quantity of Items Remaining at Closed DF0s



Data Source: Logistics Information Management System

16. Operate Emergency Communications Systems. Operate emergency communications systems to deliver emergency warnings, messages, and critical information to reduce losses and lower response and recovery costs. (RR.3.1)

These systems provide emergency alerts and emergency response communications nationwide or regionally by means such as the National Warning System (NAWAS), Emergency

Alert System (EAS), and Geographical Information System (GIS). They provide emergency communications among federal, state, and local governments. They also disseminate information from sources inaccessible by local or state offices. The EAS allows state governments as well as the President to broadcast emergency alerts and information to the public:

- Hundreds of NAWAS/NOAA alerts were transmitted within two minutes of receipt.

■ During testing, relayed EAS messages within 12 minutes.

■ The Mapping and Analysis Center (MAC) maintained an interactive mapping Web site that enables FEMA Intranet users to create customized maps with the same data that the MAC staff uses.

■ During FY 2002, the MAC produced over 800 unique maps within 72 hours.

■ Maintained electronic links to states and territories.

■ Released Phase 2 of the GIS Active Maps, that includes a tutorial for new users, and a new module for users who need data on National Flood Insurance Program communities.

■ Developed a GIS strategic plan for the enterprise GIS effort.

Beyond FY 2002, more and more users will create maps using the interactive mapping Web site. FEMA will not be able to track how many or when the maps are created. The MAC staff in coordination with the Response and Recovery, and Insurance and Mitigation Directorates will develop a standard set of HAZUS earthquake maps to be used for disaster response.

17. National Emergency Management Information System. Direct remaining NEMIS development activities and monitor operations and maintenance of the system. (RR.4.1)

FEMA deployed in FY 1999, the National Emergency Management Information System (NEMIS) which serves as the information technology standard for the agency's presidential disaster operations. NEMIS automates federal disaster programs including incident activities, preliminary damage assessment, declaration processing, human services, infrastructure support, mitigation, and associated administrative and financial processing.

During FY 2002, NEMIS supported more than 197 disasters, 42



Lake George area, LA, October 2, 2002

Hurricane evacuation orders were in affect for coastal areas in Louisiana, preparing for Hurricane Lily.

PHOTO BY LAUREN HOBART/FEMA NEWS PHOTO

of which were Presidential declarations. In addition, 1 emergency, and 80 fire suppression declarations were issued during FY 2002. NEMIS allocations totaled over \$2,412 million, including more than 105,000 disaster-housing grants totaling \$195 million, and more than 183,000 individual family grants totaling \$116 million. NEMIS operations processed 257 Hazard Mitigation Grants Program projects totaling \$201 million and processed 138 Flood Mitigation Assistance projects totaling \$16 million.

Auto-determination of disaster claims averages between 80-95%, depending on the type of disaster. Eleven percent of auto-generated awards are not auto-certified. One hundred percent of the status

updates from the Small Business Administration (SBA) are transmitted and integrated automatically. The enhanced interfaces with SBA, Flood Insurance Program databases and other external databases are resulting in greater efficiency and accuracy in the processing of registrations for all programs. Turn-around time from registration to initial decision has dropped to 7 days. FEMA is continuing to develop upgrade and correct problems in reliability and throughput.

In FY 2002 and 2003, efforts will be focused on achieving initial compliance with the Disaster Mitigation Act of 2000, with additional work to improve scalability and the capacity to manage large disasters.

In FY 2003, this goal becomes part of Goal 11, Information Management.



Jefferson Davis County, LA, October 3, 2002

Wind and rain from Hurricane Lily damage road signs along I-10 in Louisiana.

PHOTO BY LAUREN HOBART/FEMA NEWS PHOTO