

FISCAL YEAR 2001 ANNUAL PERFORMANCE REPORT

The following report is based on revisions to the *Fiscal Year (FY) 2001 Annual Performance Plan*. These revisions were based on recommendations by the Office of Management and Budget, the General Accounting Office, and FEMA's experience working with its previous annual performance plans. FEMA believes its continuing efforts to refine its plan and to work toward measurable outcomes produced an improved FY 2001 document. The goal changes were reported in the *FY 2000 Annual Performance Report* and are summarized at the end of this section.

FEMA continues to improve its plans and reports and, in light of current national focus, is undertaking the revision of its current Strategic Plan. The new strategic plan will cover the FY 2002 and 2003 *Annual Performance Plans*. Such activity is taken with the full involvement and support of FEMA's partners and various federal overseers.

Most of FY 2001's disaster activities fell within the normal range. An early October tropical storm seemed to end the Atlantic hurricane season and was followed by the predictable pattern of severe winter storms and spring flooding. The February, 2001, earthquake in the Seattle area was costly, but resulted in less damage than there could have been due to earlier mitigation efforts by state and local governments and property owners. From enforcing stronger building codes to lashing appliances to the walls, construction and property damage was greatly controlled. Tropical Storm Alison spread wet and windy misery from Texas to Pennsylvania and was followed by other summer storms including tornadoes. But most of the country settled into the end of the fiscal



An eerie calm settles on the water in this neighborhood. Many homes floated off their foundations, all received significant damage.

FEMA NEWS PHOTO BY DAVID SAVILLE



Dark clouds in a tornado funnel sweeps wheat fields in Midwest.



As much as 30% of Hoisington, Kansas, was damaged or destroyed by the tornado which hit on the evening of April 21, 2001.

FEMA NEWS PHOTO BY DAVID SAVILLE

year, grateful that the natural disaster season had not been as dangerous as had been predicted.

September 11 changed that. Much has already been said about the devastation inflicted in New York, Virginia, and Pennsylvania. FEMA's usual response activities in support of people who need temporary shelter or a few days of food were less in evidence than its coordination of urban search and rescue teams, grief counselors, and debris removal. No prior disaster or exercise provided the blue print for responding to these horrible incidents. FEMA and its partners continue to meet these challenges and anticipate that these events will change the way FEMA plans its future efforts.

The report that follows is focused primarily on the pre-September 11 disaster responses. As the following chart indicates, out of 20 FY 2001 performance goals, FEMA achieved 16 within statistical margins of error; 1 was achieved within 70-90%; and 3 achieved less than 70%. Some reports on the Administration's initiatives, which do not become official goals until FY 2002, were affected by the priority of responding to disaster applicants, especially following the September 11 incidents.

Success is shown by the following symbols:

Green or ★★★ indicates full achievement within a statistical margin of error.

Orange or ★★ indicates acceptable achievement: 70% or above; one of several ranked indicators may have been unsuccessful.

Red or ★ indicates less than acceptable achievement: under 70%.

Fiscal Year Goal Achievement

FY 2001 Goal Focus	1999	2000	2001	Page Reference
1. Support the development of disaster resistant states and communities. ¹	n/a	n/a	●	21
2. Reduction in estimated losses due to National Flood Insurance Program (NFIP) activities exceeds \$1 billion.	●	●	●	22
3. Increase by 5% in-force NFIP policies. ²	●	●	●	23
4. Implement a repetitive loss strategy to improve underwriting ratio.	●	●	●	24
5. Implement NFIP business improvement processes.	●	●	●	25
6. Provide tools to partners to improve emergency management knowledge and skills. ³	n/a	n/a	●	25
7. Ten Regional activities in support of state and local capability. ⁴	n/a	n/a	●	26
8. Support the reduction in loss of life from fire-related incidents. ⁵	●	●	●	29
9. National Emergency Management Information System development and implementation.	●	●	●	31
10. Provide national security support to the White House, National Security Council, and FEMA Director. ⁶	●	●	●	31
11. Provide a secure, safe, healthy work environment for FEMA and its emergency management partners.	●	● ⁷	●	31
12. Support the National Food and Shelter Program.	●	●	●	32
13. Emergency Management Performance Grants.	n/a	●	●	32
14. Customer satisfaction with Human Services programs.	●	●	●	33
15. Customer satisfaction with Public Assistance programs.	●	●	●	33
16. Improve catastrophic response operations.	n/a	n/a	●	34
17. Timely and cost-effective logistics support.	●	●	●	35
18. Provide national emergency alerts and response communications.	●	●	●	36
19. Efficient and effective initiatives. ⁸	●	●	●	36
20. Customer satisfaction. ⁹	●	●	●	38

¹ All Mitigation efforts were rolled up into this goal as reported in the FY 2000 Annual Performance Report. Trend information is unavailable.

² Policy sales have been offset by lack of renewal. Reduced flood conditions affect sales and renewals.

³ Preparedness, Training, and Exercise goals were rolled into this goal and the National Food and Shelter Goal reported below. Trend information on this goal is unavailable.

⁴ This goal was introduced in FY 2001 to highlight the variety of activities undertaken by Regional offices in support of state and local capability. Funding was not available until the last half of the year and may be restricted in the future.

⁵ The US Fire Administration has combined its previous goals into a single output goal to support its partners in fire-related death reduction. Trend information reflects prior activities that relate to the FY 2001 goal.

⁶ Survey refined in FY 2001. Trend information reflects success of previous, similar surveys.

⁷ Lack of funding prevented bringing three facilities to full compliance in FY 2001. Two are warehouses with limited risk.

⁸ Participation by organizations has varied over the three years of this goal. Any one element's lack of success makes the goal fail. Because this doesn't attribute degrees of achievement to the elements, the goal is dropped in FY 2002. In its place, FEMA will implement the administration's efficiency initiatives as separate goals.

⁹ FEMA will drop this goal in FY 2002 as it considers customer service to be an integral component of all of its activities.

HOW THIS SECTION IS ARRANGED

- Each of FEMA's three **strategic goals** is listed below.
- Under each are the **annual performance goals** that work toward the achievement of the stated strategic goal.
- The **letter and number** in parentheses at the end of the goal statement reference the goal's number in the original FY 2001 Annual Performance Plan.
- The **stars** quickly define the level of achievement based on the previous description.
- A brief **overview** follows the statement and describes the intent of the goal and the accomplishment.
- For those goals that have been active for more than one year, a **trend chart** illustrates the goal's success.

Strategic Goal I

FEMA works to prevent the loss of lives and property from all hazards.

1. **Increase community resistance to natural hazards and prevent future losses from hazards.**
 - (a) **Reduce by 5,000 the number of lives at risk.**
 - (b) **Reduce by 2,200 the number of structures at risk.**
 - (c) **Reduce by 150 the elements of infrastructure at risk.**
 - (d) **Increase by 500 the number of communities where actions are taken this fiscal year to foster disaster resistance. (M.1) ★★★**

Reducing the risk of disaster damage controls escalating disaster costs, including not only the costs to the federal government, but also those to state and local governments, the private sector and the public. Disaster resistance thus leads to a more stable economic environment for the communities and the nation. FEMA's role is to acquire and share risk management information, and to coordinate and support *community*

efforts to identify and assess potential risk, to develop plans to address the risks, and to take action to reduce or eliminate the risks. A number of mitigation programs are aimed directly at taking people and property out of harm's way.

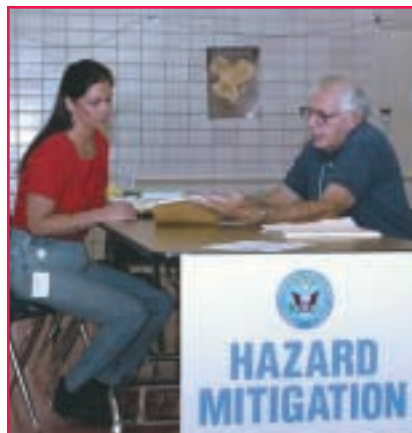
For example, FEMA's Hazard Mitigation Grant Program (HMGP) and other mitigation grant assistance programs provide for the acquisition and relocation, elevation, or retrofitting of vulnerable properties and the building of "safe rooms," internal shelters from high-wind events. Infrastructure such as water and sanitary sewer systems, roads, bridges, culverts, and flood control systems to protect critical facilities receive funds for protective measures. Communities are also encouraged to enforce building codes that result in safer construction and to support media campaigns, education, and training events that let people know their roles in disaster mitigation.

In addition to the HMGP and the Flood Mitigation Assistance Program, FEMA mitigation programs also include the National Earthquake Hazards Reduction Program, the National Dam Safety Program, the National Hurricane Program, and the National Flood Insurance Program (NFIP), and the NFIP's extensive flood risk mapping and modernization efforts, including its Cooperating Technical Partners (CTP) initiative.

Based on mapping needs assessments, FEMA is implementing a modernization plan to update its aging flood map inventory. This involves a 7-year upgrade to the 100,000 panel flood map inventory and an enhancement of products, services, and processes. Through the CTP initiative, partnerships are being formed with communities, states, and regional agencies to fully integrate them into FEMA's flood hazard mapping

process and make more resources available for flood hazard data collection and mapping efforts nationwide. In FY 2001, FEMA entered into 42 additional CTP partnership agreements across the nation.

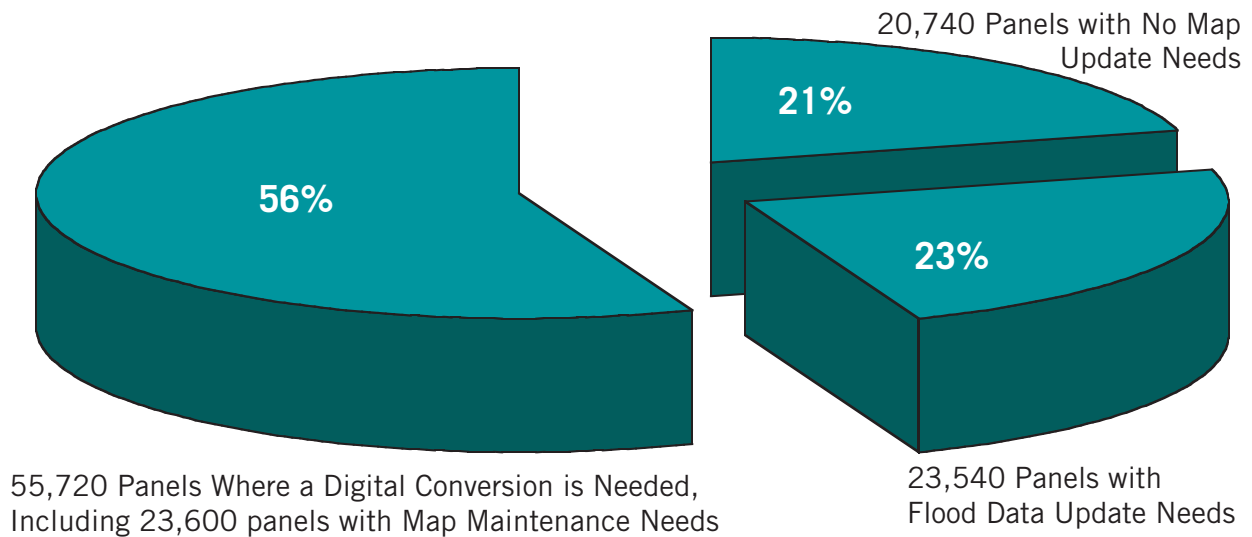
One key to the map modernization plan is the ability to effectively distribute flood map products to those who need them. The Map Service Center completed Phase I of its e-government initiative for the sale of flood map products via the Internet. This "FEMA Flood Map Store" officially opened on February 12, 2001, and has been very successful in receiving and filling orders on-line.



