

WHAT PEOPLE ARE SAYING ABOUT FEMA NOW
10/27/95

"With FEMA working with us, we've been able to to get 30 months of work done in six months," Don Webb, project manager of the Los Angeles Coliseum (Orange County Register, 8/23/94)

"Today, it may be the most popular agency in the entire federal government," President Bill Clinton describing FEMA at a ceremony celebrating the one year anniversary of reinventing government (September 1994)

"The Federal Emergency Management Agency, which so splendidly coordinated the network of some 13 Federal agencies and 3,600 employees in responding to the damage caused by the (Northridge) quake..." Congressman Anthony Beilenson (24th District California) in a floor statement in the House of Representatives January 19, 1995.

"Local police and firefighters, FBI agents and Federal Emergency Management Agency personnel all demonstrated what Americans have repeatedly said they want most from their public servants: cooperation and competence." From the Washington Post, April 23, 1995.

"I just wanted to let you folks at FEMA know that I think you're doing as good a job as is possible in Oklahoma City. It seems many of us are quick to offer criticism, but not compliments. I just want to say good job and keep up the good work. The job FEMA does is government at its best. Thanks for all that you do." From Steven H. Anderson, Centreville, VA via Internet, April 21, 1995.

"I just wanted to say how proud I am of the great job all are doing in Oklahoma. You have my support and the support of everyone I know. God Bless You." From William Rothenbach via Internet, April 24, 1995.

"With each passing hour the rescue forces swelled. The national-disaster plans designed by the Federal Emergency Management Agency fell into place so smoothly that the whole scene looked like a hideously realistic drill." From TIME Magazine, May 1, 1995.

"The President and his administration have provided a re-born FEMA that is extremely effective." From a letter to the editors of the Kansas City Star, 4/30/95.

"I called your 800 number on June 15 about some storm damage. A man came out to see the damage on June 19 and I received a check to help with repairs yesterday (June 26). I can't believe it! You guys are quick and efficient. I just wanted to say thanks to a very competent and effective 'bureaucracy'." From an anonymous message received on the INTERNET on June 27.

"On April 19, 1995, at 9:04 an explosive device contained within a rented truck was detonated outside the Alfred P. Murrah Federal Building in Oklahoma City, Oklahoma, thereby killing 168 individuals and injuring another 467. Within minutes of this disaster, FEMA personnel were actively engaged in structuring the Federal response which, coupled with the response of the State and local governmental entities, business and charity groups throughout the area and the country, and thousands of Oklahomans and others from throughout the United States, represents perhaps the finest example of public and private cooperation during a time of crisis as has been observed in many decades. Despite having no specific experience with this type of disaster, well trained personnel dealing with virtually every aspect of disaster response were quickly and efficiently in place and beginning the difficult job of responding to this devastating event. Starting with FEMA's Director and on down the chain of command in FEMA and numerous other departments and agencies, every individual involved with the response to this disaster deserves the sincere appreciation and gratitude of this Committee for a job well done." This language was included in the House's VA, HUD, and Independent Agency Appropriations committee report that was marked up on July 21, 1995.

"I want to take this opportunity to commend FEMA for a job well done during the recent disaster flooding in New Orleans, LA. You should be aware that this is a very well run and efficient agency. It would be well heeded for all government agencies to take a few lessons from the employees of this great agency. Especially in the wonderful way they treat the public. Again, thank you very much for making FEMA one of your priorities." From a June 18, 1995 letter addressed to President Bill Clinton from Margaret and Warren Seher of New Orleans, LA.

"In talking with David McMillion, Director of the Maryland Emergency Management Agency (MEMA), other MEMA personnel, Maryland National Guard personnel as well as private and local representatives and officials, I have been besieged with nothing but praise about the entire FEMA operation." From a letter I received recently from Lt. General James Fretterd, Adjutant General for the Maryland National Guard.

"I can't begin to thank your agency enough for all the work you have done there to help out the victims of the hurricane. It is unimaginable to think of what it would be like there without you and the other relief groups that are involved. Even with all the worry, at least we knew you all were there. You have my heartfelt thanks." From a message on The Internet dated September 25, 1995).

"FEMA definitely got its act together. We got excellent help from the federal, state and local emergency people this time. These are lessons learned totally from Andrew." - Destin (FL) Fire Chief Tuffy Dixon (From the October 10, 1995 edition of the Panama City (FL) News Herald).

**TOP TEN FEMA ACCOMPLISHMENTS
UNDER THE LEADERSHIP OF JAMES LEE WITT**

1. **Reorganization** - Reorganized Agency eliminating 2 layers of management, streamlining operations and moving from nuclear preparedness to all-hazards orientation.
2. **Response** - Successful responses to over 70 Presidentially declared disasters that have impacted over 2,000 counties around the country including two of the largest natural disasters in America's history - the 1993 Midwest Floods and the 1994 Northridge Earthquake.
3. **Reducing Disaster Costs** - Property acquisition program has purchased over 10,000 properties in 10 states resulting in an estimated savings of over \$300 million in the next 50 years.
4. **Reinvention** - Overhauled the delivery of assistance to disaster victims resulting in most victims receiving assistance within 7-10 days after applying for aid.
5. **Customer Service** - Established the FEMA Customer Service Initiative designed to provide training to all FEMA employees on how to better serve FEMA's customers.
6. **Partnership** - The first Federal agency to implement Performance Partnership Agreements designed to empower the States to develop effective emergency management capabilities.
7. **Strategic Planning** - Drafted the first Strategic Plan in the Agency's history that charts how FEMA will successfully complete its long-term mission of establishing a national emergency management partnership.
8. **Emergency Information** - Established a communications network capable of getting disaster assistance information to victims quickly and accurately via The Recovery Times, The Recovery Channel and the FEMA World Wide Web site on the Internet and through the grass roots efforts of the FEMA Community Relations teams.
9. **Mitigation** - Created the Agency's first Mitigation Directorate charged with developing a National Mitigation Strategy designed to cut the costs of disasters by at least half within the next 15 years.
10. **Flood Insurance** - Initiated the first national marketing strategy for the National Flood Insurance Program with the goal of increasing the number of flood insurance policies by over 500,000 policies in two years which will result in savings of millions of dollars in Federal relief dollars.

10/25/95



Federal Emergency Management Agency

Washington, D.C. 20472

August 15, 1994

MEMORANDUM FOR: Regional Directors
Region I - X

FROM: *Richard Shivar*
Richard Shivar
Acting Director
Office of Policy and Assessment

SUBJECT: Vice President's Presentation of a "Hammer Award" to FEMA

On July 28, 1994, at a National Performance Review (NPR) event, Vice President Al Gore addressed the leadership of small and independent agencies on the topic of a government that works better and costs less. At this event, the Vice President recognized our Agency and presented us with a "Hammer Award."

The award is a shadow-box frame containing an inexpensive hammer festooned with red-white-and-blue ribbons and a note of thanks from the Vice President for "building a government that works better and costs less." The Director and several FEMA employees accepted this award on behalf of all of us. Attached is a video-tape of the event. The tape lasts about one-and-a-quarter hours. Unfortunately, due to a technical problem (audio failure) during the filming, about 12 minutes of audio were missed; that section has been edited from the tape. You may have guessed, the Vice President was talking about FEMA when the failure occurred. To give you an idea of what the Vice President said during this period, attached is an extract of the Vice President's prepared speech relative to FEMA.

The Pension Benefit Guaranty Corporation and Small Business Administration also received the "Hammer Award" at this event. To date, about 10 agencies have received this prestigious award. Our award will be prominently displayed in the FEMA Headquarters Building for everyone to see.

I ask that you share the tape and the extract of the speech with your employees and congratulate them on their award. If you require additional copies of the tape, contact William McLean, Office of Emergency Information and Public Affairs at (202) 646-4600. Should you have questions relative to the "Hammer Award" or NPR, contact Calvin Byrd at (202) 646-2686.

Attachments

For small purchases, the NRC is issuing VISA cards, like the one you saw me give President Clinton in the opening video. Every time you use the card, you avoid \$50 worth of paperwork, and VISA even sends the government a rebate.

Let's give the NRC's Procurement Reinvention Lab a big hand. Stand up and take a bow.

(APPLAUSE)

Speaking of reinvention labs, one of your members, FEMA, has made the entire agency a reinvention lab. James Lee Witt engaged all the employees in a labor-management partnership that successfully restructured the entire agency in less than six months. They eliminated two layers of management, more than doubled the ratio of workers to supervisors, and shifted priorities to the field where the real disasters and victims are. (It's easy to lose sight of them while fighting the daily disasters here in Washington.)

The most important change FEMA made was to put customers first. Let me give you two examples. They used to be organized according to disaster: natural disasters had their organization and resources; man-made disasters, like terrorist or enemy attacks, had a different organization and their own resources. Now, FEMA is organized for their customers; in any kind of disaster, people who need help can count on all of the resources of the entire agency. That new "all hazards" structure showed its advantages in the Midwest Floods and the Northridge Earthquake.

Another example of the way FEMA is making government work better and cost less involves this little gizmo.

(Hold up palm-size computer.)

If your home is damaged in a flood or an earthquake, and you apply for assistance, a FEMA inspector has to visit your home to estimate the damage. In a major disaster, it used to take about eighteen days from the time you applied until the inspector showed up. That's because the inspectors used paper forms that they had to pick up at the application center, take to the house, fill out, then return to the center. A lot of time spent just carrying paper around.

Now, they are equipped with one of these **hand-held computers, complete with modem**. The inspectors record the estimates in here in stead of on paper. Then at the end of the day, they dial up the central office, transfer the information, and receive the next day's list of inspections. These were a big success in the Northridge Quake; waiting time dropped from 18 days to 5 days, and the cost of inspections was \$13.5 million less than it would have been in the old paperwork system.

Works better. Costs less.

James Lee, would you and all the other hard working reinventors from FEMA please stand. Let's give them a big hand.

(APPLAUSE)

Every year, the nation's universities apply for grants from the National Science Foundation. They send in lots of applications--about **40,000** of them. The proposals are limited to 15 pages. But, then there are bibliographies and appendices and charts and, of course, the application forms themselves and the detailed budget estimates. So, each of the 40,000 proposals runs from 30 to 50 pages. **Oh, and the NSF requires 15 copies of each.** Anybody been doing the math? It comes to **20 to 30 million pages of paper.**

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Attachments

COORDINATION:

PA

M. Goodman 8-11-94
Concur/Non-concur Date

RO

Alta Warr 8-15-94
Concur/Non-concur Date



10
CAROL

Federal Emergency Management Agency
Washington, D.C. 20472

March 15, 1995

Mr. Steve Butterfield
National Performance Review
750 17th Street N.W., Suite 200
Washington, D.C. 20006

Dear Mr. Butterfield:

This is in response to your memorandum dated February 17, 1995, in which you requested that we provide you the status on our progress in implementing National Performance Review (NPR) recommendations assigned to the Federal Emergency Management Agency (FEMA).

Per your request, we have updated the reports on those NPR recommendations that are specific to FEMA and those that are Cross-Cutting (Government-wide). The data is being provided to you in both hardcopy and on disc in Word Perfect format (See enclosure).

I think you will find that our responses illustrate that the Director of FEMA is serious about NPR initiatives. Should you have any questions, contact Calvin Byrd at (202) 646-2686.

Enclosures

Sincerely,

A handwritten signature in cursive script, which appears to read "Richard D. Suiter".

Lacy Suiter *for*
Director
Office of Policy and Assessment

cc: Alan Lombard, NPR

FEMA - NPR ACTION TRACKING SYSTEM
Agency-Specific Actions

	A	B	C	D	E	F	G	H
	Name/Num	Action Description	Status Narrative	Status Code	Legislative Status Code	Forecast Completion Date	POC Implement Primary	POC Phone Number
	FEMA01	SHIFT EMPHASIS TO PREPARING FOR AND RESPONDING TO THE CONSEQUENCES OF ALL DISASTERS						
24	FEMA01.01	FEMA should continue to shift emphasis to preparation for and response to the consequences of all disasters.	All Directorates now have an all-hazards mission which includes mitigation, preparedness, response and recovery. National Security assets are available for all types of disasters.	8 - Substantially completed, further action not expected		10/30/94	Rick Shivar Calvin Byrd	202-646-3610 202-646-2686
25	FEMA01.02	The director of FEMA should review the agency's classified responsibilities and ensure that they do not detract from its unclassified mission of general disaster preparedness.	A study of national security emergency mobilization programs resulted in the reassignment of staff to all hazards missions. A National Security Steering Group was established to ensure integration of national security and disaster preparedness.	9 - Completed.		10/30/94	Donald Farrell Calvin Byrd	202-646-3889 202-646-2686
26	FEMA01.03	FEMA should sharply reduce the number of security clearances.	An agency-wide review of all positions is underway to identify those involved in national security and to require that issuance of security clearances be based upon the new organization.	5 - Not making expected progress		10/30/95	Larry Berenson Mary Getter Calvin Byrd	202-646-2900 202-646-3125 202-646-2686
	FEMA02	DEVELOP A MORE ANTICIPATORY AND CUSTOMER-DRIVEN RESPONSE TO CATASTROPHIC DISASTERS						
7	FEMA02.01	Where cost-effective, FEMA should establish rapid-response teams to monitor catastrophes, assess damage, and advise governors and the President.	FEMA is developing a comprehensive situation assessment capability incorporating aerial reconnaissance assets, predictive modelling assets and field assessment teams. FEMA is in the process of drafting amendments to the Stafford Act to ensure rapid response.	7 - Ahead of schedule	4 - On hold	6/30/95	Bruce Baughman Pat Stahlschmidt Maria Varel (Legislative POC) Calvin Byrd	202-646-3681 202-646-3678 202-646-4500 202-646-2686

FEMA - NPR ACTION TRACKING SYSTEM
Agency-Specific Actions

	A	B	C	D	E	F	G	H
	NamNum	Action Description	Status Narrative	Status Code	Legislative Status Code	Forecast Completion Date	POC Implement Primary	POC Phone Number
28	FEMA02.02	Where cost-effective, FEMA should mobilize and pre-position people and supplies in anticipation of catastrophes.	A larger number of staff have been given emergency assignment in response situations. Initial Response Resources which will be deployed ahead of a disaster where advanced warning is available have been identified. FEMA's all hazards assets are used.	6 - Making expected progress		9/30/95	Bruce Baughman Calvin Byrd	202-646-3681 202 646-2686
29	FEMA02.03	FEMA should reexamine its field structure in relation to the agency's mission.	A regional study that examined the current regional structure, to ensure that operations respond to risk-based strategy, has been completed.	9 - Completed		9/30/94	Elizabeth DiGregorio Calvin Byrd	202-646-3631 202 646-2686
30	FEMA02.04	FEMA should establish regional centers of excellence.	The establishment of regional centers of excellence may be an outcome of the regional study that is currently underway. Region VIII is the center of excellence for community relations.	6 - Making expected progress		12/31/95	Elizabeth DiGregorio Calvin Byrd	202-646-3631 202 646-2686
	FEMA03	CREATE RESULTS-ORIENTED INCENTIVES TO REDUCE THE COSTS OF A DISASTER						
1	FEMA03.01	FEMA should develop objective criteria for declaring emergencies and major disasters.	FEMA is developing objective declaration criteria as part of a new Performance Partnership Agreement with the States which will be implemented in the beginning of FY96	6 - Making expected progress		9/30/95	David O'Keeffe Rick Shivar Calvin Byrd	202-646-2827 202-646-3610 202-646-2686