Baton Rouge, LA, June 25, 2001
FEMA employees discuss hazard mitigation at the East Baton Rouge Disaster Relief Center, following tropical storm Allison.

FEMA NEWS PHOTO BY ADAM DUBROWA

Mapping Needs Assessment



The Disaster Mitigation Act of 2000 encourages communities to develop and adopt Hazard Mitigation Plans that outline actions that members of the community could take to reduce losses of lives and property before disasters strike. Implementation was started in 2001 and will result in additional pre-disaster mitigation activities to build on the successes of existing pre- and post-disaster programs.

Please visit the www.fema.gov/mit/ Web site to learn more about these programs. Further, Goal 7 below, which highlights FEMA's Regional Offices' activities, provides examples of the scope of FEMA current mitigation efforts.

As reflected in the following table, this goal has been met. As this is a new goal, there is no trend information.

Fiscal Year Goal Achievement		
	FY 2001 Goal	FY 2001 Actual
Lives at less risk	5,000	11,274
Structures at less risk	2,200	10,528
Infrastructure at less risk	150	305
Communities taking disaster resistance actions	500 increase	520

2. Collect and validate building and flood loss data and confirm that the reduction in estimated losses from National Flood Insurance Program (NFIP) activities exceeds \$1 billion; continue systematic assessment of the impact and effectiveness of the NFIP. (M.3.1) ★★★

The National Flood Insurance Program (NFIP) encourages local communities to adopt and enforce floodplain management and building ordinances. Proper building construction in identified Special Flood Hazard Areas (SFHAs) can help individuals and communities reduce or completely avoid the costly impact of flooding.

Floodplain management activities and insurance incentives promote measures to reduce the risk of flooding and to reduce personal and economic losses. For example, insurance premium rates are formulated to promote proper construction and discourage improper building. The NFIP also makes available Increased Cost of Compliance (ICC) coverage. This coverage helps policyholders cover the costs to rebuild flood-damaged homes and businesses to meet current floodplain management ordinances.

FEMA also operates the Community Rating System (CRS), which recognizes and encourages community floodplain management and related activities that exceed the minimum NFIP standards. Under CRS, premium insurance rates are adjusted to reflect the reduced flood risk resulting from community and state activities that meet the three goals of the CRS: (1) reduce flood losses;

(2) facilitate accurate insurance rating; and (3) promote the awareness of flood insurance. In FY 2001, the number of CRS communities increased to 938 communities, and 119 improved their ratings.

To determine the avoided costs resulting from its insurance and mitigation efforts, FEMA estimates the number of buildings constructed to meet program standards. The total reduction in losses is then calculated based on the differences in actual loss experience of insured, compliant post-Flood Insurance Rate Map (FIRM) structures compared with the experience of insured pre-FIRM, non-compliant structures.

In FY 2001, FEMA, as planned, recalculated the savings achieved through its flood mitigation and insurance activities during the past few years. While some prior-year estimates, based on the new methodology, were lower than originally reported, all goals were met.

3. With the active assistance of new and existing program partners, increase the number of NFIP policies in force by 5% over the end of FY 2000 count. (1997 baseline of 3,811,253) (M.4.1) ★

The National Flood Insurance Program (NFIP) helps ensure that the recovery of individuals and businesses suffering flood losses is made possible by insurance as opposed to disaster assistance. This allows those at risk to assume some of the responsibility for their own property risk and reduces the burden of losses on taxpayers. FEMA has set as an annual goal for the past three years, the increase by 5% of policies in force.

Retention of NFIP policies is a difficult challenge in meeting the annual policy growth goals. Examining recent policy trends, growth rates in FY 1997 and 1998 were unusually high, reflecting atypical numbers of new voluntary policy purchases. These purchases were associated, at least in part, with flooding or anticipated

Flood Loss Reduction Savings

	1999	2000	2001	2002	2003
Number of Post-FIRM Structures in SFHAs	2,602,702	2,700,254	2,800,965	2,906,659	3,015,659
Number of Compliant Post-FIRM Structures in SFHAs	2,212,297	2,295,216	2,380,820	2,470,660	2,563,310
Reduction in Average Annual Damages per Compliant Structure	\$420	\$428	\$437	\$446	\$455
Savings from NFIP Mitigation Requirements	\$929M	\$982M	\$1,040M	\$1,102M	\$1,166M

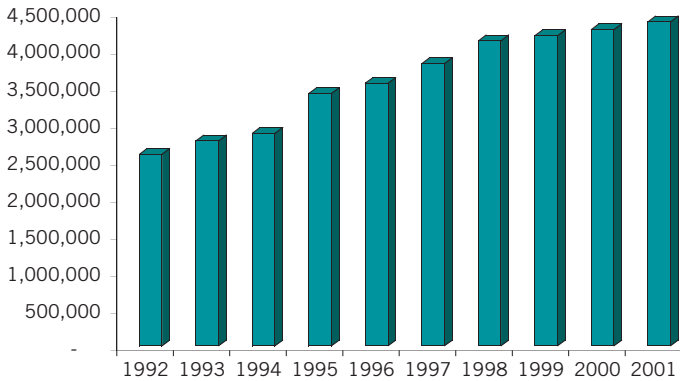
During FY 2001, FEMA continued its NFIP assessment, guided by a steering committee of academics and practitioners. Work continued on the assessment design with the contractor completing revisions to research questions and a draft of the overall research design and process. With the completion of the research design, program studies will be started and assessment results will be used to develop policy and improve the NFIP.

Following the Agency's realignment, the former Federal Insurance Administration and the former Mitigation Directorate were joined into a single functional unit, the Federal Insurance and Mitigation Administration (IM), to ensure effective coordination of mitigation and insurance efforts in support of NFIP and related mitigation activities.

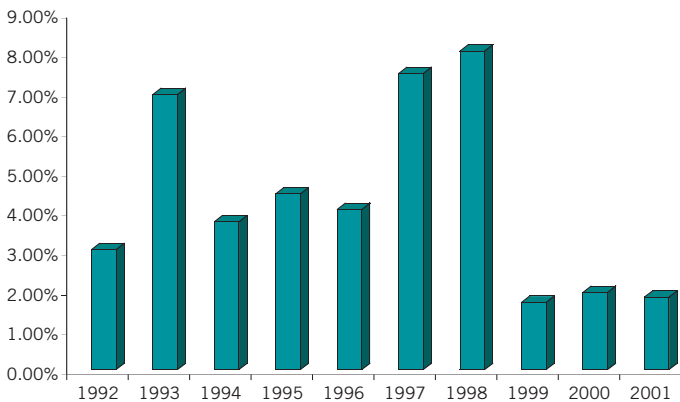
flooding. Subsequently, policies have been dropped as the memory of the flood events has receded and as the lack of a perception of flood risk sets in.

To illustrate the issue, the end of year policy count for FY 2001 increased from 4,269,694 to 4,347,855; however, the growth goal was not met. To meet the 5% policy growth goal for FY 2001 would have required that retention rates for existing policies be maintained at historical levels of about 90% and an additional 640,454 new policies be written to result in a net gain of 213,485 policies. In FY 2001, 552,783 policies were not retained; and only 630,944 new policies were written, making the net policy growth of the NFIP as of September 30, 2001, 78,161, or a growth rate of 1.83%.

Policy Count 1992-2001



Growth Rate 1992-2001



In addition, in FY 2001, the retention rate in high risk areas subject to the mandatory purchase requirement was not significantly different from the retention rate for the entire program. We have reason to believe that it should be higher. In FY 2001, FEMA supported the General Accounting Office’s study of lender compliance with the National Flood Insurance Reform Act regarding the purchase and maintenance of flood insurance. The report is expected in March 2002 and should illuminate the problem.

The NFIP is addressing the retention issue in the following ways: (1) placing messages in two, new, FY 2002 television commercials that emphasize the importance of buying and keeping National Flood Insurance; (2) establishing retention goals for *Write Your Own* companies; and (3) identifying those policies in high-risk areas that were, at one time, insured by the NFIP (most likely as a result of a mandatory purchase requirement), but are no longer on the books and targeting these properties for marketing efforts. It is expected that all of these measures will contribute to policy growth.

There is concern, however, that adverse economic trends will impact home sales and mandatory purchases as well as discourage voluntary purchases and renewals. Efforts aimed at reducing the subsidy to pre-FIRM risks could also have negative effects on policy count. Therefore, FEMA is now projecting lower growth rates for at least the next two years.

4. Operate the mitigation program for repetitive-loss properties and implement measures to reduce the subsidy to pre-Flood Insurance Rate Map (Pre-FIRM) properties as measures to improve the Program’s underwriting ratio. (M.5.1) ★★★

The National Flood Insurance Program’s (NFIP) underwriting experience and financial performance is analyzed and projected in both the aggregate and for discrete classes of business. New projections are made based on loss-and-expense expectations for historical average loss-year levels.

FEMA has identified three strategies to reduce the cost of NFIP claims and to increase premium income. They are to: (1) annually review and adjust rates; (2) mitigate properties with a history of repetitive-losses; and (3) reduce subsidies. These actions will contribute to the financial soundness required for the long-term success of the NFIP.

For example, as a result of the annual experience and rate review, NFIP premiums were increased an average of 3.1% for new policies and policies renewing on or after May 1, 2001. These were rate increases directed at reducing some of the subsidy for pre-Flood Insurance Rate Map policies. This continued recent practice of limited annual rate revisions is aimed at the subsidy. There were also modest adjustments to keep post-Flood Insurance Rate Map policies at actuarial levels.

Progress toward this goal was fully (100%) successful within limits of current legislative authorities. In June, NFIP borrowings were completely repaid. However, Tropical Storm Allison, the largest event in program history with about \$1 billion in losses, subsequently required new borrowing.

New loss and expense projections and extensive analyses conducted in FY 2001 confirmed the positive financial results to be achieved by addressing the problems of repetitive-loss properties and subsidy reduction.

There are approximately 45,000 insured repetitive-loss properties. FEMA has determined that they have a hugely disproportionate impact on the NFIP, generating

about 30% of the losses and, on average, costing almost \$200 million annually. To decrease NFIP expenses, FEMA has completed a project to move a target group of about 11,000 repetitive-loss policies to a central servicing facility in order to provide closer oversight of any new claims and to facilitate coordination with the mitigation initiatives.

In FY 2001, systems and procedures for renewing these flood insurance policies and servicing any new claims were in operation. An appeals system allows the insured to request to be removed from the repetitive-loss program for reasons such as a successful mitigation action that they have undertaken to reduce or eliminate the flood risk to their NFIP-insured property.

Such mitigation actions as property acquisition, relocation, elevation, and flood proofing have been directed at 398 of these repetitive-loss, target group properties using grant funds, where applicable, augmented by Increased Cost of Compliance insurance coverage.

While some 957 target-group policies suffered new losses as a result of Tropical Storm Allison, coordination of insurance and mitigation activities is taking place. This includes providing repetitive-loss data to local governments for inclusion in state mitigation and pre-disaster project plans and results in expedited action, including property acquisitions.

In another effort to improve NFIP's "bottom line," FEMA revised its pre-FIRM subsidy reduction and related repetitive-loss proposals to incorporate some of the concerns that were raised during discussions with various NFIP stakeholders and Congress. FEMA's efforts in reducing the insurance subsidy would be directed at business properties, rental properties, and secondary homes. Versions of both of these initiatives were included as part of the President's FY 2002 Budget. Since then, FEMA engaged in extensive analyses of these proposals. These analyses were incorporated in the FY 2002 NFIP budget justification. FEMA continued its work on the quantification of these and other related initiatives, including actions that can be implemented within existing authorities.

5. National Flood Insurance Program business process improvements are implemented and information system studies are completed.
(M.6.1) ★★★

FEMA is working to modernize the operations of the NFIP by incorporating state-of-the-art business practices and

technologies that assure operating integrity, cost efficiency, and customer-service standards are met or exceeded.

In FY 2001, material NFIP balances were audited as part of the FY 2000 consolidated FEMA financial statement audit; no NFIP material findings were reported. The operating reviews conducted by FEMA staff and the biennial audits conducted of the *Write Your Own* (WYO) insurance companies by their independent auditors also helped maintain proper controls. Reports generated by the NFIP Bureau and Statistical Agent indicated acceptable turn-around times and accuracy.

FEMA continued to build on a detailed, structured analysis of NFIP information technology and the program's Concept of Operations (CONOPS). Coordination of the CONOPS with key partners, such as the WYO insurance companies, began in FY 2001. Building on the CONOPS, FEMA drafted technology action plans and sought comments on them. Implementation of the final CONOPS is planned to begin in FY 2002.

While FEMA considers this improvement goal to have been satisfactorily met, it was unable to survey, as planned, targeted policyholders, insurance agents, WYO companies, and lenders. This was due to the delayed receipt of the required Office of Management and Budget approval for the customer service surveys. While these surveys are an important measure of recent customer satisfaction, data from previous years' surveys indicate an improving trend of increased awareness of the NFIP as well as a favorable reaction to NFIP. This data served as a proxy for the FY 2001 information that will be obtained through surveys conducted in FY 2002.

6. FEMA will provide federal, state, tribal, local, and private sector partners with the tools to improve their knowledge, skills, and abilities in all phases of comprehensive emergency management (preparedness, mitigation, response, and recovery functions). (P.1) ★★★

The State Capability Assessment for Readiness (CAR) was developed to assist emergency managers at all levels of government in measuring their state's emergency management capabilities and, using the data from CAR, developing or improving their skills to perform their missions. The *Report to the United States Senate, Committee on Appropriations*, based on the FY 2000 CAR, documents that the nation's investment in mitigation and preparedness has improved emergency management. "Approximately 95% of all States rated their emergency management attributes at 'generally capable' or 'fully capable.' "

A local version of the CAR is in the final stages of development and will be distributed to local emergency managers in early FY 2002. Initial data collection is scheduled for January through February. Additionally, FEMA continues to work closely with the National Congress of American Indians and the National Emergency Management Association (NEMA) to develop a Tribal Capability for Readiness. The second draft of the Tribal CAR will be complete and ready for pre-testing in selected locations during December 2001. The completion of the final Tribal CAR is anticipated for February.

Using the FY 2000 CAR results, FEMA and its state partners reviewed the 13 Emergency Management Functions (EMF) rankings to establish priorities. At the NEMA meeting in Big Sky, Montana, September 2001, FEMA and the states agreed to develop and accept Recommended Practices based on their prioritization of the 13 EMFs and CAR results. Three practices will be developed in FY 2002, five in FY 2003, and five in FY 2004. This activity satisfies its targeted 50% of this goal's requirement.

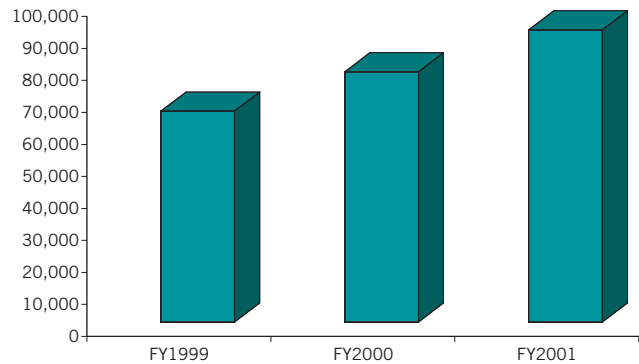
Analysis of trends resulting from the 2000 CAR data collection cannot be considered for comparison to the 1997 findings due to significant revisions in the basic instruments. Trend analyses, however, should prove fruitful in future years of the CAR program.

Training is an important component of developing and sharpening capabilities. FEMA's Emergency Management Institute (EMI), in Emmitsburg, MD, provides performance-based emergency management training to assist the federal, state, local, and tribal participants in the development and maintenance of emergency management knowledge and skills. While training does not guarantee efficient and effective emergency management decision-making and operations, lack of training can result in uncoordinated operations and unnecessary death, injury, and damage to property and the environment.

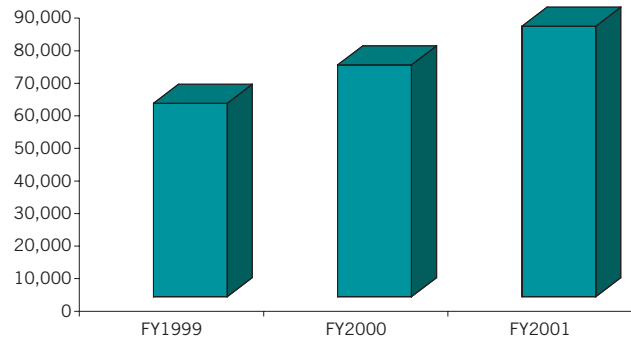
The following charts illustrate the training trends during the past four years.

In FY 2001, EMI delivered 260 resident courses to 8,208 students. This was 1,408 students above the estimated student number goal. A record number of 83,105 students enrolled in distance learning courses. This increase above the 19,391 estimate demonstrates the value of non-traditional course delivery to meet the complex schedules and varied locations of the participants. EMI conducted 371 of the estimated 400 Conference and Training Center (CTC) activities. This drop in CTC activities was due to a delay in the renovation of the

Total Participants for All Course Types



Number of Students Taking Distance Learning Courses, i.e., electronic or video



CTC building with no cost-efficient alternatives available and to subsequent priority scheduling for that facility. Several activities were also cancelled following the September 11 national emergency. This activity satisfies its targeted 50% of this goal's requirement.

Training ultimately achieves its goal when course participants use what they learned to improve performance on the job. Seventy-one percent (71%) of surveys returned indicated that participants were already using the instruction either in their day-to-day jobs or on emergency assignments. Twenty-five percent (25%) reported they had not yet had the opportunity to use the instruction, but expect to. Only four percent (4%) stated that the instruction was not applicable or being used. With the new focus on terrorism, EMI training relevance is expected to increase.

7. FEMA's ten regional offices will continue to support FEMA's emergency management mission at the regional level to build state and local emergency management capability. (P.1.2) ★★★

During FY 2001, FEMA's ten regional offices were asked to "showcase" grant-funded mitigation projects that might be replicated in other regions or by FEMA partners. There was no constriction placed on the type of activity to be selected, and each region received the same emergency management planning grant. The delayed budget process, resulting in later-than-anticipated allocation of funds, hampered the completion of some of the activities; but in general, much was achieved. Because these are activities, not outcome goals, each has been assigned 10 points against the total goal value. The following briefly highlights each region's efforts and its success in completing its activities.

Region I conducted six successful activities. Sixty key Maine officials and building inspectors from coastal communities attended a workshop at which they were introduced to FEMA's new *Coastal Construction Manual* and discussed local flood plain management and strategies for reducing flood damage. Fifty participants from six New England states used another workshop to share information and build their partnerships. FEMA also partnered with other federal agencies in a joint, 3-day tribal conference at which all federally recognized tribal communities in the region were briefed on the value of emergency management planning. One thousand copies of the *Resource Guide* were distributed in Rhode Island as part of a later project to develop, with state collaboration, a New England-wide, emergency resource directory. And finally, FEMA updated a regional mitigation video that demonstrates the importance of pre-and post-mitigation projects that have been undertaken throughout New England. Outreach to state and community leaders builds and informs partnerships that come together in times of disaster. ★★★

Region II initiated plans to host an Urban Hazards Forum in January 2002 to allow representatives from the academic and emergency management (EM) communities an arena to present views on important urban environment, EM issues. The forum will highlight the unique needs of municipalities for specialized emergency management initiatives. It will also facilitate local, state, and federal partners' working relationships and enable intergovernmental cooperation towards a comprehensive goal of better urban preparedness. The forum

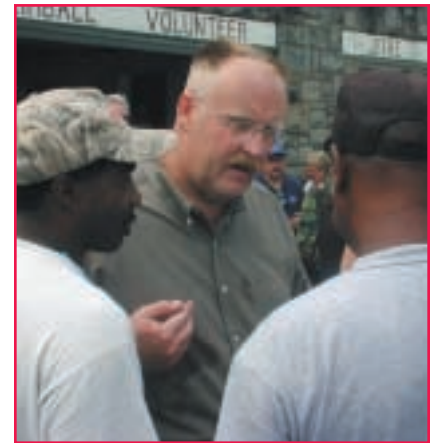


New York, NY, September 18, 2001
FEMA Director Joe M. Allbaugh visits with a New York City fire officer and FEMA worker Kevin Caulfield to make sure they have all the resources they need.