FEMA - NPR ACTION TRACKING SYSTEM
Agency-Specific Actions

	A	B	C	D	E	F	G	H
1	NamNum	Action Description	Status Narrative	Status Code	Legislative Status Code	Forecast Completion Date	POC Implement Primary	POC Phone Number
32	FEMA03.02	FEMA should enforce existing flood insurance requirements applicable to people living in high-risks areas.	FEMA is working to design a program to increase the number of flood policies by 20% by October 1, 1996.	6 - Making expected progress		9/30/95	Gary Oran Calvin Byrd	202-646-3395 202-646-2686
33	FEMA03.03	The administration and Congress should explore incentives to expand insurance coverage against natural hazards and increase mitigation.	Administration Policy Paper, Natural Disaster Insurance and related issues was transmitted to Congress on 2/16/95.	6 - Making expected progress		9/30/95	Gary Oran Maria Vorel (Legislative POC) Calvin Byrd	202-646-3395 202-646-4500 202-646-2686
34	FEMA03.04	Grants for mitigation and preparedness should fund preparedness for the greatest risks.	FEMA has developed Model State Emergency Management Trust Fund Legislation for discretionary use by the States, and is conducting a final FEMA review of this product before it is released for review to external groups.	7 - Ahead of schedule		9/30/95	Bob Fletcher Calvin Byrd	202-646-3059 202-646-2686
5	FEMA03.05	FEMA should propose comprehensive federal policies that reduce the total cost of disasters and minimize federal costs of disaster assistance.	The FEMA Director has initiated development of a National Mitigation Strategy. Recommendations have been made in the FEMA NPR Phase II report to reduce long term disaster cost.	6 - Making expected progress	2 - Language drafted	4/30/95	Richard T. Moore Maria Vorel (Legislative POC) Calvin Byrd	202-646-4622 202-646-4500 202-646-2686

FEMA - NPR ACTION TRACKING SYSTEM
Agency-Specific Actions

	A	B	C	D	E	F	G	H
1	NamNum	Action Description	Status Narrative	Status Code	Legislative Status Code	Forecast Completion Date	POC Implement Primary	POC Phone Number
	FEMA04	DEVELOP SKILLED MANAGEMENT TEAM AMONG POLITICAL APPOINTEES AND CAREER STAFF						
36	FEMA04.01	Through organizational restructuring and reordering of priorities, all agency directorates should be responsible to the Director for fulfilling the primary agency mission of disaster response.	As a result of FEMA's reorganization, all Directorates (Presidential Appointee/Senate confirmed personnel) report to the Director and support the disaster mission.	9 - Completed	1- No action	1/22/95	Harvey Ryland Calvin Byrd	202-646-4211 202 646-2686
17	FEMA04.02	The director of FEMA should select and develop capable and cohesive executive leaders for the agency.	All FEMA executive leadership have direct emergency management or State and local management experience. Three directorates are headed by experienced career FEMA employees. The Director established an Executive Board to help resolve corporate issues.	9 - Completed		8/30/94	George Haddow John McKay Calvin Byrd	202-646-3291 301-447-1251 202-646-2686
18	FEMA04.03	The director of FEMA should institute a staff career development program.	Team approach to disaster: Broader management responsibilities. People who are going to work on a disaster will train and exercise using realistic scenarios. Regional Directors train at FEMA Hdqt. Employee Development given greater emphasis.	6 - Making expected progress		9/30/95	John McKay Calvin Byrd	301-447-1251 202-646-2686

FEDERAL EMERGENCY MANAGEMENT AGENCY

Cross-Cutting Actions Requiring Agency Action

	A	B	C	D	E	F	G
I	NamNum	Action Description	Status Narrative	Status Code	Forecast Completion Date	POC Implement Primary	POC Phone Number
64	BGT01A	Establish a performance agreement between the President and the agency head.	Draft Performance Agreement between the FEMA Director and President is currently being reviewed at the NPR.	8-Substantially completed	4/1/95	Laurel Lacy	202-646-3590
15	BGT01B	Use performance agreements and other approaches to forge an effective team committed to accomplishing organizational goals and results.	Agency goals and priorities for all offices and Directorates have been developed and performance is being tracked. An Agency Executive Board has been established to foster "corporate" issue resolution.	9-Completed	1/10/94	Rick Shivar	202-646-3610
6	BGT02A	Encourage planning and measurements to improve performance in every Federal program involving your agency.	New Office of Policy and Assessment established for program evaluations, performance measurements. Plan submitted to OMB.	6-Making expected progress	9/28/93	Rick Shivar	202-646-3610
7	BGT02B	Clarify the goals and objectives of your agency's programs.	Completed with issuance of FEMA Renewal Report on September 7, 1993 and the Agency management plans on January 10, 1994.	9-Completed	8/11/94	Rick Shivar	202-646-3610
3	BGT03A	Restructure appropriations accounts to reduce overitemization and to align them with your programs.	Although the number of appropriations has not been reduced, FEMA's 1995 Request to Congress did restructure activities accomplished under those appropriations, resulting in fewer budget activities. (Note: One program/activity added to reflect reorganization, effective 1/95)	9-Completed	1/30/95	James Taylor	202-646-3545

FEDERAL EMERGENCY MANAGEMENT AGENCY

Cross-Cutting Actions Requiring Agency Action

	A	B	C	D	E	F	G
1	Name/Num	Action Description	Status Narrative	Status Code	Forecast Completion Date	POC Implement Primary	POC Phone Number
9	BGT03B	Ensure identification of your agency's direct operating costs.	Preliminary study completed on regional offices. Studies underway on other field activities. Task of identifying operating costs incorporated into streamlining initiative.	8-Substantially completed	1/30/95	Rick Shivar	202-646-3610
0	BGT03C	Work with congressional appropriation committees to identify and reduce overly detailed restrictions and earmarks in appropriations and report language.	Discussed with Committee Staffs on several occasions.	8-Substantially completed	12/31/99	Martha Braddock	202-646-4600
1	BGT03D	Reduce excessive administrative subdivision of funds in financial operating plans.	Reduced the number of activities/ programs in 1995 submission from 43 to 8. Internal tracking is more detailed. (Note: One program/activity added to reflect new organization, effective 1/95)	9 - Completed	1/30/95	James Taylor	202-646-3545
2	BGT04A	Budget and manage on the basis of operating costs rather than FTE's or employment ceilings.	No action taken to date. (OMB denied FEMA initiatives to implement.)	1- No action yet	12/31/99	James Taylor	202-646-3545

FEDERAL EMERGENCY MANAGEMENT AGENCY

Cross-Cutting Actions Requiring Agency Action

	A	B	C	D	E	F	G
1	NamNum	Action Description	Status Narrative	Status Code	Forecast Completion Date	POC Implement Primary	POC Phone Number
73	BGT05A	In budget requests, identify accounts appropriate for conversion to multi- or no-year status.	No action taken to date. (OMB denied FEMA initiative to make all accounts 2 year accounts.)	1- No action yet	12/31/99	James Taylor	202-646-3545
4	BGT05B	Change agency general provisions in appropriations acts to permit 50 percent of unobligated year end balances in annual operations to be rolled over into the next year.	1996 request includes proposal to establish a capital working fund for common services. Funds will become "no year."	6 - Making expected progress	pending	James Taylor	202-646-3545
5	BGT06A	Replace hierarchical budget development and review with team approaches and eliminate multiple requirements for detailed budget justification materials.	In the 1996 budget development process, the Agency has instituted a budget review group concept that consists of utilizing a cross-section of the Agency to review budget proposals and make recommendations to the Director. Goal was attained in 1996 process. Efforts are ongoing to make refinements to process.	6- Making expected progress	7/1/95	James Taylor	202-646-3545
6	FM03.01	Ensure that your agency's financial systems are in compliance with OMB's revised circular, A-127.	FEMA is in the process of acquiring a new core Financial Management System (FMS) from the GSA FMS Schedule.	6 - Making expected progress	10/1/96	James Taylor	202-646-3545

FEDERAL EMERGENCY MANAGEMENT AGENCY

Cross-Cutting Actions Requiring Agency Action

1	A NamNum	B Action Description	C Status Narrative	D Status Code	E Forecast Completion Date	F POC Implement Primary	G POC Phone Number
77	FM04.02	Handle all interagency payments through the Department of Treasury's On-Line Payment and Collection system.	Interagency payments are handled through the Department of Treasury's On-Line Payment and Collection (OPAC) system. (Not applicable for payments made to defense agencies.)	9-Completed	12/31/94	James Taylor	202-646-3545
'8	FM04.03	Handle all payments to state and local governments through Department of Treasury EFT mechanisms.	All payments to state and local governments are presently handled through the Department of Treasury EFT mechanisms.	9 - Completed	12/31/94	James Taylor	202-646-3545
9	FM04.04	Include the electronic funds transfer payment clause from the Federal Acquisition Regulation in all contracts.	This clause included in FEMA's automated contract generation system.	9 - Completed	8/11/94	James Taylor	202-646-3545
)	FM04.06	Simplify, redirect, and reengineer agency financial processes to make them fully electronic and reduce the paperwork burden.	Efforts are underway to fulfill this initiative, which incorporates the entire gamut of utilizing new technologies to automate processes and relieve the paper-intensive activities in most financial offices.	2- Plan not yet established	10/1/97	James Taylor	202-646-3545
	FM05.01	Ensure that all financial management personnel are fully qualified when hired.	FEMA has taken steps to ensure all financial management personnel are fully qualified when hired by developing position descriptions that reflect standards and accounting requirements appropriate for positions being filled, and that meet OPM and GAO standards.	9-Completed	8/11/94	James Taylor	202-646-3545

FEDERAL EMERGENCY MANAGEMENT AGENCY

Cross-Cutting Actions Requiring Agency Action

	A	B	C	D	E	F	G
1	Name/Num	Action Description	Status Narrative	Status Code	Forecast Completion Date	POC Implement Primary	POC Phone Number
2	FM05.02	Provide effective training for financial management personnel.	Financial Management Development Program guidelines have been developed and the program will be phased in as curriculum plans are completed.	6- Making expected progress	6/30/95	James Taylor	202-646-3545
3	FM05.03	Ensure that information being collected, disseminated, and reported on is objective, timely, accurate, and perceived as useful by program managers.	1995 coding structure was developed to meet internal and external information requirements. Improvements are ongoing.	6- Making expected progress	7/1/95	James Taylor	202-646-3545
4	FM05.05	Identify the set of financial management functions that should be reported to your agency's Chief Financial Officer.	The set of financial management functions that report to the Chief Financial Officer has been identified.	9- Completed	12/31/94	James Taylor	202-646-3545
	FM06.01	Implement franchising for service functions in your agency, such as personnel and procurement, at the agency head's discretion.	Franchising for service functions has been implemented in FEMA. In its capacity of Chair, Small Agency Council Procurement Committee, acquisition practices/ encourages shared procurement resources and use of service franchised by larger agencies to maximize small agency efficiency.	8- Substantially completed	12/31/94	James Taylor	202-646-3545

FEDERAL EMERGENCY MANAGEMENT AGENCY

Cross-Cutting Actions Requiring Agency Action

	A NAUUNUM	B Action Description	C Status Narrative	D Status Code	E Forecast Completion Date	F POC Implement Primary	G POC Phone Number
16	FM08.04	Eliminate time cards/sheets for payroll systems through automation.	The Office of Human Resources is reviewing off-the-shelf software that will automate time and attendance reporting, collect time and attendance data in multiple fashions. When interface with the USDA personnel/payroll system has been proven, FEMA will begin testing and evaluating this option.	6- Making expected progress	12/31/99	Mary Williams	202-646-4010
7	FM10.03	Issue a financial report of your agency to the taxpayers annually.	FEMA currently issues an annual report to OMB covering five funds. This would mislead the public. All funds will require audited financial statements before an annual report can be provided to the public.	2- plan not yet established	10/1/98	James Taylor	202-646-3545
3	FM11.04	Establish a credit management function in your Chief Financial Officer's office.	FEMA successfully established a credit management function in the Chief Financial Officer's office.	9- Completed	12/1/94	James Taylor	202-646-3545
1	FM11.06	Improve estimates for allowances for doubtful accounts.	FEMA is developing guidance to aid in improving estimates for allowances for doubtful accounts. Debt collection manual has been drafted; final pending implementation of new Financial Management System so that guidance will incorporate new system user requirements.	6 - Making expected progress	1/30/96	James Taylor	202-646-3545

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Cross-Cutting Actions Requiring Agency Action

	A	B	C	D	E	F	G
1	Name/Num	Action Description	Status Narrative	Status Code	Forecast Completion Date	POC Implement Primary	POC Phone Number
10	FM12.01	Establish a long term fixed asset planning and analysis process.	FEMA is developing new inventory control processes for integration into the new financial system.	6-Making expected progress	9/30/96	James Taylor	202-646-3545
1	HRM05.02	Develop a performance culture that supports supervisors' efforts to deal with poor performers.	Draft Performance Management Policy developed by Agency working group. Implementation pending revision and approval of OPM, and subsequent labor negotiations.	6 - Making expected progress	10/1/95	Byron Williams	202-646-4083
2	HRM05.03	Improve supervisors' knowledge and skills needed to deal with poor performers.	Training will be provided on the new performance management system, which will include dealing with poor performers. Supervisory training has not been scheduled due to regulatory delays.	6 - Making expected progress	9/1/95	Byron Williams Russell Salter	202-646-4083 202-646-3020
1	HRM06.02	Use savings realized from reinvention to increase investment in employee training and development.	This action is being worked. The director has placed a high priority on training. Increased funding is included in FY 96 President's Budget.	9-Completed	1/30/95	Rick Shivar	202-646-3610

FEDERAL EMERGENCY MANAGEMENT AGENCY

Cross-Cutting Actions Requiring Agency Action

	A	B	C	D	E	F	G
1	NamNum	Action Description	Status Narrative	Status Code	Forecast Completion Date	POC Implement Primary	POC Phone Number
4	HRM07.01	Following the issuance of an Executive Order, agencies are to implement family friendly workplace practices while continuing to ensure accountability for customer service.	FEMA has implemented limited flexible and compressed work schedules and will explore expanding to include other alternative work schedules, increased part-time employment, and job sharing. FEMA is exploring flexi-place options and telecommuting policies.	2-Plan not yet established	12/31/94	Mary Williams	202-646-4010
5	HRM08.2	Establish alternative dispute resolution methods including options for informal disposition of employee disputes.	FEMA has appointed a SES employee to serve as the Agency's focal point on Alternative Dispute Resolution (ADR). Meetings with the Office of Human Resources, Office of General Counsel, and other organizations have been held to begin development of an ADR program.	6-making expected progress	9/30/95	John R. Powers	202-646-3594
	HRM10.02	Require appropriate cross training for human resource management professionals in your agency.	Points of contact have been designated to develop specific programs and topics for inclusion in briefings that are scheduled to begin in FY95. Equal opportunity training courses sponsored by OPM have been included in Individual Development Plans of human resources specialists.	6-Making expected progress	4/1/95	Dennis Owens Adell Betts	202-646-3962 202-646-4122
	HRM11.02	Develop a corporate executive level succession plan for your agency.	Succession assignments completed.	9-Completed	9/30/94	Rick Shivar	202-646-3610

FEDERAL EMERGENCY MANAGEMENT AGENCY

Cross-Cutting Actions Requiring Agency Action

	A	B	C	D	E	F	G
1	Item Num	Action Description	Status Narrative	Status Code	Forecast Completion Date	POC Implement Primary	POC Phone Number
38	HRM11.03	Encourage voluntary mobility for senior executives within your agency and between federal agencies.	FEMA continues to explore ways of identifying mobility opportunities as part of its executive enhancement programs. One FEMA executive is on assignment as an instructor at ICAF, another is serving on an interagency working group at OPM, and two have been assigned to NPR.	6- Making expected progress	9/30/95	Denise Yacknik	202-646-3040
40	HRM12.01	With the phasing out of substantial portions of the Federal Personnel Manual (FPM), your agency should likewise substantially reduce its own implementing directives by December 1994.	Review of existing human resources management directives completed. A plan for issuing a Supervisors Handbook of HRM policies and procedures has been drafted and will include updated, revised, and streamlined policies and procedures.	5- Not making expected progress	12/31/95	Mary Williams	202-646-4010
0	HRM12.02	Replace the FPM and your agency's directives with automated personnel processes, electronic decision support systems and manuals tailored to user needs.	Handbook described in HRM12.01 will be available when it is published through E-Mail HR Bulletin Board. HR systems have been demonstrated by a variety of vendors; however, no selections have been made at this time.	5- Not making expected progress	12/31/96	Mary Williams	202-646-4010
1	ICS01.01	Establish a policy for delivering quality service to the public; initiate customer service programs.	Focus groups underway in all program areas. Surveys are completed and standards set and publicized for serving customers in disasters. Customer service plan and organization approved by the Director. Funds being reprogrammed for customer service initiative in FY 95.	7- Ahead of schedule	12/31/99	Sara Crumpacker	202-646-2575

FEDERAL EMERGENCY MANAGEMENT AGENCY

Cross-Cutting Actions Requiring Agency Action

	A	B	C	D	E	F	G
1	Item Num	Action Description	Status Narrative	Status Code	Forecast Completion Date	POC Implement Primary	POC Phone Number
2	IT13.02	Require "minimum competency" in information technology for Senior Executive Service candidates.	OPM recently incorporated Information Technology (IT) management into 1 of the 5 Executive Core Qualifications agencies must use to recruit, assess and make selections for SES positions. FEMA will research IT training needs and provide necessary training to SES staff.	1- No action yet	12/31/99	Denise Yacknick	202-646-3040
3	IT13.04	Foster collegial assistance among coworkers in the use of information technology.	FEMA has restructured the Information Resources Board to direct optimal use and integration of information resources. GPRA pilot project on use of information systems to support emergency management programs is underway.	9- Completed	8/11/94	Rosetta Bowsky	202-646-3827
4	IT13.05	Include training as part of all information technology contracts and acquisitions.	The FEMA Information Resources Management Policy and Procedural Directive was completed by the Information Technology Services Directorate.	9- Completed	2/21/95	Rosetta Bowsky	202-646-3827
5	(ORG01.01)	Your agency should reduce the costs and number of positions associated with management control structures.	Evaluation underway; some reductions have already been made. An Agency Strategic Staffing Plan is being developed.	8- Substantially completed	12/31/99	Rick Shivar	202-646-3610

FEDERAL EMERGENCY MANAGEMENT AGENCY

Cross-Cutting Actions Requiring Agency Action

	A	B	C	D	E	F	G
1	Name/Num	Action Description	Status Narrative	Status Code	Forecast Completion Date	POC Implement Primary	POC Phone Number
6	ORG02.01	Use multi-year performance agreements between the President and the agency head to guide downsizing strategies. Note: This action items applies only to the 24 agencies receiving separate accompanying reports prepared by NPR.	No personnel downsizing requirement is identified for FEMA.	10- In progress, but no schedule established	1/1/95	Rick Shivar	202-646-3610
7	ORG03.01	Prepare a list of specific field offices to be closed and submit it to Congress for action as a part of the President Management Council's March 1995 report	The Agency identified four facilities to close; two have been closed; two others are on hold pending Congressional questions.	10- In progress but no schedule established	1/1/95	Rick Shivar	202-646-3610
8	PROC04.06	Revise acquisition related regulations to eliminate internal barriers.	Revision on hold pending incorporation of Federal Acquisition Streamlining Act requirements into FAR.	4 - On hold	12/31/99	James Taylor	202-646-3743
9	PROC09.01 and IT11.03	Provide managers with the ability to authorize employees who have a bona fide need to purchase small dollar value items directly using a purchase card.	Agency priority requires, review of existing credit cards against new organization, emphasis on increased card distribution; and revision to Agency policy.	6- Making expected progress	5/30/95	James Taylor	202-646-3743

FEDERAL EMERGENCY MANAGEMENT AGENCY

Cross-Cutting Actions Requiring Agency Action

	A	B	C	D	E	F	G
	Name/Num	Action Description	Status Narrative	Status Code	Forecast Completion Date	POC Implement Primary	POC Phone Number
10	QUAL01.02	Designate a Chief Operating Officer.	The Deputy Director has been designated as the Chief Operating Officer.	9-Completed	9/4/94	Mel Presgraves	202-646-3665
1	QUAL02.01	Lead and manage according to criteria found in the Presidential Award for Quality.	Total Quality Management (TQM) is being incorporated into training for managers and supervisors.	9-Completed	9/30/95	Richard Shivar	202-646-3610
2	QUAL02.02	Ensure your entire staff attends educational sessions on strategic and quality management for the Presidential Award for Quality.	Senior Executives have received training by the Federal Quality Institute. FEMA's training division is implementing a number of other training activities such as employee orientation.	6-Making expected progress	6/30/95	John McKay	301-447-1286
3	QUAL02.03	Establish a top level Quality Council to lead the culture changes necessary to improve agency performance.	This function is assigned to the newly established Executive Board.	9-Completed	6/30/95	Rick Shivar	202-646-3610
4	REG03.01	Encourage use of negotiated rulemaking.	Expect to select test case by May 1, 1995.	6-Making expected progress	12/31/95	Spence Perry	202-646-4105
5	REG04.01	Increase public participation during the rulemaking process.	On-going - FEMA is working through Regulatory Reform Initiative, town meetings, hearings, comments, etc.	6-Making expected progress	6/1/95	Spence Perry	202-646-4105
6	REG04.02	Enhance public awareness and evaluation of programs.	FEMA is continuing to increase public awareness of, and comments on, its programs and rules.	9-Completed	6/30/94	Spence Perry	202-646-4105

FEDERAL EMERGENCY MANAGEMENT AGENCY

Cross-Cutting Actions Requiring Agency Action

	A	B	C	D	E	F	G
1	NamNum	Action Description	Status Narrative	Status Code	Forecast Completion Date	POC Implement Primary	POC Phone Number
7	REG04.03	Increase the use of information technology in the rulemaking process.	FEMA and the Office of General Counsel use the LAN to expedite distribution and coordination of legislative or regulatory actions.	10- In progress, but no schedule established	6/30/95	Spence Perry Gordon Fullerton	202-646-4105 202-646-3130
8	REG05.01	Streamline your agency's internal rulemaking procedures.	Survey began.	6- Making expected progress	12/1/95	Spence Perry	202-646-4105
9	REG05.02	Use "direct final" rulemaking, where appropriate, to reduce needless "double" review of noncontroversial rules.	Already completed.	9- Completed	12/31/94	Spence Perry	202-646-4105
0	REG06.01	Increase the use of alternative means of dispute resolution.	Alternative dispute resolution used to resolve longstanding disaster recovery issues.	6- Making expected progress	12/1/95	Spence Perry	202-646-4105
	REG09.01	Establish technical drafting services for congressional committees and subcommittees.	Already available.	9- Completed	6/30/94	Spence Perry	202-646-4105
	SMC03.04	Eliminate bonuses to your Inspector General to avoid the possible appearance of impropriety.	Done	9- Completed	6/30/94	Rick Shivar	202-646-3610

FEDERAL EMERGENCY MANAGEMENT AGENCY

Cross-Cutting Actions Requiring Agency Action

	A	B	C	D	E	F	G
1	Name/Num	Action Description	Status Narrative	Status Code	Forecast Completion Date	POC Implement Primary	POC Phone Number
23	SMC04.02	Encourage your Office of General Counsel staffs and field attorneys to become more responsive to their clients by using franchising and other market mechanisms.	Already underway with disaster-hire attorneys now working in the field and specific disaster programs.	8- Substantially completed, further action not expected	6/1/95	Spence Perry	202-646-4105
24	SMC04.03	Develop performance measures and "feedback loops" for your General Counsel to ensure close cooperation with clients and achievement of intended cultural changes.	In process - regional survey in August 1994.	6- Making expected progress	12/1/95	Spence Perry	202-646-4105
5	SMC07.01	Reduce your agency's internal regulations by 50 percent or more over the next three years.	Initial surveys have been completed some (DPA regulations for example) are done - complete review underway. Completion target one year ahead of Executive Order.	7- Ahead of schedule	12/1/95	Spence Perry Rick Shivar	202-646-4105 202-646-3610
5	SMC08.01	Your agency should establish a process for obtaining waivers from federal regulations and identify regulations for which this process applies.	Done	9- Completed	12/31/94	Spence Perry	202-646-4105
7	SUP03.02	Compare depot distribution costs with commercial distribution systems.	Direct impact is minimal based on FEMA mission and acquisition requirements, but will review further as part of FY procurement planning cycle.	8- Substantially completed, further action not expected	10/30/94	James Taylor	202-646-3545

FEDERAL EMERGENCY MANAGEMENT AGENCY

Cross-Cutting Actions Requiring Agency Action

	A	B	C	D	E	F	G
i	NamNum	Action Description	Status Narrative	Status Code	Forecast Completion Date	POC Implement Primary	POC Phone Number
28	SUP03.06	Increase the use of commercial item descriptions when acquiring goods and services.	Currently developing Agency policy to implement recent OMB guidance, Office of Procurement Policy, regarding service contracts.	10- In progress, but no schedule established	9/30/94	James Taylor	202-646-3545
29	SUP07.04	Automate the travel order and voucher processes within your agency.	FEMA is using Travel Manager from federal software to process travel vouchers for travel associated with disaster recovery activities. Additional, an automated procedure has been developed and is being piloted to electronically transfer and upload voucher information into the Agency's FMS through its TRIPS module.	6 - Making expected progress	10/1/95	James Taylor	202-646-3545
30	SUP11.03	Encourage postal savings through mail management initiatives.	Request for priority/express mail delivery must be authorized by FEMA Mail Manager for cost-effective mailings. Managers notified to contact FEMA Mail Manager when planning large mailings to ensure greatest saving and fastest delivery.	9- Completed	7/31/94	Wesley Moore	202-646-4152
31	SUP11.04	Allow line managers to manage their postal budgets.	Centralized mail budget does not inhibit managers postal needs.	3- No further action expected	10/1/93	Wesley Moore	202-646-4152

FEMA NEWS BRIEF

Vol. 1, Issue 2

September 17, 1993

THE DIRECTOR'S LETTER

To FEMA Employees,

Many exciting things have happened since the last newsletter was distributed in July. The Midwest floods have finally ended and the long road to recovery has begun. Hurricane Emily has come and, thankfully, gone with little damage. The President and Vice President have announced the Administration's "Reinventing Government" initiative, and the renewal of FEMA has taken a giant step with the announcement of the reorganization of the Agency.

Before we talk about the reorganization, I would like to share with you two wonderful moments that should make everyone at FEMA proud. First, at ceremonies in Florida marking the one-year anniversary of Hurricane Andrew on August 24, I received the Ceremonial Key to Dade County in recognition of the job FEMA has done to help South Florida recover from the mass destruction of Hurricane Andrew. Second, at the White House ceremonies announcing the Reinventing Government initiative, President Clinton came up to me and told me how, during his visit to Dade County the previous weekend, people repeatedly told him what a great job FEMA was doing. The President told me how proud he is of the job FEMA is doing in South Florida and the Midwest.

We are turning things around at FEMA. We are more proactive, as the preparations for Hurricane Emily illustrated, and we are getting the credit that is due the Agency. We are working hard to meet the needs of our customer—the American people. The President, the Congress, the Press and, most of all, the American people are taking notice. We are building the momentum we need to make FEMA the best federal agency in the government. I thought you might enjoy clips from some of the news articles about FEMA that are highlighted throughout this newsletter.

You, the employees of FEMA, deserve the credit for this turnaround. Your hard work and sacrifice, your hours on the job here at headquarters and in the field, and your professionalism and compassion are the cornerstones for the record of achievement we are building together. Thank you again for meeting the challenge.

Thank you for your input to the renewal. The functionally-based reorganization that we are proposing will allow FEMA to best meet the needs of its partners at state and local levels and of individual disaster victims. I am grateful to all employees who provided suggestions for change that helped to create this proposed structure. I am very pleased with the interest and participation by headquarters and regional staff, and encourage all FEMA employees to continue to participate.

The reactions from the Administration and members of Congress who have reviewed the reorganization plan have been overwhelmingly positive. We are on our way but the process is far from complete.