FEMA NEWS PHOTO BY MICHAEL RIEGER

will reflect papers submitted and presentations given during the three-day event. Preparation for this event is on target. ★★★

Region III is developing a pre-disaster mitigation-planning template that will facilitate community use of Section 106 of the National Historic Preservation Act (NHPA). This Act requires planners to include public participation in post-disaster, historic restoration planning discussions and to evaluate mitigation alternatives to assess the cost benefit



Kimball, WV, August 2, 2001
FEMA Director Joe M. Allbaugh speaks with Kimball residents about applying for federal and state disaster assistance.

FEMA NEWS PHOTO BY DAVID SAVILLE

of restoration choices to historic buildings following a disaster. The Pennsylvania Emergency Management Agency, the Pennsylvania Historical and Museum Commission, and FEMA will use the initial template in future mitigation planning throughout the state. The contract is on target and should be completed in FY 2002. ★★★

Region IV successfully conducted, on July 10-11, 2001, a weapons-of-mass-destruction (WMD) tabletop exercise. This exercise was conducted at the Noble Training Center at Ft. McClellan, Alabama. The exercise was a first in a series of WMD training activities that will better prepare the senior leadership and staff to respond to a WMD incident in Region IV. A contractor is preparing an after-action report and list of issues that the region will focus on in the coming months. This type of training, although planned and executed prior to the September 11 national emergency, will be increasingly important to government agencies. ★★★

Region V is working, through state emergency-management partners, to encourage the development over FY 2001 and 2002, of local, high quality, hazard-mitigation plans. Communities will be encouraged to design strong plans through a planning contest. The six state winners will be awarded one "safe room," constructed within a building to

provide protection during high winds or similar hazards, as well as to serve as a demonstration tool for mitigation in action. Achieving this goal will increase communities' disaster resistance and demonstrate the effectiveness of the safe-room concept. The timetable for completion of this project has been extended to FY 2002 to encourage more community outreach and better planning. ★★

Region VI developed a video for use by the National League of Cities to educate local elected officials on the value of community-based interagency preparedness using the Comprehensive HAZMAT Emergency response—Capability Assessment Program (CHER-CAP) methodology. While CHER-CAP focuses on hazardous materials, the content is transferable to preparation for any hazard. The video is part of FEMA's national Hazardous Materials Program. In an effort to provide terrorism preparedness assistance to smaller communities, the region conducted three of five scheduled exercise-based workshops. Two workshops were postponed until FY 2002 due to the events of September 11. This measure will be 100 percent complete by February 15, 2002. Post-workshop test results were 50% better than average pre-workshop scores. ★★

Region VII conducted workshops for school officials, building designers, EM personnel, and others on the use of FEMA's latest guidance to evaluate school facilities for high wind (tornado) refuge areas. School district representatives with a total enrollment of 240,000 attended the workshops. These efforts resulted in an increase from a baseline of 2 to 4 the number of schools that have constructed tornado shelters, thus doubling (610 to 1,210) the school children that have had their associated risks reduced. Another 25 school shelters have approved funding and are under design. Following a Presidential Disaster Declaration, Region VII encouraged the use of FEMA's Hazard Mitigation, Public Assistance, and other funds in constructing or renovating school facilities to include tor-

nado protection that meets FEMA's guidelines. Workshops will continue into FY 2002. ★★★

Region VIII sought to foster, build, and institutionalize a basic Tribal Emergency Management capability and partnership among FEMA Region VIII Tribal Governments. The region's delivering a culturally based Community Emergency Response Team (CERT) Train-the-Trainer

course to tribal trainers; conducting CERT training sessions; and bringing emergency management awareness to 2 tribes achieved this. ★★★

Region IX provided: (1) financial and technical support to the California Statewide Conference (CSC) on Project Impact and Statewide Pre-disaster Mitigation; (2) financial and technical support to the first-ever Native American Tribal conference; and (3) financial and technical support to the HAZUS Users Group, concentrating on Southern California. Approximately 300 state and local leaders participated in these workshops and conferences to become more knowledgeable

about how to contain the costs of disasters and take measures at the state and local levels to reduce the cost of future disasters. For example, the tribal clients now have a more comprehensive understanding of the Stafford Act and its regulations, particularly as they apply to public assistance. State and local officials at the CSC learned current mitigation building code techniques and the

process for building public and private partnerships. The HAZUS User Group and its customers estimated future earthquake losses and, building on the estimations, constructed realistic earthquake exercise scenarios. ★★★

Region X conducted, on June 26-27, a Terrorism Workshop in SeaTac, WA, which was attended by key federal and state partners. Compact disks of the handouts and overhead presentations and a video of the conference were created and distributed to all participants. These are available to all federal, state, and local emergency management organizations interested in learning more about Terrorism Consequence Management. Region X conducted the Pre-Disaster Mitigation



Re-entry crews inspect each home and business for contamination and structural integrity before occupants are allowed to return.
FEMA NEWS PHOTO BY LIZ ROLL



Hoisington, KS, April 26, 2001
FEMA Director Joe M. Allbaugh met with Kansas Governor Bill Graves, Major General Greg Gardner and other state and local officials to view the tornado damage in Hoisington, KS.
FEMA NEWS PHOTO BY DAVID SAVILLE

Workshop in Portland, OR, on May 8-10, 2001. This was attended by new disaster-resistant communities, 94% of the older communities, and key federal, state, and private-sector partners. The region also developed three outreach products: (1) a Congressional handout providing an overview of the disaster process, disaster and non-disaster programs, and contact information; (2) a business scorecard assisting businesses in quick self-assessments of their vulnerabilities and readiness; and (3) a school safety brochure to be used by teachers and school administrators. ★★★



Urban fires contribute significantly to the large number of deaths, and billions of dollars of fire losses.

To combat this problem, FA partners with other federal agencies, national fire service organizations, state, and local fire service training agencies, and colleges and universities. Through these partnerships, the FA leverages resources and develops strategies that promote the health and safety of the nation's first responders, educate high risk groups such as adults over the age of 65, children 14 years of age and younger, and the American public at large, and train fire and emergency response personnel nationwide.

8. The United States Fire Administration (FA) supports the reduction of the loss of life from fire-related incidents (1998 Baseline: 4,500) (P.3) ★★★

The United States continues to have, relative to its population, one of the most severe fire problems in the world. On average, 4,500 people die in fires each year, and over 26,000 people are injured. The personal loss is incalculable, and the economic losses run in the billions of dollars.

Although the events of September 11th have significantly increased the loss of life from fire-related incidents, this data will not be reported until FY 2002 and 2003 because of the 1-2 year delay in voluntary reporting of data. An incident such as a terrorist attack on the World Trade Center, the Pentagon, or the plane crash in Pennsylvania is an example of a multi-casualty incident that can seriously skew statistical data, especially in the case of firefighter death, despite an otherwise successful prevention program.

Fire Related Deaths & Losses

	Fires	Civilian Fatalities	Civilian Injuries	Dollar Loss	Firefighter Fatalities
1991	2,041,500	4,465	29,375	\$9,467,000,000	109
1992	1,964,500	4,730	28,700	\$8,295,000,000	75
1993	1,952,500	4,635	30,475	\$8,546,000,000	77
1994	2,054,500	4,275	27,250	\$8,151,000,000	104
1995	1,965,500	4,585	25,775	\$8,919,000,000	96
1996	1,975,000	4,990	25,550	\$9,406,000,000	95
1997	1,795,000	4,050	23,750	\$8,525,000,000	94
1998	1,755,500	4,035	23,100	\$8,629,000,000	91
1999	1,823,000	3,570	21,875	\$10,024,000,000	112
2000	1,708,000	4,045	22,350	\$11,207,000,000	102

The achievement of FA's overall goal is based largely on the following performance: the dissemination of 4,214,640 publications to the general public, and federal, state and local governments; the provision of additional information from

USFA Publication Outreach

FY1998	1,647,375
FY1999	1,780,771
FY2000	2,624,158
FY2001	4,214,640

www.usfa.fema.gov to 2,420,028 Web visitors; and the delivery by the National Fire Academy (NFA) of 1,617 courses to 50,810 participants nationwide. Training alone doesn't indicate the outcome of this effort. Eighty-nine percent of the participants' supervisors who completed a NFA Long-Term Evaluation Survey, however, stated that the participant job performance improved as a result of NFA training. While only 46% indicated they thought that their community's fire-related risks had been reduced as a result of the training, 86% of those same supervisor's indicated that they



Wildfires, such as those shown above and below, pose a serious hazard in drought stricken areas across the country.



New York, NY, September 19, 2001
New York City firefighters have been central to the rescue operations underway at the World Trade Center. Recovery operations continue well into the night and will last for many months.

FEMA NEWS PHOTO BY ANDREA BOOHER

thought that the training would improve their departments' performance in the future.

FA partners with various federal agencies, national fire-service organizations, and other entities to address common goals and objectives that contribute to the achievement of FA's mission. Presently there are 14 active Memorandum of Understanding/Memorandum of Agreements. Four new agreements were negotiated during FY 2001, and ten of the agreements negotiated in previous years have continued.

In addition, FEMA and FA successfully awarded competitive grants to more than 1,850 rural, urban, and suburban fire departments across the country. Congress gave FEMA/FA the authority to carry out this initiative to provide assistance to firefighters. Over 19,700 grant application packages were received. Approximately 65% of the packages requested funds in two categories, resulting in the evaluation of approximately 31,000 applications. The evaluation was based on the department's financial need and the benefit to be derived from the grant funds. The grant categories included training, wellness and fitness, firefighting vehicles, firefighting equipment, personal protective equipment, and fire prevention programs.

The events of September 11, 2001, brought the nation's first responders to the forefront as they responded to the terrorist attacks. In order to meet the demands placed on our nation's first responders and educate the American public, the FA will continue to provide training and other programs to support awareness and to develop new partnerships to leverage resources.

Fire Academy Training Opportunities

	Participants by year	Course deliveries
FY1998	48,612	1,150
FY1999	52,600	1,182
FY2000	39,273	1,163
FY2001	50,810	1,617

9. Direct remaining National Emergency Management Information System (NEMIS) development activities and monitor operations and maintenance of Version 2. (P.4.1) ★★★

Deployed in FY 1999, the National Emergency Management Information System (NEMIS) 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 2001, NEMIS supported over 292 disasters, of which 49 disasters, 14 emergencies, and 12 fire suppression declarations were issued during FY 2001. For FY 2001, NEMIS allocations totaled over \$3,131 million, including over 358 thousand disaster housing grants totaling \$554 million and over 193 thousand individual family grants totaling \$438 million. Autodetermination of disaster claims averages between 80-95% depending on the type of disaster.

FEMA implemented NEMIS Notification, a messaging system that alerts users of pending actions or provides updates on important actions that have been completed. The Information Technology Services Directorate (IT) implemented the NEMIS Public Assistance Applicant Web Site through which state agencies, local governments, and private non-profit organizations may request public assistance, enter their small projects, and review the status of projects via the Internet. It added capacity and enhancements to the optical imaging services. It continues to develop upgrades and correct problems in reliability and throughput.