That is why I have asked a few of the agency's senior managers to take a brief leave from their regular duties to develop the mission and functions for each of the organizational components of programs to be maintained at headquarters. (A list of these managers and their assignments is found on page 2 under "Reorganization Assignments.") At the same time, I have asked the regions to develop

FEMA Follows Through

"If anyone was expecting a cynical, cold-hearted, uncaring bored bureaucrat, they were surprised. Victims received attention and respect for their losses, large and small.

"Thanks, FEMA! You're helping Americans and in so doing, America too."

Austin Herald, Aug. 1993

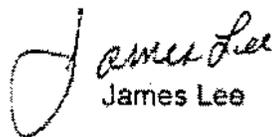
organizational structures that, in effect, mirror the headquarters structure while taking into account the unique needs and dynamics of their individual regions.

At headquarters and in the regions, the substructures of each of the functional components will be developed with the full input of all FEMA employees. I encourage you to continue to participate, and have directed the reorganization team members to involve employees in all aspects of the process. Together we will continue our efforts to renew FEMA.

One more bit of information: we are very close to naming additional political appointments for FEMA. I have been working closely with the White House in the past two weeks on the regional director appointments and the remaining headquarters appointments. I am hopeful that we can move on these appointments before the end of September.

I promise to continue to keep you informed as we go through the next few weeks. In return, I want to ask for your continued thoughts and suggestions for improvements as we take this next step. I encourage you to share your thoughts with the senior managers who are working on the next level of FEMA's reorganization.

Finally, let me once again express my pride in, and appreciation for, the job everyone here at FEMA has done since I came on board in April. Your support has meant a lot to me and, together, we can make FEMA the best agency in Washington and the country.


James Lee

Emily's Close Call

"... Federal Emergency Management Agency had its act together, organizing car loads of emergency equipment at nearby military bases and making suitable arrangements for communications and cleanup."

Charlotte Observer, Sept. 1993

Reorganization Assignments

The Director has asked the following individuals to accept three-to-four-week assignments to guide the design of an organizational substructure for their areas of responsibility:

Mitigation—Bob Volland

Preparedness, Training and Exercises—Clay Hollister

Response and Recovery—Dick Krimm

Federal Insurance Adm.—Don Collins*

Fire Administration—Ed Wall*

Support Services—John Hwang

Office of Equal Opportunity—Adell Betts*

Office of Financial Management—Gary Johnson

Office of Policy and Assessment—Harvey Ryland*

National Security Coordinator—Cathy Light

Office of Congressional and Governmental Affairs—Martha Braddock*

Office of Emergency and Public Information—Marnie Goodman*

Office of General Counsel—John Carey*

Office of Human Resource Management—Dennis Owens*

Office of Regional Operations—Liz DiGregorio*

Ombudsman—(position to be filled)

* Individual is an appointed director or acting director.

NOTE: Until the Director of Program Coordination is appointed, the Director has asked Bill Tidball, as Chief of Staff, to fill the role.

RENEWAL

On September 8, the Director held a teleconference with all FEMA employees to announce a proposed reorganization as the next step in the renewal

of FEMA. The Director indicated that the primary goal of the reorganization was to improve service to the victims of disasters.

Employee Participation

The participation of FEMA employees in the design of this organizational structure was critical. It reflects many of the suggestions and ideas given to the Director by employees. Our state and local partners in emergency management also had input. The structure also reflects the goals and priorities that the Director has shared with employees in the past months. The mission statement and goals are found on page 4.

Implementation Steps

The Director announced the beginning of the reorganization on September 8, saying that we will follow all personnel rules, work with our unions, and continue to involve all employees in the process.

The Director also announced that he had asked several senior managers in the agency to spend the next three-to-four weeks focusing on the reorganization. He asked the individuals to do the following:

- develop mission and function statements for the organizational component;
- develop a sublevel organizational structure and align the resources to the structure;
- identify resource/skills needs and excesses;
- identify issues that need resolution before the new organizational structure is implemented.

FEMA Is 'Not Waiting' For the Winds to Die Down

"... FEMA shows what disaster-management expert Louise Comfort calls a 'fundamental shift in attitude' since hurricane Andrew. It has shifted from the passive posture of waiting to react to requests from governors for aid to a pro-active stance of anticipating needs."

Christian Science Monitor, Sept. 1993

The Director asked that they proceed to develop an implementation plan for each organization and emphasized that these managers should seek out and involve FEMA employees who will be part of the organizations.

Jane Bullock and her staff—Rick Shivar, Mel Presgraves, and Dianne Bona—will continue to support the reorganization.

Spell it MISSISSIPPI

"... One bright note: the Federal Emergency Management Agency responded much more quickly to this disaster than it did to Hurricane Andrew. And there was better coordination among the host of government agencies involved. This is a sign the nation not only should learn from experience but actually can learn."

Baltimore Sun, Aug. 1993

Regional Structure

Evolving from the reorganization work is a draft regional structure that closely follows that of headquarters. It includes compatible organizational units: Mitigation; Preparedness, Training and Exercises; Response and Recovery; and Support Services. It also gives focus to fire programs.

The Director has requested each region to replicate the process outlined for headquarters in developing the substructure in its offices. The regions will follow the same process as did headquarters in providing opportunities to involve all regional employees.

Also, the Director indicated that he expects the regions to continue to play a role in the further development of the headquarters structure. The goal is to strengthen the regional offices so we can provide improved support to state and local governments.

Reduction in Force

The Director repeated his commitment to avoid a Reduction in Force (RIF) during the reorganization. The Director believes there is no need for a RIF and promised to do everything he could to avoid it.

FEMA Mission

The mission of the Federal Emergency Management Agency is to provide the leadership and support to reduce the loss of life and property and protect our institutions from all types of hazards through a comprehensive, risk-based, all-hazards emergency management program of mitigation, preparedness, response, and recovery.

The mission stresses that FEMA has a leadership, coordination, and management role that focuses on reducing risks and helping the victims of disasters, regardless of the cause. This role applies to federal agencies, state and local governments, and private and volunteer organizations involved in disaster relief, as well as to disaster victims who receive assistance directly from the federal government.

The mission denotes that FEMA's leadership and support will focus on the most likely risks, such as hurricanes, earthquakes, or floods, that a jurisdiction faces. Through developing the capability to respond to specific risks, emergency management capabilities will exist for any hazard.

Goals

To accomplish FEMA's mission, the following goals shape the priorities and policies to be implemented:

- To create an emergency management partnership with other federal agencies, state and local governments, volunteer organizations, and the private sector;
- To establish, in concert with FEMA's partners, a national emergency management system that is comprehensive, risk-based, and all-hazards in approach;
- To make hazard mitigation the foundation of the national emergency management system;
- To provide a rapid and effective response to any disaster; and

Implementation Timeline

The Director stated his goal of beginning the implementation process—initiating the necessary personnel actions—by October 1, 1993. He expects it will take several months to put everything in place.

In the Calm, Gratitude

"The Federal Emergency Management Agency, burned badly after its slow action in response to Hurricanes Hugo and Andrew, came through flying the Red, White, and Blue. FEMA got ready for Emily before she struck, coming to North Carolina with generators and tents and pumps."

*The News & Observer, Raleigh, N.C.,
Sept. 1993*

EVENTS

FEMA renewal activities will continue so that implementation of the reorganization can begin October 1. Key events are listed below.

Sept. 17—Weekly status meeting with selected senior managers on reorganization team

To be scheduled—Vice President Gore will address FEMA employee at "All Hands" session (a change in the Vice President's schedule precluded a session on Sept. 17)

Sept. 24—Regional organizational proposals completed

Ongoing—FEMA employees continue to provide input to Director and reorganization team; conference calls with union representatives; and regional conference calls.

Federal Emergency Management Agency

... A Challenge to All Employees ...

**"Toward a National Partnership in
Emergency Management"**

*... We must be partners before disaster strikes ...
Because one dollar of prevention is worth one thousand dollars of cure*

Mitigation must be the foundation of our efforts to reduce the impacts of disasters on our citizens and communities.

*... We must be partners in preparedness ...
To help our partners to help themselves*

Through efforts in planning, training, and exercising for all hazard types, we must focus upon those risks that realistically threaten public health and safety.

*... We must be partners during disasters ...
To support our partners to better help themselves and those they serve*

At those times of highest stress, visibility, and tremendous human suffering, it is both the expectation and the obligation of FEMA to respond quickly when our State and local partners need us, and to effectively meet their needs.

*... We must be partners after a disaster occurs ...
To help those who cannot help themselves*

Our success in providing relief and assistance following a disaster is measured by each individual, family, community and State who turns to us in their time of need, and by our ability to meet those needs in cooperation with our partners.

Join me in this challenge to create a national emergency management partnership of FEMA, other Federal departments and agencies, State and local emergency management agencies, and volunteer and private organizations.

**FEMA is a Partnership of ...
People Helping People**



James L. Witt
James L. Witt
Director



cliff

Office of the Director
Federal Emergency Management Agency
Washington, D.C. 20472

July 27, 1993

Memorandum For: All FEMA Employees
From: *James E. Witt*
James E. Witt
Subject: Update on the Renewal of FEMA

Through a series of memos to all employees, I have tried to keep you informed of the FEMA renewal process. Therefore, I would like to bring you up-to-date on what we have done to date and what our plans are for the near future.

First, I would like to review the process we are using to ensure that each of you has an opportunity to provide input on revising and updating FEMA's mission, developing a new organizational structure, and establishing major policies consistent with the mission, and corresponding goals and priorities. I also want to assure you that no decision has been made on the overall revised organizational structure. In fact, information is still being gathered that needs to be taken into consideration. Also, I would like to acknowledge the many employees that have made suggestions on how we can make the Agency more effective and a better place to work. Some of these suggestions are already being implemented, and others will be in the near future.

The renewal process has included the following opportunities for employee participation:

1. All employees were asked to submit their ideas, either in writing or through meetings with Harvey Ryland or John "Chile" Cole, or the organization review team consisting of Jane Bullock, Rick Shiver and Mel Presgraves.
2. I have held listening sessions with employees of Regions III and IV. I had planned to visit additional Regions, however,

September 7, 1993. After coordination with Congress, a public announcement of FEMA's new mission, organization, and policies by the Administration will significantly enhance our ability to implement the renewal of FEMA.

This announcement is just the beginning of the renewal of FEMA. The full implementation of our organization will occur over the coming months. In addition, as we go through implementation, long term issues identified through the renewal process will be addressed. This may result in additional changes as we evolve to the best organization to accomplish our mission. I ask for your cooperation and support in building the new FEMA.

Thank you for participating in the renewal process. I am positive that because of your input and support, the renewal of FEMA will be a great success.

I want to stress that you will always have the opportunity to submit your ideas on ways we can improve the Agency. Please first share your ideas with your supervisor; however, if this approach does not satisfy you, then you are free to submit your ideas directly to me in confidence.

Distribution: H(AllPersHqFld)

DIRECTOR 'S PHILOSOPHY FOR FEMA

In speeches and in memorandum's to the staff at FEMA, the Director has articulated his concept of the mission of FEMA. He believes the mission of FEMA is to reduce the loss of life and property from all types of hazards by providing the leadership and support for a comprehensive, risk-based, all hazards emergency management program of mitigation, preparedness, response and recovery.

To accomplish this, he has set the following priorities:

- o To create an emergency management partnership with other Federal agencies, State and local governments, volunteer organizations and the private sector.**
- o To establish, in concert with our partners, a national emergency management system that is comprehensive, risk based and all hazards in approach.**
- o To make hazard mitigation the foundation of the national emergency management system.**
- o To provide a rapid and effective response to any disaster.**
- o To strengthen State and local emergency management.**

VISION



A public educated on what to do before, during and after a disaster to protect themselves, their families, their homes, and their businesses; structures located out of harms way and built according to improved codes; governments and private organizations with proven effective plans, necessary resources, and rigorous training for disaster response; and community plans, prepared in advance, for recovery and reconstruction after a disaster.

MISSION



The mission of FEMA is to provide the leadership and support to reduce the loss of life and property and protect our institutions from all types of hazards through a comprehensive, risk-based, all-hazards emergency management program of mitigation, preparedness, response and recovery.

GOALS...



- ◆ To create an emergency management partnership with other Federal agencies, state and local governments, volunteer organizations, and the private sector
- ◆ To establish, in concert with FEMA's partners, a national emergency management system that is comprehensive, risk-based, and all-hazards in approach

... GOALS



- ◆ To make hazard mitigation the foundation of the national emergency management system
- ◆ To provide a rapid and effective response to any disaster
- ◆ To strengthen State and Local Emergency Management

MAJOR POLICIES . . .



- ◆ Accomplish the Renewal of FEMA in cooperation with the Vice President's National Performance Review
- ◆ Ensure FEMA employee participation in the renewal process
- ◆ Establish a nationwide culture of people helping people

... MAJOR POLICIES ...



- ◆ Establish and maintain a National Emergency Management Partnership
- ◆ Use the risk-based, all-hazards emergency management concept
- ◆ Establish mitigation as the foundation of emergency management

... MAJOR POLICIES ...



- ◆ Strengthen State and Local Emergency Management Programs
- ◆ Create an effective response and recovery capability
- ◆ Use all reasonable options for prepositioning resources for an anticipated disaster

... MAJOR POLICIES ...



- ◆ Develop and maintain the capability to collect disaster situation assessment information rapidly
- ◆ Maintain close working relationships with other Federal agencies in all phases of comprehensive emergency management
- ◆ Define and clarify internal and external roles and responsibilities

... MAJOR POLICIES ...



- ◆ Improve Working Relationships With States
- ◆ Minimize the administrative burden on State and Local Emergency Management agencies receiving FEMA funds
- ◆ Establish an administrative dispute resolution program to quickly resolve individual and public assistance claims disputes

... MAJOR POLICIES ...



- ◆ Consciously look for opportunities to evaluate FEMA's accomplishment of its Mission
- ◆ Promote comprehensive training and disaster exercise programs that involve all levels of government and private agencies and organizations
- ◆ Empower employees with responsibility and authority

AUG 9 1994

NOTE TO: John Hwang
Chairperson
FEMA Labor-Management Partnership Council

FROM: Calvin Byrd *Calvin Byrd*
Office of Policy and Assessment

SUBJECT: Mini-Lab Proposals

Attached is a list of the mini-lab proposals that we have received to date. You were previously sent a copy of each proposal.

These proposals have been evaluated by the Office of Policy and Assessment and a check mark has been placed beside those that have been judged to be excellent opportunities for reinvention at FEMA. I would like the advice of your Council on this matter prior to advancing them to Harvey Ryland and the Director for approval. If you concur, non-concur or need more information, please let me know.

While some of the proposals that are not checked are also worthy of approval or further consideration, it has been determined that we should start with ten of them. Some of the other proposals may be advanced in the near future. I think it is important that we present some of these proposals to the Director as soon as possible.

Your assistance in this regard is appreciated. Please give my best to the Council members.

Attachment

August 2, 1994

PROPOSALS FOR FEMA NPR REINVENTION MINI-LABS

- 1) Re-energizing Morale at FEMA
- ✓ 2) Flood Map Distribution Center Lab
- 3) Risk Assessment Lab
- 4) Security Clearance Validation Lab
- ✓ 5) State Emergency Operations Center (EOC) E-Mail/Data Interoperability with FEMA Validation Lab
- 6) Safe Computing Bulletin System
- 7) FEMA Communication Security (COMSEC)
- ✓ 8) Disaster Finance Center
- 9) New Approach to Management of the Comprehensive Cooperative Agreement (CCA) Mini-Lab
- 10) Establishment of a Duplication of Benefits Team
- 11) Budget Administration Lab
- 12) Community-based Emergency Response Systems Development Process

- ✓ 13) Applicant Services Helpline
- 14) Response Cadre
- 15) Block Grant for Hazard Mitigation
- 16) Block Grant for Infrastructure
- 17) Private Sector Training Partnership
- ✓ 18) FEMA Region II Open House
- 19) Toll-Free Telephone Number for Spanish-Speaking Disaster Victims
- 20) Streamline Delivery of Personal Property (Individual and Family Grant - IFG) Grants to Flood Victims
- ✓ 21) Partnership in Planning & Community Assistance
- 22) Earthquake Exercise in the Virgin Island
- 23) Partnership in Education
- 24) Model Risk Assessment System
- ✓ 25) GSA/FEMA Regional Government Electronic Mail Laboratory
- ✓ 26) Remote Location Electronic Staff Meetings
- ✓ 27) Videotapes in Emergency Shelters To Explain

- 28) Modify FEMA-State Agreement to Promote Mitigation Activities and Initiatives
- 29) Improve Customer Service
- ✓ 30) Reinventing the National Fire Academy
- 31) Infrastructure Support Training Tool

PRIORITY OP-8

Develop implementation strategy and coordinate Nati

Action No.

Key Actions

OP-8-1	Distribute NPR Summary and Accompany
OP-8-2	Draft Strategic Implementation Plan
OP-8-3	Brief Labor-Management Partnership C
OP-8-4	Develop Draft Organizational Structu
OP-8-5	Request Candidates for Reinvention M
OP-8-6	Request Formal Comments from Partner
OP-8-7	Evaluate PC's Comments For Inclusion
OP-8-8	Conduct Preliminary Evaluation on Mi
OP-8-9	Brief Ryland on Proposed Strategic P
OP-8-10	Memo From Director Approving Lab Imp
OP-8-11	Memorandum Approving Select Mini-Lab
OP-8-12	Lab Kick-Off - Invite Key NPR Staff
OP-8-13	Visit Mini-Labs and Celebrate Succes
OP-8-14	Showcase Mini-Lab Success Stories an
OP-8-15	Track Lab Progress - Welcome Visits

IMPLEMENTATION PLAN

PRIORITY OP-9

<u>Action No.</u>	<u>Key Actions</u>	<u>Organization</u>		<u>Comments</u>
		<u>Lead</u>	<u>Other</u>	
OP-9-1	Lab Implementation Plan	OP	Unions/Director	5/12/94
OP-9-2	Mini-Lab Approvals	OP	All/Director	5/27/94
OP-9-3	Lab Success Stories & Heroes	OP	All/Director	6/24/94
OP-9-4	Lab Visits By NPR and VP	OP	All/Director	6/29/94

March 7, 1995

**HIGHLIGHTS OF ACCOMPLISHMENTS
FEDERAL EMERGENCY MANAGEMENT AGENCY
April 5, 1993 - Present**

"FEMA...has gone from being a disaster to helping people in disasters." -- President Clinton's State of the Union speech, January 24, 1995.

Leadership

- Overhauled the Agency's organizational structure to align programs and activities along functional lines and fully integrate national security assets and capabilities into an all-hazards mission. The reorganization became effective November 28, 1993 and was adjusted on January 22, 1995 to consolidate information technology services.
- Received the Vice President's Hammer Award for FEMA's success at reinvention and was recognized by the Vice President's National Performance Review (NPR) as one of four agencies that have taken the thrust of NPR most to heart. Initiated continued reinvention and improvement under NPR Phase II.
- Published in December, 1994 the first Strategic Plan in the Agency's history, "Partnership for a Safer Future".
- Improved labor-management cooperation by establishing the FEMA Labor-Management Partnership Council in October, 1993. Empowered employees by involving them in renewal efforts, improved communications, and changed the Agency culture to value employees.
- Streamlined operations by reducing two layers of management; doubling the supervisor to employee ratio; and initiating a shut down of unnecessary facilities (Charlottesville, VA; Olney, MD; Battle Creek, MI; and Provo, UT).
- Simplified the budget structure to increase flexibility by reducing operating accounts from 47 to 8 separate elements.
- Re-engineered the Performance Management System and made available a new "time off" award to recognize employee accomplishments.
- Reduced internal regulations by 12%, and drafted a plan to reduce them by 50% by the end of FY 95 -- a year ahead of the requirements of E.O. 12861.
- Initiated a pilot project under the Government Performance and Results Act to take advantage of technology to support emergency management functions.
- Initiated the first all-inclusive Agency-wide property inventory that included disaster assets, and established a comprehensive property management system.

Mitigation

- Ensured broad participation in the development of a National Mitigation Strategy through 10 Mitigation Forums held across the country, attended by over 1,600 stakeholders.
- Worked with the Administration to gain passage of the Hazard Mitigation and Relocation Assistance Act of 1993, the "Volkmer Bill", and led an interagency "buy-out" program to acquire and relocate flood damaged structures. To date, 168 projects involving 7,800 properties in nine States have been approved.
- Demonstrated Federal leadership in mitigation implementation through the signing by the President of E.O. 12941, Seismic Safety of Existing Federally Owned or Leased Buildings.
- Launched a campaign to increase the number of flood insurance policies to decrease the cost of disaster relief. The campaign involves a national marketing program; insurance company sales goals; and encouragement of citizens to insure themselves.
- Initiated implementation of the National Flood Insurance Reform Act, signed by the President on September 23, 1994, which provided funding mechanisms to carry out mitigation projects.
- Increased public awareness through the "Home Fire Safety" campaign and the number of communities adopting sprinkler ordinances.

Preparedness

- Completed the study, "Resources Required for the National Emergency Management Partnership" which identified shortfalls at all levels of government to provide an effective emergency management capability.
- Drafted model State trust fund legislation to provide an alternative funding source within the States to help supplement and cover emergency management costs.
- Restructured and streamlined the Comprehensive Cooperative Agreement, through which FEMA provides annual funding to State and local governments.
- Shifted the focus to "hands-on/how-to" emergency management training and utilized innovative and cost-effective training delivery mechanisms to increase enrollment. Developed and delivered a Federal Coordinating Officer Fast Track training course to create a cadre of trained FEMA officials to effectively manage response and recovery operations.
- Enhanced the National Fire Academy curriculum to include new cultural diversity courses, management and leadership training for volunteer fire services, and community risk reduction. Initiated development of a National Fire and Rescue Incident Simulation Center.

Response and Recovery

- Effectively responded to 60 Presidentially-declared major disasters, including the Northridge Earthquake; floods in the Midwest, Southeast and Texas; and Northwest fires. With each disaster, put into place better ways to serve victims.
- Tested the Federal Response Plan and initiated an expansion to cover recovery and mitigation.
- Established, staffed and trained three National Emergency Response Teams for deployment during large-scale disasters on a rotating basis.
- Provided Federal leadership and support for formation of 25 Urban Search and Rescue Task Forces around the country.
- Initiated establishment of rapid response teams to provide better assessments immediately after the impact of a disaster.
- Conducted a review of disaster staffing programs and developed reform options.
- Centralized disaster operations by creating a new Disaster Finance Center in Berryville, VA; a National Teleregistration Center in Denton, TX; and Central Processing Centers in Redwood City, CA and Berryville, VA.
- Reviewed the declaration process and made recommendations for improvement.
- Conducted the first survey of disaster applicants; found that almost 80% of respondents were satisfied or very satisfied with FEMA's help; and developed customer service standards.
- Used innovative technology to replace paper systems with computerized, on-line disaster assistance registration; and the Automated Construction Estimation System (ACE), a portable computer to record home inspection data which improved accuracy of awards by 20-30%, reduced processing time by 50% and average yearly costs by about \$5.4 million.
- Worked with the Administration and Congress on legislative initiatives to reduce the cost of disasters.
- Streamlined the application and processing of post-disaster mitigation funding under Section 404 of the Stafford Act.
- Developed the concept for regional Centers of Excellence, and established Region VIII as a Center in Community Relations.
- Uncovered fraud and recovered \$18. million which was returned to the U.S. Treasury, as of September 1994.
- Significantly improved communication with the public through innovative means that included: creation of Recovery Channel T.V. and Recovery Times newspapers to quickly reach disaster victims; the FEMA World Wide Web site on the Internet; Radio Network; and computerized FAX systems.



Federal Emergency Management Agency

Washington, D.C. 20472

DEC 20 1993

MEMORANDUM FOR: Associate Directors
Administrators
Inspector General
Chief of Staff
Regional Directors
Office Directors
Senior Policy Officer

FROM:

James L. Witt
James L. Witt

SUBJECT:

Regional Reorganization and Staffing Patterns

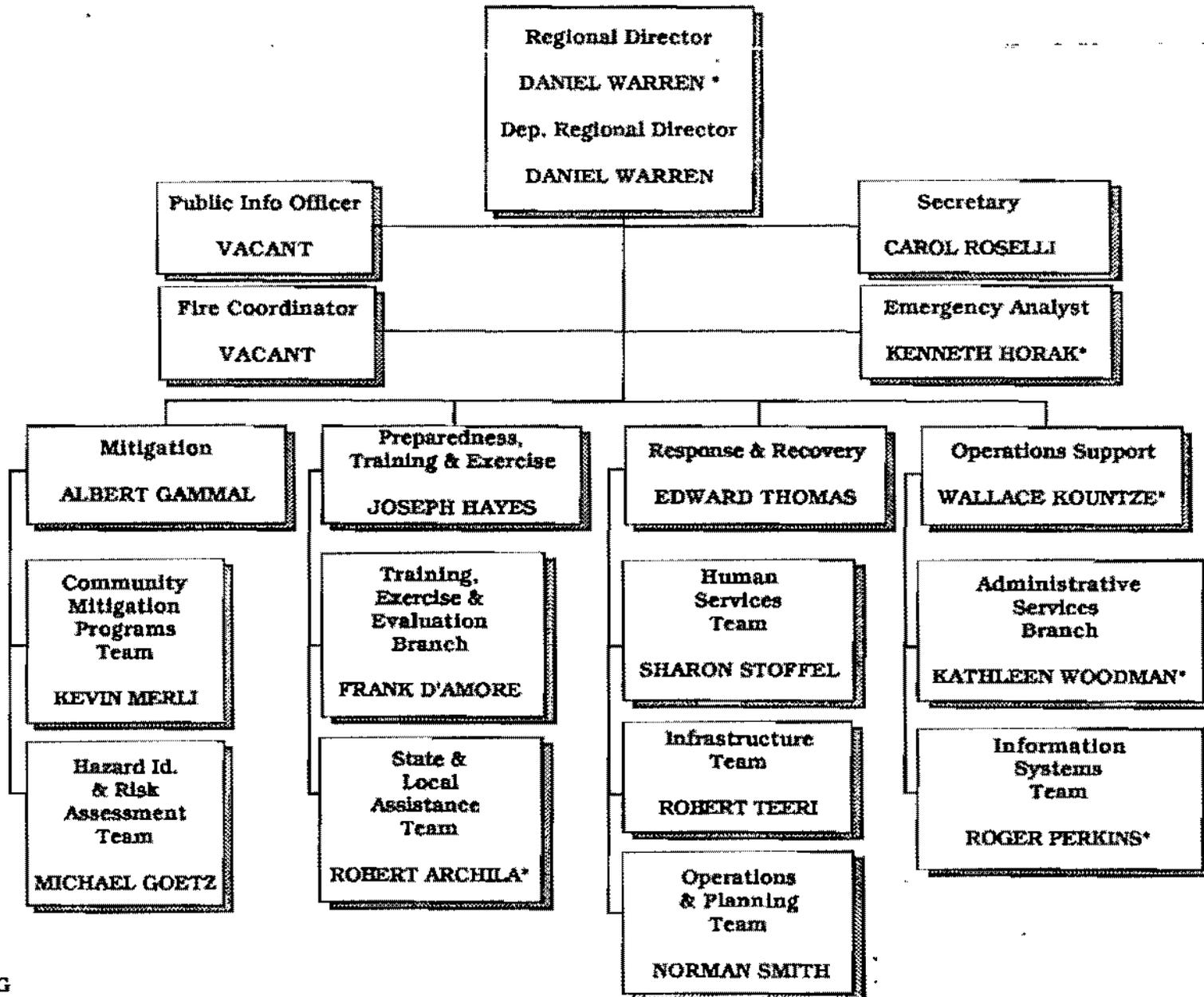
I have approved the regional reorganization and staffing patterns as presented in the attached detailed descriptions.

Please share this information with your staff, as appropriate, so they can begin working with their counterparts.

Thank you for all your support and for making the regional reorganization a very smooth process.