NEMIS works smoothly and according to specifications for typical disasters and has speeded and automated the processing of claims and actions. However, most NEMIS functions are not fully scaleable, and the system throughput slows for large disasters. While the NEMIS optical imaging services function as promised, the service has been troubled by sporadic shutdowns in excess of 20% of the time.

Assessment continues and will influence the further refinement of this system.

10. FEMA's National Security Division (NS) of the Office of National Preparedness supports the Director of FEMA, the White House, and the National Security Council (NSC) on national security policy, programs, and plans related to terrorism, special programs, critical

infrastructure protection, continuity of government, and continuity of operations. (P.5.1) ★★★

FEMA works closely with its federal, state, and local government partners to assure that critical government services at all levels will be met following a national emergency. The National Security Division (NS) serves as the focal point for FEMA activities related to national security matters. Among the most important NS customer service activities are those in training, workshops, exercises, guidance, and planning. NS ensures that these activities are coordinated within FEMA and appropriate Executive Branch organizations and are uniform and consistent with national security policy and FEMA positions on all-hazards initiatives. In support of this goal, NS conducted eight continuity of government (COG) and continuity of operations (COOP) training sessions during the year. Over 120 out of 175 participants from more than 30 agencies returned customer satisfaction surveys and rated these sessions as at least 80% satisfactory, thus meeting NS's goal. This year, three questions were added to the previous surveys to better focus on customer satisfaction. While these will provide clearer assessment of the services provided by NS, they preclude a true trend analysis of the surveys.

In addition to meeting its customer service goals, NS met its goal to provide other federal agencies with at least five, researched, emergency-preparedness publications.

—*Acquisition of Alternate Facilities for Continuity of Operations (FPC 67)*

—*Test, Training and Exercise Program for Continuity of Operations (FPC 66)*

—*Presidential Emergency Action Documents Update Project-Reference Materials*

—*Continuity of Operations Plan for the National Security Division*

—*Interim Continuity of Operations Plan for FEMA Headquarters*

—*National Emergency Management Team Standing Operating Procedures*

11. Proactive determination of internal and external requirements for a secure, safe, and healthy environment for FEMA and its emergency management partners preparing for disasters and at disaster facilities. (P.6.1) ★

Security Inspections of FEMA Disaster Fixed Facilities

Fiscal Year	Scheduled	Completed
1998	0	0
1999	10	10
2000	14	14
2001	9	9

The recent terrorist attacks on American soil have escalated the already high importance of safety and security at FEMA facilities. FEMA's role in national preparedness and its support of government continuity following national emergencies requires safe and secure work environments. This environment is built upon thorough risk assessment, mitigation planning, prioritizing, and implementing safety and security initiatives.

When FEMA developed this *safety* goal, it made a good-faith estimate concerning the number of deficiencies, the resources available to address them, many of which were maintenance issues, and the priority of addressing them. Of the 740 deficiencies identified, 22 significant ones were corrected this fiscal year. While FEMA has removed this goal from future performance plans in order to focus on mission-related logistics outcomes, it will give consideration to developing and implementing operation and maintenance programs at FEMA facilities to address, track, monitor and follow-up on identified deficiencies to ensure appropriate corrections are made.

As part of enhancing *security*, 9 fixed and 2 disaster facility assessments were conducted. Due to personnel constraints and vacancies as well as the implementation of the Agency's organizational realignment, assessment of the 3 remaining disaster facilities was not done. As a result of the terrorist attacks on September 11, 2001, every attempt will be made to conduct facility assessments on all facilities as resources and situations dictate during FY 2002.

12. FEMA supports and funds the Emergency Food and Shelter (EFS) National Board Program in the effective provision of grants to providers of emergency food and shelter. (P.7.1.) ★★★

The EFS Program is FEMA's non-disaster assistance program. The program's national board annually awards supplemental funds to counties experiencing higher than average unemployment levels. Local non-profit, faith-based, and government agencies throughout the country are awarded funds to assist with emergency requests for food, shelter, and rent, mortgage and utility arrearages to prevent evictions and utility cutoffs. This year, the program distributed \$140 million to more than 11,000 agencies in more than 2,500 counties.

The EFS Program successfully met its goal of allocating funds to the National Board within 30 days and has effectively monitored the use of the funds in the provision of more than 85 million meals; more than 5 million nights of shelter; and the payment of more than 400,000 rent, mortgage, or utility bills to prevent families from losing their homes.

Emergency Food and Shelter Accomplishments

FY	Meals & Food Provided	Shelter Nights Provided	Rent, Mortgage, Utility Bills Paid
1998	85 million plus	3.9 million	300 thousand
1999	80 million plus	3.3 million	287 thousand
2000	76 million plus	3.5 million	238 thousand
2001	85 million plus	5 million	400 thousand

13. FEMA will ensure that in collaboration with federal and local governments, states establish clearly defined and mutually agreed upon strategic goals and priorities for their Emergency Management Performance Grant (EMPG) agreements. (MP.1.1) ★

A comprehensive emergency management program incorporates mitigation, preparedness, and response and recovery activities at the federal, state, and local levels. With funds provided through the EMPG, states have the opportunity to structure their individual programs based on their identified needs and priorities for strengthening their emergency management capabilities. States have the flexibility to develop intrastate emergency management systems that encourage the building of partnerships that include government, business, volunteer, and community organizations.

FEMA regional offices work carefully with EMPG-recipient, state emergency management offices to craft work plans that emphasize all-hazards risk assessments, and planning and capability assessments. Results from the FY 2000 Capability Assessment for Readiness were reviewed by FEMA and states and led to the identification and development of three recommended practices that states agreed to focus on during FY 2002. Additional practices will be implemented in subsequent years leading to a stronger, consistent state readiness capability. The delay in implementation of this goal was due to the FY 2000 revision of the CAR that led to a year delay in administration and analysis.



Seattle, WA, March 4, 2001
A sports car lies crushed by earthquake debris in a Seattle parking lot.
FEMA NEWS PHOTO BY KEVIN GALVIN

efforts in part by asking those who register for assistance how satisfied they are with the services it provided. FEMA uses the information gathered through its survey as a primary basis for improvement to the Disaster Housing Program and to the overall referral process. In this manner, we help individual citizens overcome adversity and return to their normal lives. The Individual Assistance program achieved a 91% index of satisfaction from applicants who were eligible to receive a grant. This is 1% above the overall goal for the year. All report data includes an intended 6-month lag from disaster to analysis.

As in previous years' reports this data is from disasters declared in April of the preceding year through disaster declarations in March of the reporting year.

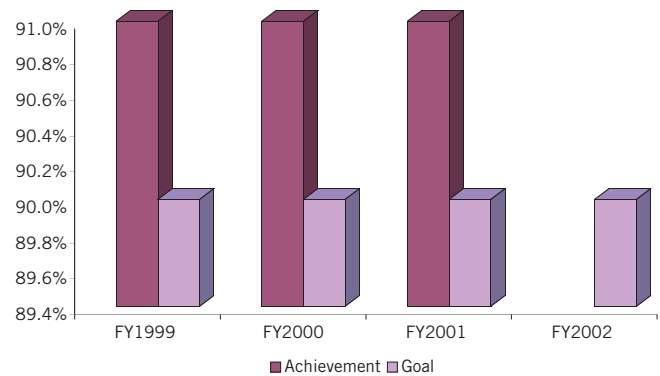
Strategic Goal II

FEMA will work to reduce human suffering and enhance the recovery of communities after disaster strikes.

- 14. Improve customer satisfaction with Human Services (HS) programs¹. Manage Individual Assistance (IA) programs to achieve 90 percent customer satisfaction with IA program services for disasters below 50,000 Tele-registrations per week. (RR 1.1) ★★★**

FEMA administers the Disaster Housing Assistance program to help people displaced by disasters by providing eligible applicants with money to rent a temporary housing unit or to pay for expeditious repairs to their damaged unit. In some cases, manufactured housing is provided until a 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. FEMA measures the success of these

Customer Satisfaction with Individual Assistance Programs



FEMA workers provide information to victims at a Disaster Assistance Service Center.

- 15. Increase overall customer satisfaction with Public Assistance (PA) programs. Manage Public Assistance programs to achieve overall customer satisfaction rate of 87 percent. (RR.1.2) ★★★**

Major components of the Public Assistance Program (PA) were redesigned in 1997 as part of an Agency-wide effort to improve program performance. The general goal was to transform the PA Program into a customer driven and performance based program,

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



This bridge is washed out from floods, leaving this main artery unusable.

FEMA NEWS PHOTO BY DAVE GATLEY

thereby improving the quality and delivery of service to our state and local applicants.

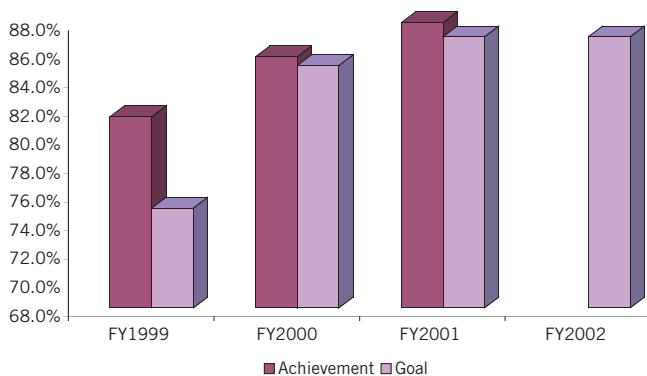
To accomplish this goal, program managers established a set of performance standards, measures, and targets for the PA Program. Each performance standard addressed an aspect of policy, process, or human performance that affects the delivery of disaster

services to customers. To evaluate the effectiveness of the PA Program, customer satisfaction surveys were conducted for each disaster in FY 2001 where Public Assistance was given. The customer satisfaction rate for the PA Program in FY 2001 was 88%, which exceeds the target goal by 1%, and represents a 2.4 % improvement over the previous fiscal year.

Customer's approval indicates that they 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, with minimal turnover, by staff who are responsive, competent, accountable, and customer friendly; and
- ◆ Treated as partners.

Customer Satisfaction with Elements of FEMA's Public Assistance Program



16. Improve response operations. 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, the initial provision of these basic needs within 72 hours. (RR.1.3.) ★★★

FY 2001 had, until its last two weeks, no catastrophic disasters. This does not diminish the personal and economic losses that occurred from the 50 major disaster declarations that did happen during that time. But the September 11 terrorist incidents called upon FEMA and the nation to respond to the unimaginable, the unique, and the grossly catastrophic. FEMA did so in support of the heroic measures undertaken by its federal, state and local partners, first responders, and the public.