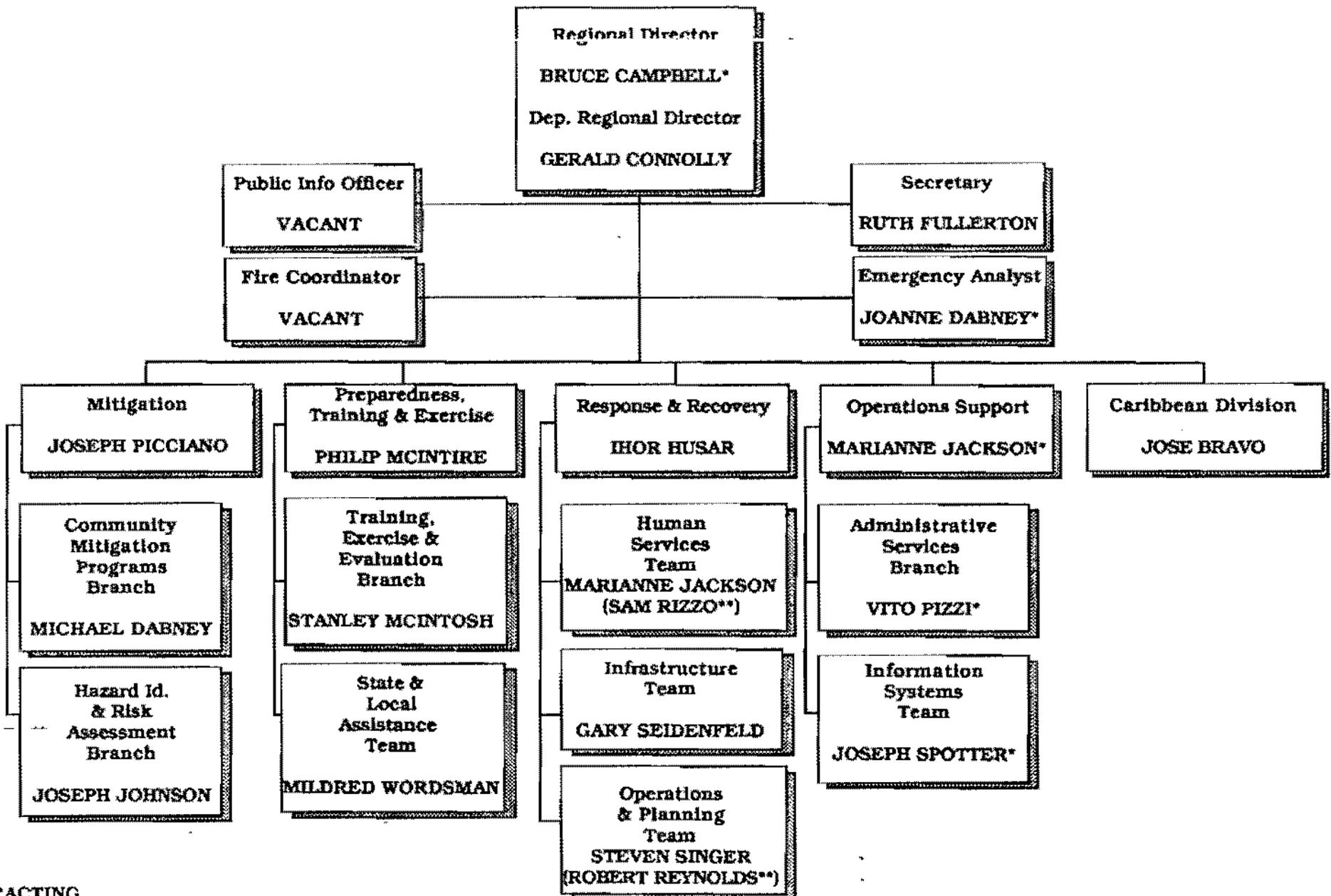
Attachment

REGION I ORGANIZATIONAL STRUCTURE



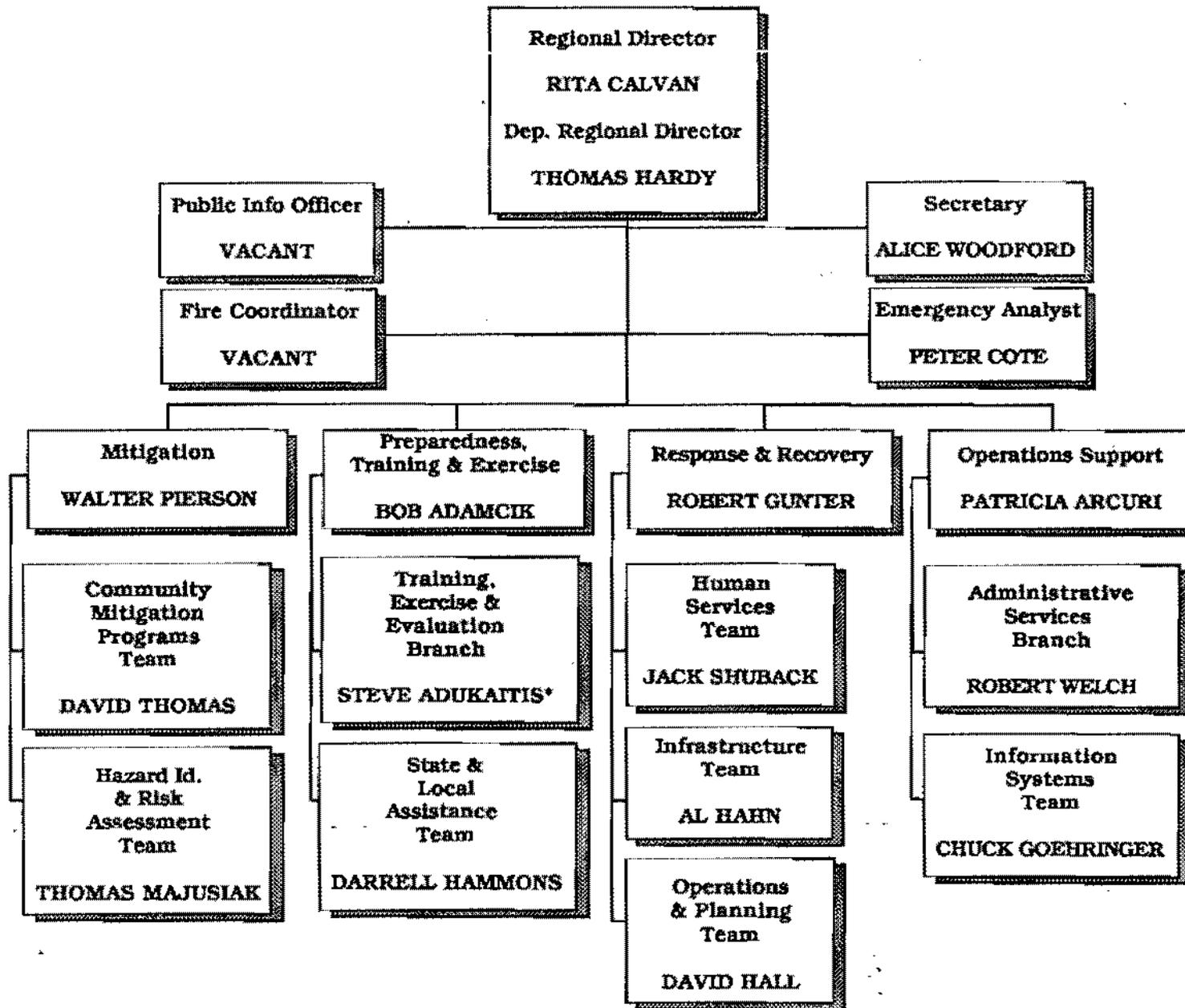
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REGION II ORGANIZATIONAL STRUCTURE



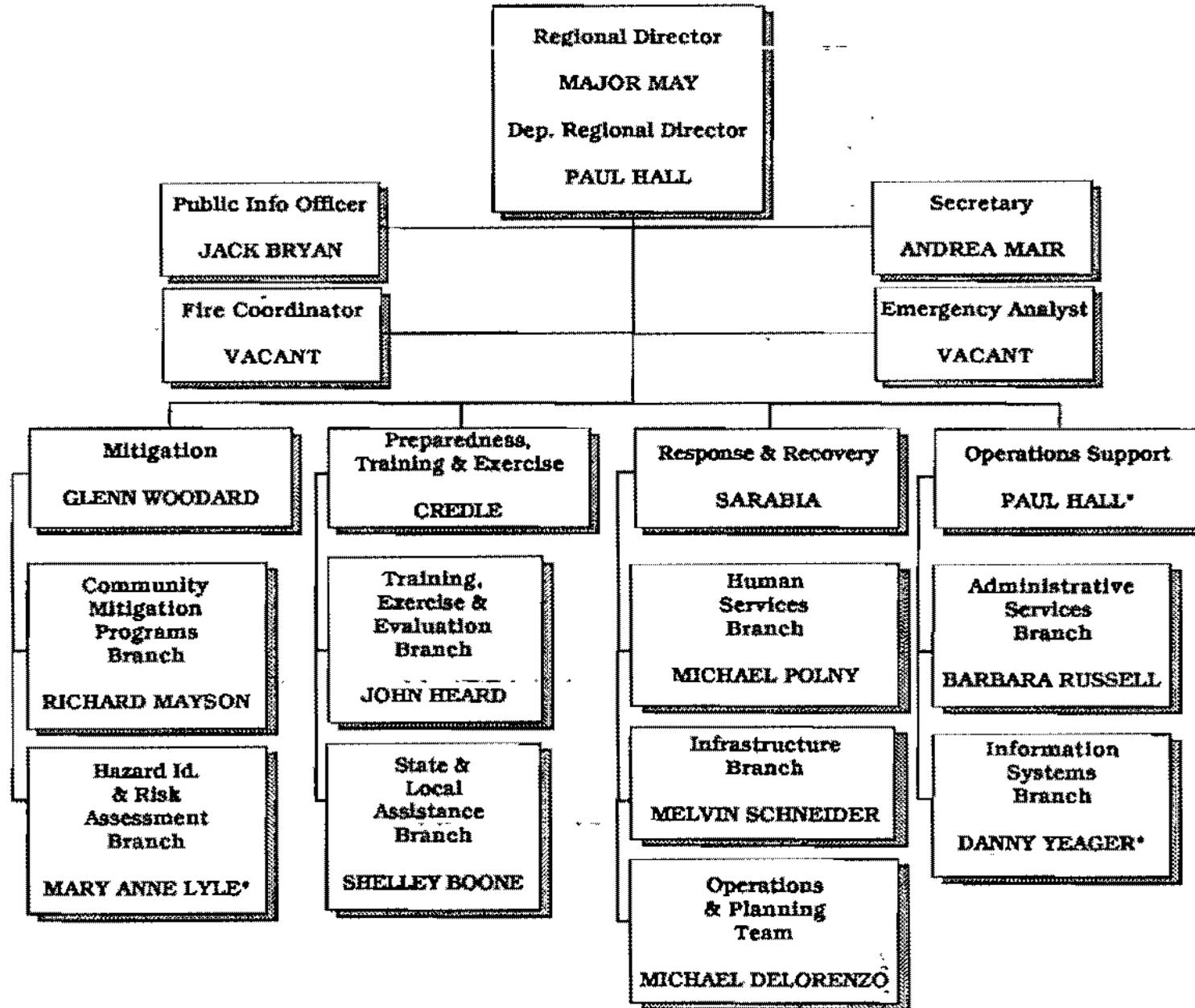
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REGION III ORGANIZATIONAL STRUCTURE



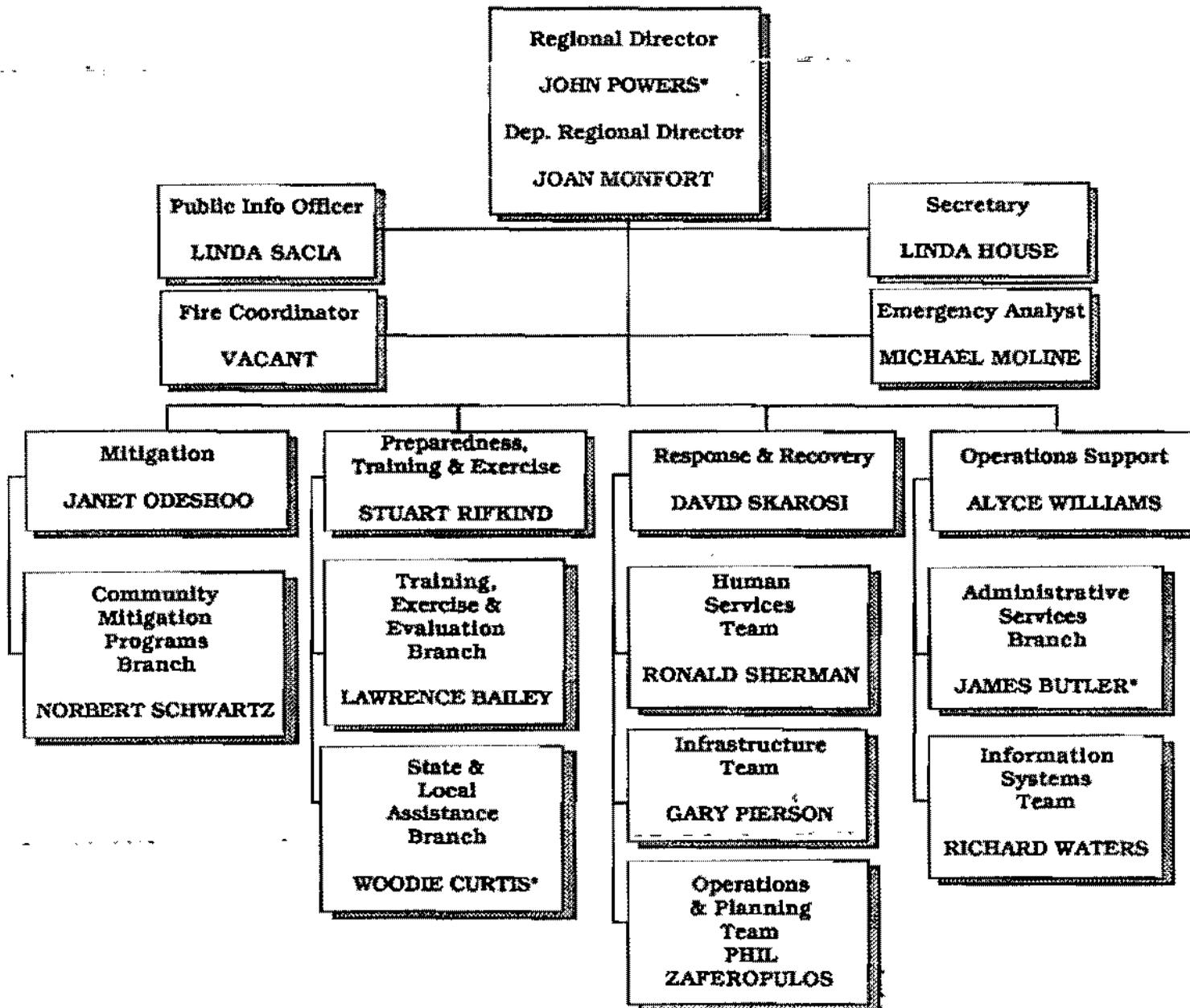
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REGION IV ORGANIZATIONAL STRUCTURE