Within hours of the attack on the World Trade Center (WTC) and the Pentagon and prior to a Presidential Disaster Declaration, FEMA's response capabilities and supporting agencies were activated. The Emergency Response Team (ERT)—A team leader, later to become the Federal Coordinating Officer, was selected and in transit to NYC with a small team ready to support NYC and FEMA Region II. Four Urban Search & Rescue forces were selected and activated for each of the attack sites and directed to move



New York, NY, September 16, 2001
FEMA Urban Search and Rescue teams work to clear rubble and search for survivors at the World Trade Center.

FEMA NEWS PHOTO BY ANDREA BOOHER



New York, NY, September 26, 2001
A member of Colorado Task Force-1 amid the debris of the collapsed World Trade Center.

FEMA NEWS PHOTO BY MIKE RIEGER



Arlington, VA, September 14, 2001
Rescue teams discuss the operations underway at the Pentagon crash site.
FEMA NEWS PHOTO BY JOCELYN AUGUSTINO



New York, NY, September 30, 2001
FEMA worker Pedro Pico talks to New York residents outside the Disaster Assistance Service Center. Disaster victim Tony Taylor (far left) looks on.
FEMA NEWS PHOTO BY ANDREA BOOHER

to the sites by ground as soon as possible. The first teams were on site in NYC in less than 3 hours. The FEMA partnership of federal agencies, state and local governments, private and voluntary organizations, and international volunteers were involved in response operations and supporting the attack sites in less than 12 hours, despite the commercial aviation shutdown.

Partially because of the restricted area of these terrorist events and the availability of essential goods and services from within the greater metropolitan communities, basic needs for water, food, and shelter could be met. However, within 72 hours of the attack, Emergency Support Function #6 (Mass

Care) of the Federal Response Plan reported providing a cumulative total of over 137,540 meals and snacks to the sheltered and responders.

While the scale of the Pentagon disaster was smaller, the coordination and selfless response was similar. The incident in Pennsylvania did not require FEMA support. Assistance was available from other sources.

17. 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

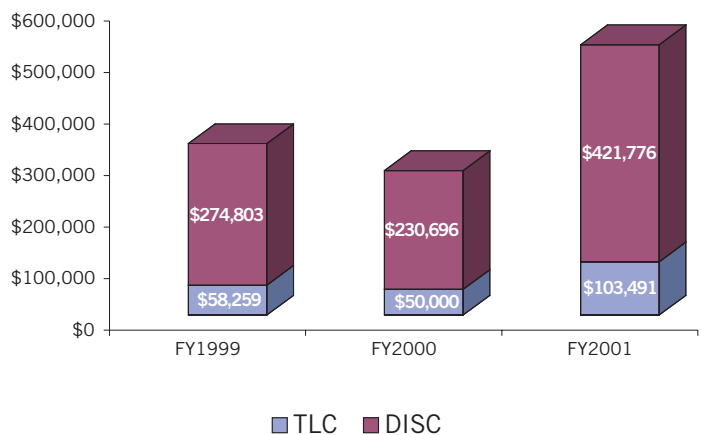
response staff (e.g., computers, phones, office supplies, and equipment). Timeliness and cost-effectiveness are emphasized by standardizing processes, pre-packaging items into “kits,” recycling equipment, rapidly recovering disaster assets for redeployment, pre-deploying to centralized locations to reduce shipping time, and training Agency personnel in property management.

Cost avoidance, as indicated by property transfer reports generated by the Agency’s automated property management system, measures the extent that FEMA avoids costs of purchasing new equipment by providing recycled disaster equipment instead. 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 reused, the greater the costs avoided. Similarly, greater (or larger-sized) disaster activity provides greater cost-avoidance opportunities. FEMA’s logistics support to disaster operations has resulted in significant cost savings.



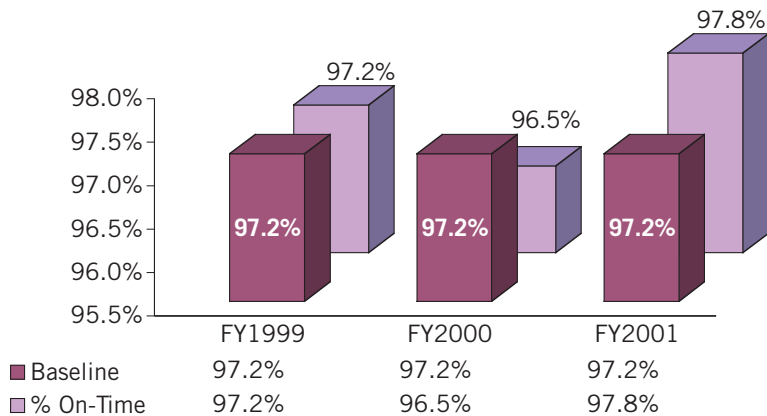
New York, NY, October 18, 2001
FEMA Community Relations worker Cindy Yee talks to New York residents about disaster assistance at the FEMA/State Disaster Assistance Service Center. She is one of the many translators assisting the community following the World Trade Center incident.
FEMA NEWS PHOTO BY ANDREA BOOHER

Average Value of Support to DFO's



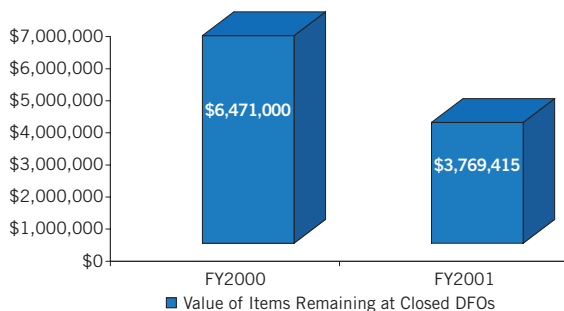
Territory Logistics Center (TLC)
Disaster Information Systems Clearinghouse (DISC)

On-Time Deliveries



FEMA achieved 97.8% on-time deliveries this year due to a good working relationship with GSA and the commercial carrier. FEMA and the GSA Transportation Office have identified commercial carriers with poor on-time delivery records and replaced them with companies with better delivery times. FEMA has also improved customer service and efficiency by centralizing disaster transportation ordering, pre-deploying disaster support packages to FEMA facilities, and meeting inventory stocking goals. The closer assets are to the disaster scene, the quicker and cheaper they can be delivered. Meeting stocking goals at the Territory Logistics Centers, MERS Detachments, and Remote Storage Sites ensures that we have the right products in the right place and resulted in meeting this element of the goal.

Successful Recovery of Assets from Closed DFOs



Expanded use of the Agency's automated property management system and increasing the number of nationwide users trained in the areas of Basic Property Management has meant success in recovering assets from closed disaster field offices, another aspect of this goal.

These combined logistics management activities have resulted in FEMA's achieving this goal.

18. Operate emergency communications systems to deliver emergency warning messages and critical information to reduce losses and lower response and recovery costs. (RR.3.1) ★★★

FEMA provides 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). It provides emergency communications among federal, state, and local governments. It also disseminates 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. The following standards and targets for this goal have been met.

- ◆ NAWAS/NOAA alerts transmitted within two minutes of receipt.
- ◆ Established a West Coast Tsunami Warning and Response Network within NAWAS, covering the west coast, Canada, and Alaska. All states on the Pacific coast can be bridged to provide instant warning of a potentially deadly event.
- ◆ In testing, relayed EAS messages within 12 minutes.
- ◆ The Mapping and Analysis Center (MAC) released an interactive mapping Web site that enables FEMA Intranet users to create customized maps with the same data that the MAC staff uses.
- ◆ MAC accurately produced over 800 unique maps within 72 hours.

In FY 2003, this goal becomes part of Goal III, Systems Support.

Strategic Goal III

FEMA works to assure that the public is served in a timely and efficient manner.

19. Manage processes and procedures that support the Agency in its efforts to provide effective and efficient provision of services. (E.2.1) ★★

In FY 2000, FEMA collapsed a series of independent goals whose focuses were effective and efficient services. Each succeeding year, Agency organizations varied in

their participation in this goal, making any trend information unlikely. One reason for the withdrawal of participation was that the Agency did not capture activity-based-costing data that would validate statements of cost efficiency. The result was that, without verification, elements of this goal regularly appeared to fail. For these reasons, this goal will be replaced in FY 2002 with the administration's initiatives and reforms. Brief statements regarding the FY 2001 achievements follow as do statements indicating the development of the initiative efforts. Individual success of these activities in indicated by ★★★ for success within a statistic margin or error; ★★ for 70-90% success; and ★ for less than 70% success.

A. FEMA operated secure, reliable backbone communications systems for day-to-day and emergency operations. It maintained backbone data and communications services in excess of 99%; provided interconnections to the FEMA Switch Network within 24 hours for 50 disasters and 7 emergencies; and implemented the wireless Disaster Field Office (DFO) reducing set-up time from 3-5 days to less than 24 hours, lowering operating costs, and reducing waste, including \$17,000 of wire that cannot be reused. The wireless DFO improves safety by eliminating electric costs and lines that are unsecured and underfoot. In testing, FEMA transmitted HF radio messages within 30 minutes of request. Anti-virus software for the Internet scanned over 5 million messages and removed 9,337 infected attachments. Intranet software scanned nearly 30 million messages and removed over 40,213 infections. On September 18, 2001, the NIMDA virus attacked FEMA. The Exchange servers were manually cleaned of all viruses and all e-mail services were back on-line in less than 24 hours.

FEMA promulgated policy, guidance, and support for Information Technology (IT) investments and projects that improve services and reduce per unit costs. IT published *FEMA Information Technology Architecture, Version 2.0: The Road to e-FEMA* in May 2001; directed the development of 17 capital asset plans; produced FEMA's Government Paperwork Elimination Act Plan; and began updating the FEMA Information Resource Management Policy and Procedures Directive (FIRMPD). It issued guidance on persistent cookies and Web bugs to conform to OMB policy and expunged persistent cookies from FEMA sites and on FEMA hosted sites. ★★★

B. FEMA sought to increase by 2% over the FY 2000 baseline numbers the operational efficiency of the Logistics Management Facility (LMF). The logistics

operations housed at the LMF continue to be provided through payment to the working capital fund. Construction of a new LMF warehouse storage building provided an additional 2,400 square feet of permanent storage. Economical fluorescent lighting was installed under the mezzanine to improve safety and efficiency. Further, additional telephone and data lines with associated hardware and software were installed providing additional operational capacity to accommodate 20 COOP surge personnel from FEMA Headquarters. FEMA's goal to reduce by 2% of the then unknown FY 2000 baseline number of LMF injuries (one) was achieved with no accidents reported in FY 2001. FEMA continues to provide Agency-wide oversight of printing, graphics, rent accounts, mail-management operations, and support services accounts (maintenance schedules) to ensure timely services. To those ends, staff were instructed of ways to reduce printing costs and a revised print guidance is to be completed by FY 2002. GSA rent accounts were monitored monthly for correctness and a 1% cost avoidance was achieved among the properties. A major records cleanout at a General Services Administration, Disaster Field Warehouse resulted in disaster related files retired to the local Federal Records Center in San Bruno. This resulted in a \$214,000 cost avoidance. Continued periodic record reviews and cleanouts save the Agency an estimated \$30.00 per square foot in storage costs and result in space utilization and efficiency. ★★★

C. The Office of Policy and Regional Operations supported the Director, Agency leadership, and Agency organizations by leading Agency-wide policy development and implementation, strategic planning, and evaluation; implementing administrative initiatives, external mandates, internal improvements, and special projects; and building regional capabilities and support regional operations. It successfully met all annual statutory requirements for the execution of the Government Performance and Results Act (GPRA) and the Federal Activity Inventory Reform (FAIR) Act. As stated in the FY 2000 Annual Performance Report, no activity-based costing efforts were scheduled for FY 2001. As a result of the Agency realignment, GPRA and FAIR Act requirements are no longer associated with the new Office of Regional Operations. GPRA is no longer a goal, and the FAIR Act has been subsumed under one of the President's five major initiatives, Competitive Outsourcing. ★★★

D. The National Security Division (NS) of the Office of National Preparedness maintained the efficiency of NS program delivery and services established in FY 2000

through improved procedures in project management and program administration. A full report appears under Goal 10 above. ★★★

E. The Response and Recovery Directorate (RR) sought to complete research to determine cost drivers in response and recovery processes and implement re-engineered processes to support improvements in Agency cost efficiency. Because of increased disaster processing workload at the center collecting the data, the data is incomplete. Efforts were made to address the issue, but the database required to obtain the missing data has not been available. A detailed plan to extrapolate the required information from time trials has been prepared. FEMA anticipates plan completion within the first half of FY 2002. Additional catastrophic disaster activity at the recording center may continue to impede completion of this study. ★

20. Increase levels of internal and external customer satisfaction with FEMA services. ★★★

Like the efficiency goal above, this goal has had various organizations participate and thus can not have trend information derived. Individual success of these activities is indicated by ★★★ or success within a statistic margin or error; ★★ for 70-90% success; and ★ for less than 70% success.

A. FEMA's Information Technology Services Directorate (IT) successfully met its goal to deliver accessible and standardized IT services that promote cost-effective, reliable, and trouble-free information services by processing 80% of the Helpdesk trouble tickets assigned per week; resolving 80% of problems on the first call; maintaining trouble-free services at 98%; assuring no undetected virus infections on Agency's PCs or networks; speeding addition of new software through testing by 50%; and maintaining availability of IFMIS hardware in excess of 98%.

The National Helpdesk System processed 51,002 trouble tickets with a closure rate of 87% within 7 days. It provided trouble-free services in excess of 98% for backbone operations, including e-mail, IFMIS, Central Locator System, NS operations center, FEMA COOP program, and LIMS. IFMIS and LIMS services have been placed behind protective firewalls. It registered 37 Intranet sites for common features, accessibility, and compliance with federal mandates; started migration to a new PC operating system; and upgraded virus protection to cover over 48,000 viruses. ★★★

B. The National Security Division of the Office of National Preparedness maintained the FY 2000 internal and external customer-satisfaction baselines through continued improvement in program coordination, product and services delivery, and overall personnel performance. See Goal 10 above. ★★★

C. The Response and Recovery Directorate (RR) sought to maintain or increase overall satisfaction of state emergency offices, other federal agencies, and major volunteer organizations with RR regional coordination of disaster response partnership planning, guidance, and communication.

The level of satisfaction among RR partners in FY 2001 rose to 92.25%, a 0.85% increase over the previous year, and a 3.55% increase over the FY 1999 baseline year. All three annual satisfaction scores indicate that RR's partners continue to be satisfied with RR's regional coordination. ★★★

Administration Initiatives

In preparation for the inclusion in FY 2002's Annual Performance Plan, FEMA began in FY 2001 to develop the following Administration initiatives, which are not counted as FY 2001 goals. Brief activity statements follow.

A. Reduce erroneous payments to beneficiaries and other recipients of government funds. Ninety-eight percent of all payments made by each of the 14 FEMA payment offices and for FEMA as a whole, qualify as appropriate based on generally accepted government-wide standards applied by the Agency's independent auditor.

During FY 2001, the Financial and Acquisition Division developed an action plan to address this initiative. The plan calls for obtaining top management buy-in to the initiative; forming a financial and program staff team; identifying FEMA payment activities; reviewing control activities for these payment activities; performing risk assessments; developing procedures for performing reviews of those payment activities deemed to have significant risks for improper payments; conducting reviews of high-risk payment activities; requiring all payment locations to conduct self assessments; sending results of reviews to the Financial and Acquisition Division; and strengthening internal controls over payments as necessary and striving to eliminate erroneous payments. During FY 2002, FEMA expects to begin performing the items identified in the action plan.

B. Expand the application of on-line procurement and other e-Government Services and Information by posting all synopses for acquisition valued at over \$25,000 for which widespread notice is required.

FedBizOpps has been designated as the single source for federal government procurement opportunities that exceed \$25,000. The value to the public, as well as the value to FEMA, is the significant savings achieved in a greater number of vendor participants and shorter procurement lead time. These savings increase competition, provide a greater means of obtaining competitive prices, and reduce procurement lead times as only one electronic posting can reach a far greater number of potential sources than the typical hard copy mailing of solicitations.

FEMA has provided training for on-line procurement and e-Government services to all headquarters and satellite office contracting staff. On-line refresher training is also available to all contracting staff. Acquisition Policy Memorandum number 2001-05 provides implementation guidance for contracting personnel on the use of on-line procurements and e-Government services. Acquisition Guidance Memorandum entitled "Furthering Electronic Commerce Through the Use of Electronic Catalogs" provides information regarding available on-line and e-Government catalogs and information to further assist the contracting personnel in executing their requirements in an e-commerce environment. FEMA has achieved its goal in implementing the full use of on-line procurement and e-Government services.

C. Make greater use of performance-based contracts by awarding contracts over \$25,000 using Performance Based Service Contracting (PBSC) techniques for not less than 20% of the total eligible contracting dollars.

PBSC structures an acquisition around the purpose of the work to be performed rather than how to perform it. The goal is to ensure that contractors are given freedom to determine how to meet the government's performance objectives, that appropriate performance quality levels are achieved, and that payment is made only for services that meet those performance levels. The value to the public, as well as the value to FEMA, is the significant cost savings which can be realized, as well as shifting the performance risk from the Agency to the contractor.

Goal achievement was dependent on several factors including on-the-job training for contract specialists,

quality assurance and surveillance plans used by project officers to assess the quality of performance achieved and taking appropriate action based on performance measurement.

This activity was achieved. FEMA's Procurement Data System reports a total of \$24,781,802 of new actions over \$25,000 (to include GSA orders). FY 2001 total performance based dollars of \$8,182,478 represents at least 20% of eligible contracting dollars.

D. Develop a disaster declaration process that better defines federal and state responsibilities for providing disaster assistance.

The Agency workgroup studying a number of options for refining the Agency's declaration criteria presented their findings to a FEMA-State Working Group consisting of staff from FEMA headquarters, regions, and selected states. The Working Group was formed to provide additional stakeholder input into refining the criteria. The Working Group met on two occasions: (1) a 3-day brainstorming meeting in late June that explored the Agency workgroup's findings and considered new approaches to revising the declaration criteria; and (2) a 2-day meeting in August that focused on building criteria that will support a national vision for guiding FEMA's activities over the next five years. As the Agency conducts strategic planning, it is very important that the efforts to refine the criteria are tied closely to the Agency's efforts to develop a strategic vision for moving the Agency into the future.

E. Expand A-76 competitions and assure accurate FAIR inventories. Complete FAIR Act requirements. All requirements were met. See Goal 19-C above.

F. Delayer management levels to streamline organizations. Determine the management levels that would streamline FEMA organizations by determining what management levels are appropriate.

FEMA has realigned its programs as a first step in streamlining. Please see organizational chart on page 3. Further realignment is possible.

Resource Allocations in Thousands for Major Initiatives

"In an effort to move from its earlier performance plans based on activities rather than outcome goals or to better focus its resources, the Federal Emergency Management Agency (FEMA) has intentionally and often revised goals. The information provided below is an effort to provide readers with a sense of the resources expended on goals that continue to be Agency priorities as reflected in their inclusion in the FY 2003 Annual Performance Plan. A set of resource and goal crosswalks follows this chart for those interested in specific FY 2001 goal requests. "

FY 2003 Goal No. and Focus	1999	2000	2001	2002	2003
1. Disaster Resistant Communities In FY 2001 this goal was revised to better reflect the outcomes of reduced risk to lives and property. In FY 2002 Map Modernization was a means to reach this goal. It was subsequently returned to its separate, former status; see #2 below.	\$51,055	\$24,136	\$1,011	N/A	\$376,826
2. Map Modernization FEMA will modernize floodplain mapping and the flood hazard maps in the its inventory,	\$57,408	\$65,248	\$174,054	\$25,000	\$361,808
3. Flood Policy FEMA will ncrease the number of flood policies in force.	\$22,789	\$21,041	\$21,484	\$21,692	\$19,830
4. Repetitive Loss The National Flood Insurance Program will address properties with repetitive losses.	N/A	\$23,171	\$2,404	\$36,811	\$39,258
5. Fire Loss In FY 2001 the US Fire Administration combined its goals into a single outcome goal in support of the reduction of loss of life and property due to fire related incidents.	\$8,959	\$11,818	\$143,180	\$410,255	\$40,637
6. Customer Service These figures reflect the Agency's intent in FY 2003 to combine the assessment of the Individual and Public Assistance programs into a single customer service goal.	\$61,046	\$22,660	\$68,781	\$64,569	\$74,751
7. Disaster Response Provide survival essentials to disaster areas within 72 hours.	N/A	N/A	\$46,974	\$57,077	\$22,021
8. Logistics Support Provide timely and efficient delivery and management of disaster support material.	\$8,989	\$8,992	\$10,596	\$10,688	\$14,008

Summary of Changes to the FY 2001 Annual Performance Plan

With the encouragement of GAO, OMB, and other reviewers, FEMA consolidated three previous goals (in the left column) into means and strategies of the revised goals listed to the right. FEMA will continue to work toward outcome goals as it refines its plans.