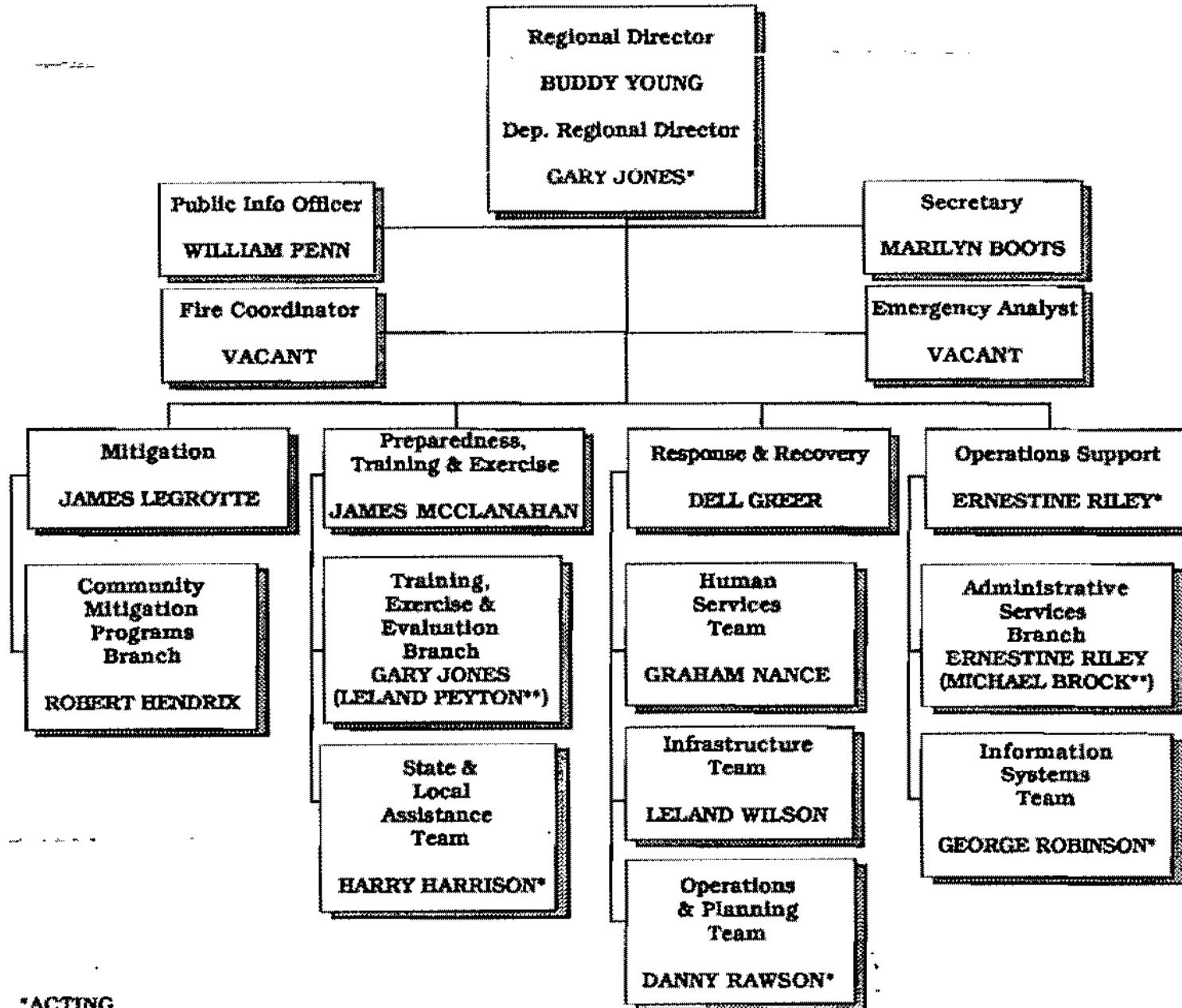
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REGION V ORGANIZATIONAL STRUCTURE



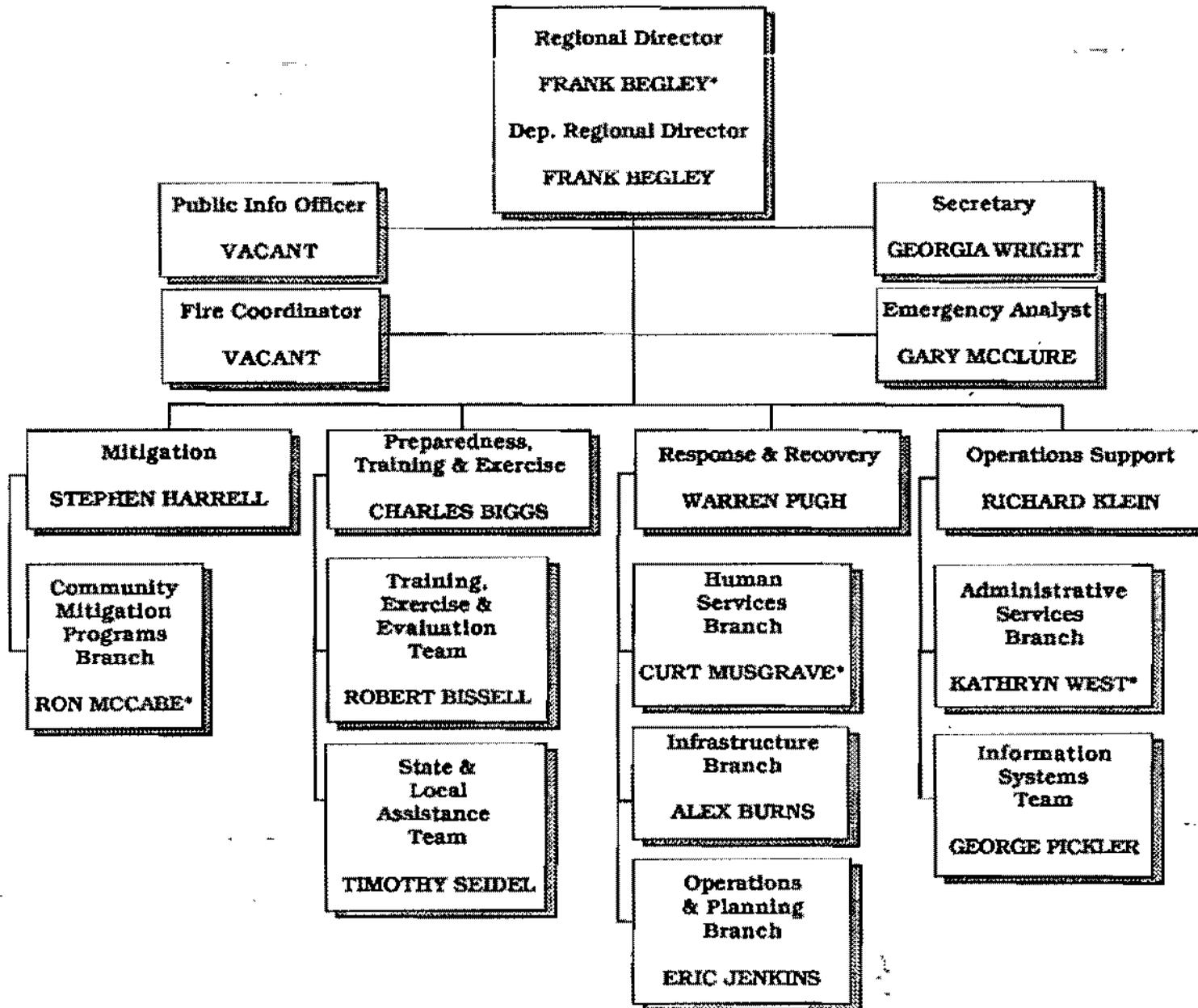
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REGION VI ORGANIZATIONAL STRUCTURE



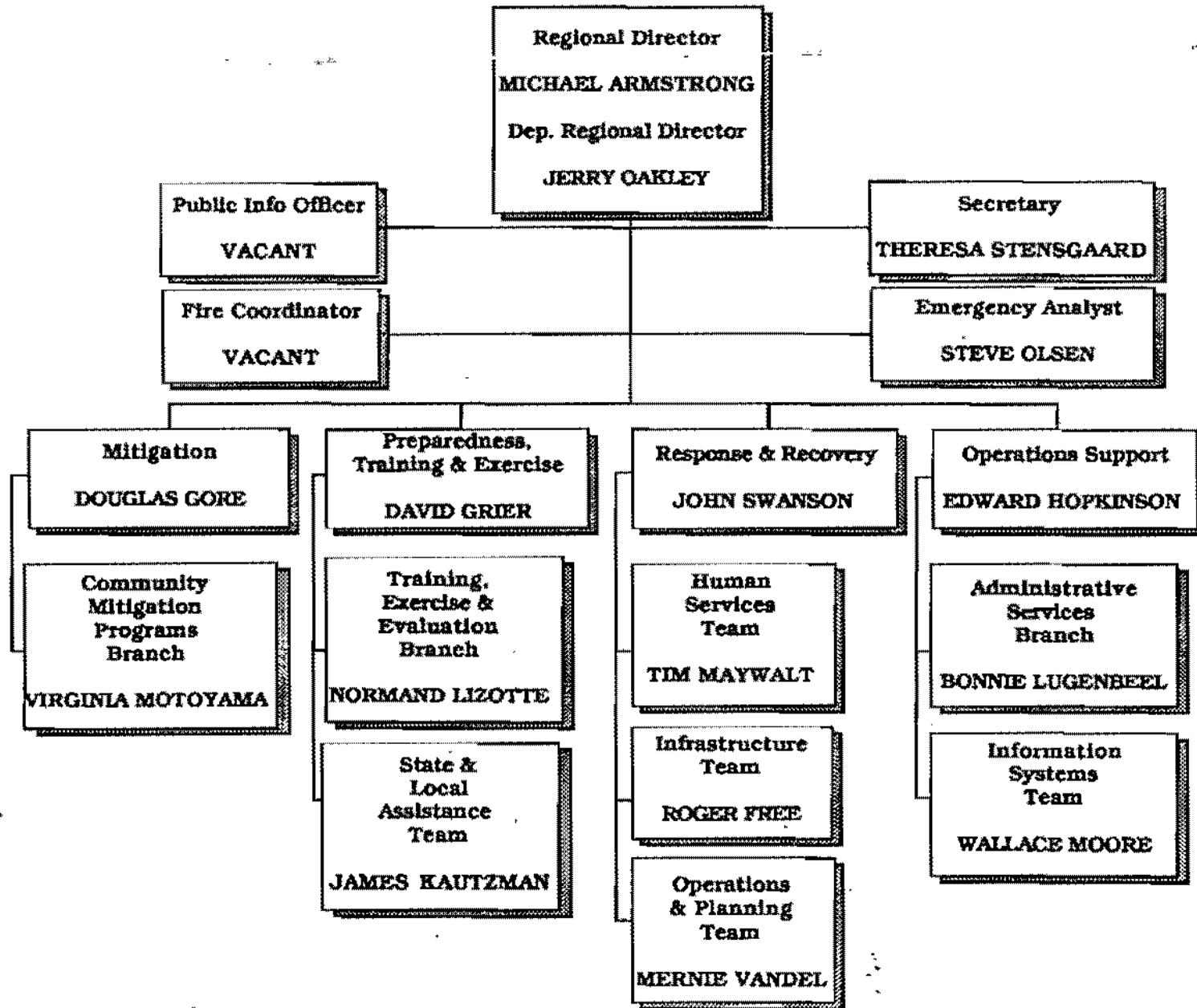
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REGION VII ORGANIZATIONAL STRUCTURE



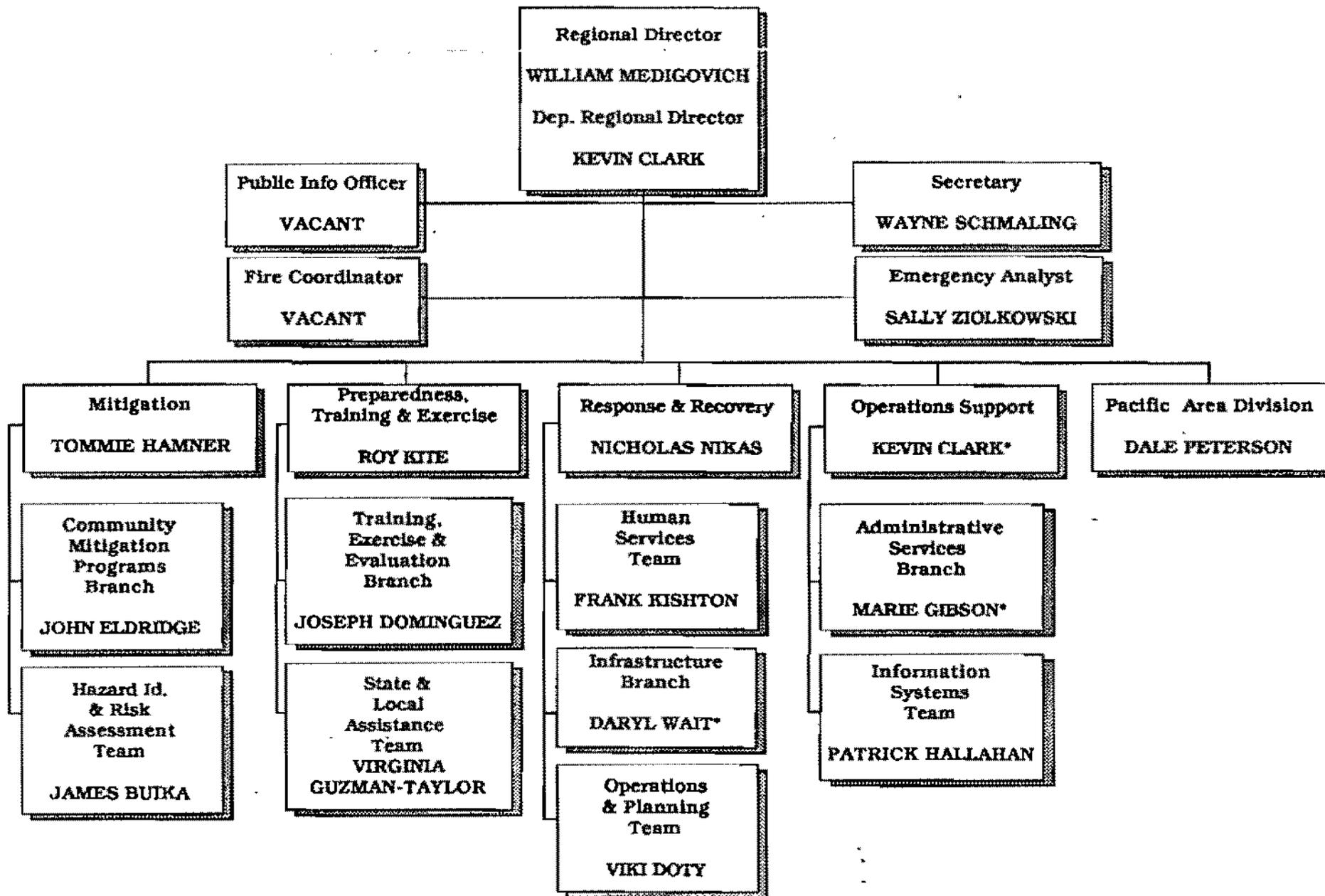
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REGION VIII ORGANIZATIONAL STRUCTURE