FY 2001 Annual Performance Goals	Revised FY 2001 Annual Performance Goals
<p>M.1.1. Increase the availability and effectiveness of natural hazards information.</p> <p>M.1.2. Increase the availability of loss-estimation and risk-assessment methods and tools.</p> <p>M.2.1. Work with federal agencies that influence the built environment to develop and implement a consistent federal policy on natural-hazard mitigation.</p> <p>M.2.2. Provide incentives and support to the non-federal public sector to increase disaster resistance.</p> <p>M.2.3. Increase by 20% over 2000 baselines the private-sector involvement in disaster resistance.</p>	<p>M.1.1. Support the development of disaster resistance in communities and states. No. 1 in this report.</p>
<p>M.2.4. Support states, tribes, and communities in their mitigation activities.</p> <p>P.1.1. Improve state, tribal, and local emergency management capabilities to prepare for and respond to emergencies by addressing selected areas for improvement as identified by the biennial Capability Assessment for Readiness (CAR).</p> <p>P.2.1. Support the federal government's capability to augment, when needed, state and local response to disasters and to develop program strategies to address the most critical 5 shortcomings.</p> <p>E.2.1 (4) (a) Further streamline Radiological Emergency Preparedness Program operations under new REP Fund operations. (b) Implement reengineered exercise function, reducing time and resources required to test procedures and familiarize federal, state, and local EM partners. (c) Streamline procedures for delivery of Customer Service programs. (d) Revise and published state and local government planning aids. (e) Continue expansion of non-traditional avenues for delivery of training programs, e.g., Internet and media broadcasts.</p>	<p>P.1.1. Provide federal, state, tribal, local and private sector partners with the tools to improve their knowledge, skills and abilities in all phases of comprehensive emergency management (preparedness, mitigation, response and recovery) No. 6 in this report.</p>
<p>P.3.1. Update the description and improve understanding of the national fire problem and analyze, publish, and disseminate related data and information that supports professional decision-making by fire and emergency managers and first responders.</p> <p>P.3.2. Increase the public's awareness of fire hazards and educate the public on fire prevention and mitigation strategies. Develop and disseminate potential solutions to and strategies for P.3.3. Addressing the Nation's fire problem and topical issues such as terrorism through a program of research and technology transfer to enhance the effectiveness and professionalism of emergency managers and first responders.</p> <p>P.3.4. Increase the knowledge, skill, and ability of the nation's fire service and allied professions through comprehensive training and education with an emphasis on terrorist incidents.</p> <p>CS.1.1 (2) Customer survey results indicate by the end of FY 2001 a 90% overall internal and external customer satisfaction with USFA services.</p>	<p>P.3.1. Support the reduction of the loss of life from fire-related incidents. (1998 Baseline: 4,500) No. 8 in this report.</p>

FY 2001 Resource Allocations

FEDERAL EMERGENCY MANAGEMENT AGENCY FY 2001 BUDGET REQUEST BY ANNUAL PERFORMANCE GOALS

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

	WY				BA in thousands							S&E/NFIF				RESOURCE VALUE	
	S&E	DRF	FLOOD	TOTAL	S&E	EMPA	DADLP	EPS	PDMF	REP	OIG	TOTAL	S&E/NFIF	EMPA/NFIF	NFIF OPS		DRF 1/
M.1 Assessment Capability	12		170	182	1,073	4,012			295			5,380	16,002	47,563		100	69,045
M.1.1 Public Hazards Info	5		165	170	447	1,861						2,308	15,532	46,163			64,003
M.1.2 Assessment Tools	7		5	12	626	2,151			295			3,072	470	1,400		100	5,042
M.2 Partnerships	99	3	21	123	8,944	15,216			27,105	14,967		66,232	1,975	11,244		1,069	80,520
M.2.1 Federal Partners	5		3	8	447	735						1,182	282				1,464
M.2.2 Non-Fed Public Sector	79	3	12	94	7,070	13,935			27,105			48,110	1,129	11,244		1,069	61,552
M.2.3 Private Sector	5		6	11	447							447	564				1,011
M.2.4 State, Tribal and Community	10			10	980	546				14,967		16,493					16,493
M.3 Flood Loss Reduction			12	12									1,272		2,500		3,772
M.3.1 Flood Loss Data			12	12									1,272		2,500		3,772
M.4 Flood Insurance Policy Growth			14	14									1,484		20,000		21,484
M.4.1 Policies in Force			14	14									1,484		20,000		21,484
M.5 Financial Improvement Initiatives		1	25	26									2,505	18,500	1,000		22,005
M.5.1 Reduce Subsidies to pre-FIRM		1	25	26									2,505	18,500	1,000		22,005
M.6 Modernize Flood Insurance Prqgm			22	22									2,336		31,500		33,836
M.6.1 Business Process Improvements			22	22									2,336		31,500		33,836
P.1 Emergency Mgmt Capabilities	255	121		376	19,345	8,115						27,460				7,202	34,662
P.1.1 State, Tribal and Local Prep. Cap.	195			195	10,796	7,065						17,861					17,861
P.1.2 Regional Office Support	60	121		181	8,549	1,050						9,599				7,202	16,801
P.2 Federal Capability	83			83	8,200	1,630						9,830				4,966	14,796
P.2.1 Improvement in Fed. Capability	83			83	8,200	1,630						9,830				4,966	14,796
P.3 Fire Loss	79			79	6,325	50,507						56,832					56,832
P.3.1 Communication	14			14	966	3,303						4,269					4,269
P.3.2 Public Education and Awareness	10			10	826	5,475						6,301					6,301
P.3.3 Technology	9			9	743	27,251						27,994					27,994
P.3.4 Training and Education	46			46	3,790	14,478						18,268					18,268
P.4 Recovery and Rebuild of Communities	19	2		21	2,269	240						2,509				8,400	10,909
P.4.1 NEMIS	19	2		21	2,269	240						2,509				8,400	10,909
P.5 Continuity of Government	37			37	5,321	10,436						15,757					15,757
P.5.1 Nat'l Security Policy, Prqms, Plans	37			37	5,321	10,436						15,757					15,757
P.6 Safety and Security Services	11	9		20	4,192	2,616						6,808				985	7,793
P.6.1 Safety and Security	11	9		20	4,192	2,616						6,808				985	7,793
P.7 National Food and Shelter Program	2			2	230			140,000				140,230					140,230
P.7.1 Emergency Food and Shelter	2			2	230			140,000				140,230					140,230
MP.1 State Preparedness and Mitigation	12			12	1,175	137,551						138,726					138,726
MP.1.1 S/L Prep. and Mit. Capabilities	12			12	1,175	137,551						138,726					138,726
Mgmt Support	147	32		179	15,446	731						16,177	47			11,396	27,620
Disaster Relief		109		109												18,310	18,310
Total	756	277	264	1,297	72,520	231,054		140,000	27,400	14,967		485,941	25,621	77,307	55,000	52,428	696,297

FY 2001 Resource Allocations (continued)

FEDERAL EMERGENCY MANAGEMENT AGENCY FY 2001 BUDGET REQUEST BY ANNUAL PERFORMANCE GOALS

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

	WY				BA in thousands							OBLs in thousands				RESOURCE VALUE	
	S&E	DRF	FLOOD	TOTAL	S&E	EMPA	DADLP	EFS	PDMF	REP	OIG	TOTAL	S&E/NFIF	EMPA/NFIF	NFIF OPS		DRF 1/
RR.1 Disaster Services	484	356		840	42,727	14,533	2,105					59,365				58,776	118,141
RR.1.1 Human Services Program	63	344		407	5,596							5,596				56,795	62,391
RR.1.2 Public Assistance Program	72	8		80	6,396							6,396				1,321	7,717
RR.1.3 Disaster Response	349	4		353	30,735	14,533	2,105					47,373				660	48,033
RR.2 Federal Operational Support	9	71		80	537							537				9,535	10,072
RR.2.1 Logistics	9	71		80	537							537				9,535	10,072
RR.3 Emergency Communications	18			18	1,500	3,900						5,400				500	5,900
RR.3.1 IT Upgrades	18			18	1,500	3,900						5,400				500	5,900
Mgmt Support	352	77	1	430	8,672	410						9,082				6,398	15,506
Disaster Relief				1,446									26			243,259	243,259
Total	863	1,950	1	2,814	53,436	18,843	2,105					74,384	26			318,468	392,878

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

	WY				BA in thousands							OBLs in thousands				RESOURCE VALUE	
	S&E	DRF	FLOOD	TOTAL	S&E	EMPA	DADLP	EFS	PDMF	REP	OIG	TOTAL	S&E/NFIF	EMPA/NFIF	NFIF OPS		DRF 1/
E.1 Meet Documented Efficiency Objectives	28	18		46	1,300	40						1,340				868	2,208
E.1.1 Agency Financial Management	28	18		46	1,300	40						1,340				868	2,208
E.2 Service Delivery	321	60	1	382	74,131	12,529						86,660	80			12,057	98,797
E.2.1 Efficient and Effective Services	321	60	1	382	74,131	12,529						86,660	80			12,057	98,797
CS.1 Customer Service Program	128	28		156	16,656	12,546						29,202				4,480	33,682
CS.1.1 Customer Satisfaction Levels	128	28		156	16,656	12,546						29,202				4,480	33,682
Mgmt Support	88	19		107	2,981	140						3,121	9			2,199	5,329
Total	565	125	1	691	95,068	25,255						120,323	89			19,604	140,016

	WY				BA in thousands							OBLs in thousands				RESOURCE VALUE	
	S&E	DRF	FLOOD	TOTAL	S&E	EMPA	DADLP	EFS	PDMF	REP	OIG	TOTAL	S&E/NFIF	EMPA/NFIF	NFIF OPS		DRF 1/
IG.1 Office of Inspector General	81	48		129								8,476				6,600	15,076
IG.1.1 Value	43	28		71								4,492				3,828	8,320
IG.1.2 Integrity	31	20		51								3,221				2,772	5,993
IG.1.3 Quality	7			7								763					763
Total	81	48		129								8,476				6,600	15,076
TOTALS	2,265	2,400	266	4,931	221,024	275,152	2,105	140,000	27,400	14,967	8,476	689,124	25,736	77,307	55,000	397,100	1,244,267
REP Revolving Fund 2/										(14,261)							
TOTAL REQUEST	2,265	2,400	266	4,931	221,024	275,152	2,105	140,000	27,400	706	8,476	674,863	25,736	77,307	55,000	397,100	1,230,006

Notes:

- 1/ Obligations only. The 2001 budget requests \$300,000,000 in budget authority and a contingent emergency appropriation of \$2,609,220,000.
- 2/ Offsetting collections.

Key:

- WY: Workyears
- S&E: Salaries and Expenses
- EMPA: Emergency Management Planning and Assistance
- DRF: Disaster Relief Fund
- DADLP: Disaster Assistance Direct Loan Program
- EFS: Emergency Food and Shelter
- PDMF: Pre-disaster Mitigation Fund
- REP: Radiological Emergency Preparedness
- OIG: Office of Inspector General
- NEMIS: National Emergency Management Information System
- NFIF: National Flood Insurance Fund