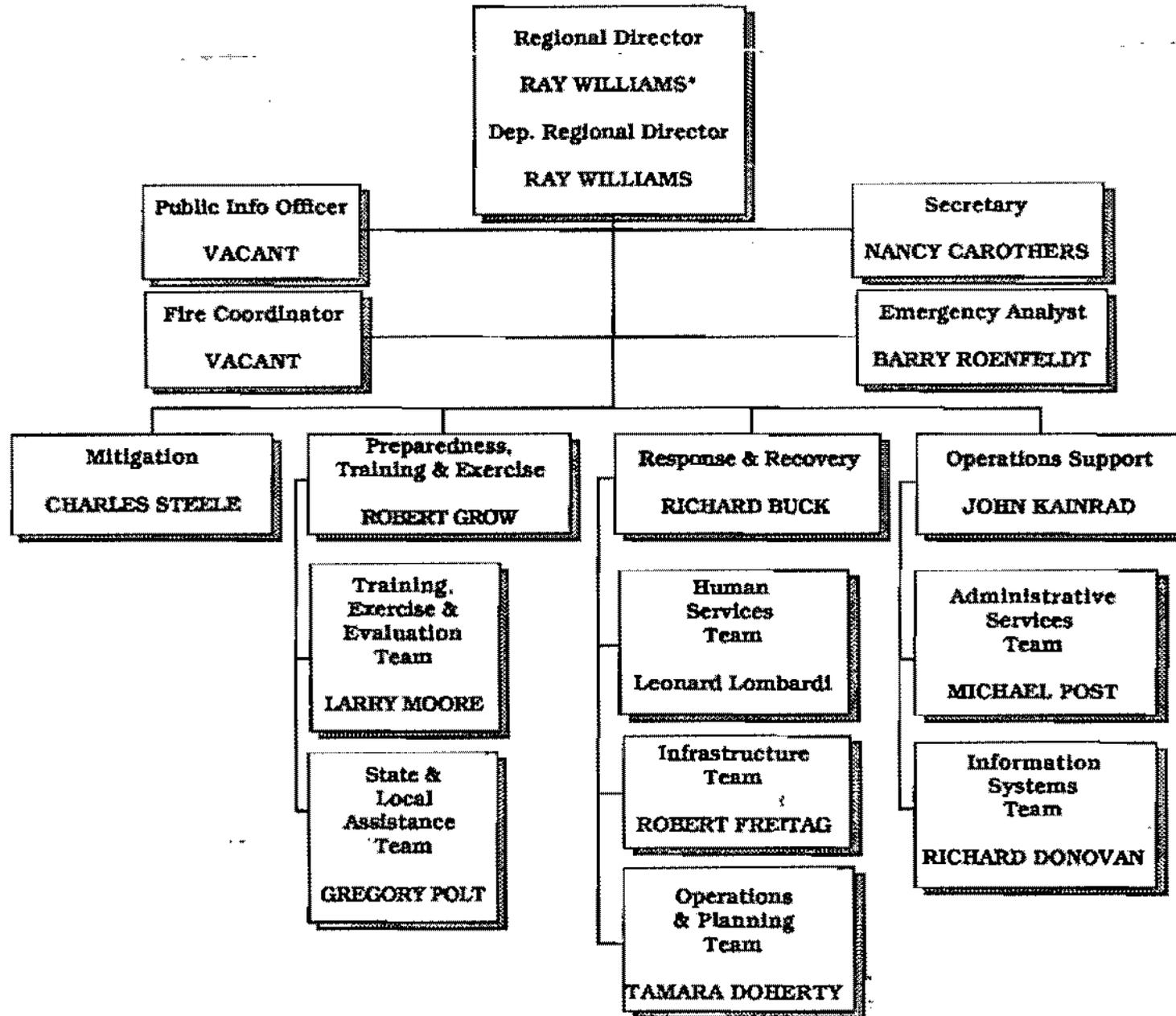
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REGION IX ORGANIZATIONAL STRUCTURE



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REGION X ORGANIZATIONAL STRUCTURE



*ACTING

REGIONAL DIRECTOR'S OFFICE

1) Issue: "Program Coordinator". R-X poses this position not to have any coordinatin function. Therefore, would like to see the title revert back to "Emergency Analyst" or "Special Assistant"; and given reins to operate rather independently.

Recommendation: Not change, until PD is formallized. At time revisit the issue

2) Issue: PIO expertise is necessary in the region.

Reccmmendation: Dilemma shared by all regions.

MITIGATION

1) Issue: Resources for the two branches would ~~like~~ split into a 1 to 10 ratio for R-8, 9, 10, so far. R-8 & 10 suggest streamlining the Division. Many personnel function across the board. This would in fact cause inefficiency of service delivery.

Recommendation: Stream-line.

2) Issue: R-10 would like to add DAE Mgt to Community Mitigation Programs, in additon to its appearance under R&R

Recommendation: If no objections and is a distinction for R-10, only, then O.K. *Added to all as a placeholder*

3) Issue: R-9 proposes the following additions to the COMMUNITY MITIGATION PROGRAMS:

a) Bullet for "Mgt of Mitigation DAE's"

b) "Environmental Assessments" as a subfunction to SECT 404 GRANTS

c) " " " " " " " " 1362 RELOC

d) "Project Coordination" and "Project Close-out" to INTERAGENCY HAZMIT TEAMS

e) E.O. 11990 to E.O. COMPLIANCE (in both branches)

Reccmmendation: O.K., if no objections from others

4) Issue: R-9 proposes the following move to the COMMUNITY MITIGATION PROGRAMS:

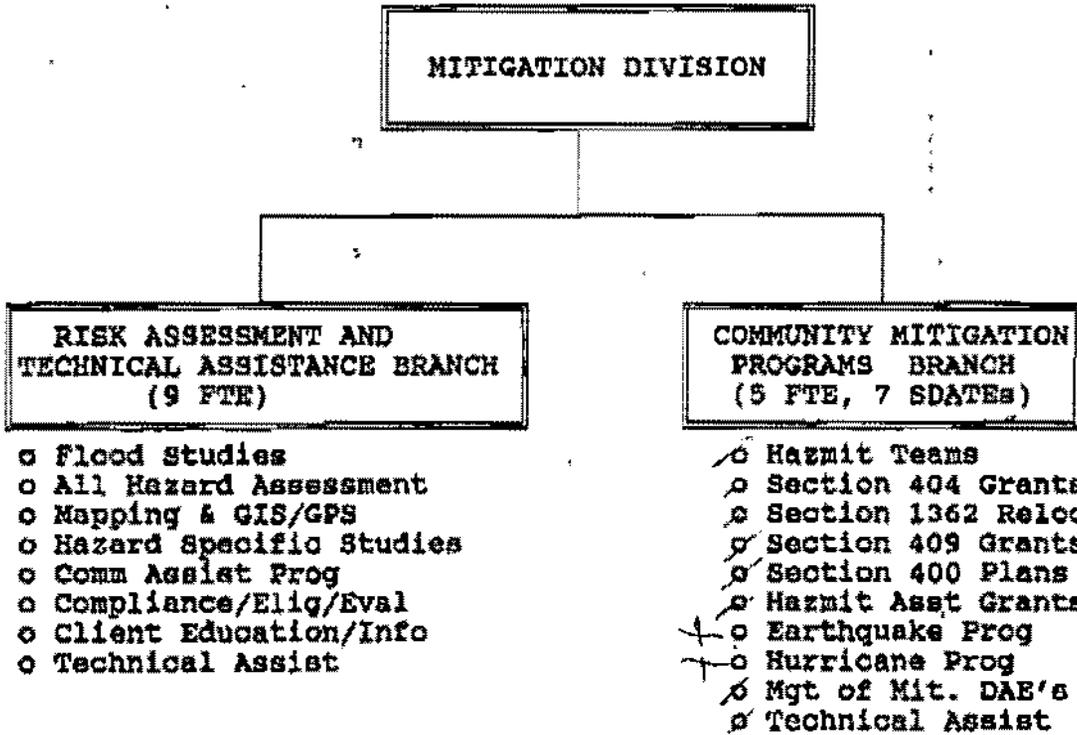
FLOOD MAPPING DISTR and IMMINENT COLLAPSE because these two functions are so minor

Recommendation: Discuss.

5) Issue: R-9 proposesto two optional arrangements with many name changes and reshuffling.

Recommendation: Do not change unless absolutely necessary.

FEMA REGION IX
Option 1

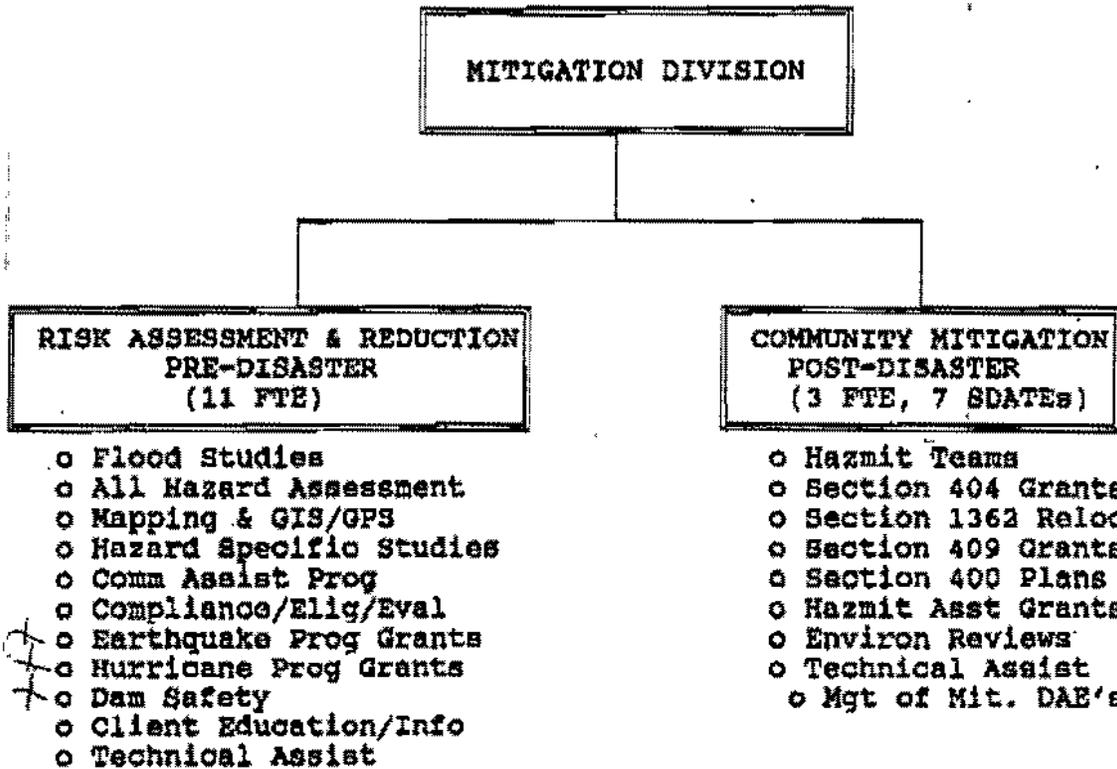


Diff from template :

Absent: Data Analyst
 Flood Mapping Dist
 Imminent Collapse
 LOMIA & LDMK
 Renam - EO Compliance
 Combine Mapping & GIS/GPS Utilization
 Moved / Renamed: "Client Educ/Info"
 Compliance/Elig/Eval
 Add: Tech Asst

Absent: Fin. Asst
 Training Mgr
 - Con Asst Grant
 EO Compliance
 Comm. Rating Sys
 Made separate:
 EQ Prog
 SECT 404 Grant
 Sect 1362 Reloc
 Hazmit Asst Grants
 Hurr Prog
 Renam: "Interagency Hazmit Teams"
 Add: Sect 400 Plans
 ?

FEMA REGION IX
Option 2



J

PREPAREDNESS, TRAINING AND EXERCISES

1) Issue: (R-9) - name changes

Recommendation: No change, unless completely necessary.

2) Issue: (R-9, 10) Move NDER to R&R

Recommendations: Move upon a majority.

3) Issue: (R-9) Add "CCA Coordination and Administration" to State and Local Planning and "Prog Mgt - CCA (SARA, hazmat, emt, SL&E) to Training, & Evaluation & Evaluation.

Recommendation: No change; consult other Regions.

4) Issue: (R-10) proposes combining Hazmat, CSEPP and REP, especially the planning function across all three programs to better serve and support the Agency's desire to be all-hazards oriented.

Recommendation: Acknowledge this is how it is done in this region, but leave functions separate on paper. *(Have RI do it as part of resumption lab)*

5) Issue: (R-10) proposes to add a new function "FRP- Training and Exercises"

Recommendation: Consult all regions. Allow if others have this function. Those not, can disregard its appearance.

RESPONSE AND RECOVERY

1) Issue: R-10 has a discrepancy with the titles of the branches. Feels that PLANNING & OPERATIONS TEAM should be planning, so that planning is not overshadowed by operations. Also wishes that the other 2 branches reflect that they are operations oriented in their titles.

Recommendation: No change, unless more regions also object.

2) Issue: R-9 proposes adding the following to PLANNING & OPERATIONS TEAM;

- RMEC
- IMA Coordination
- NDMS
- NDER (i.e., move from PT&E)

Recommendation: O.K., if these are addiditon functions peculiar to this region, to give them a home and if other regions don't object.

3) Issue: Change/delete RELATED ESFs to "Situation Assessment - ESF #5" (i.e., for all branches). R-10 also finds it confusing and suggest deletion.

Recommendation: Consult all regions for a concensus.

4) Issue: R-9 would like to delete "PDA" under INFRASTRUCTURE BRANCH

Recommendation: Leave in, if problem is that they just don't have that function. Other regions may have.

OPERATIONS SUPPORT

1) Issue: R-10 would like to have "Financial Mgt" and "Security" report directly to the Division Chief.

Recommendation: No change, unless other regions feel the same.

MISCELLANEOUS

1) Issue: R-9 proposes a 5th division "Pacific Area Office" organized to mirror the regions.

Recommendation: Approve as a 5th division.