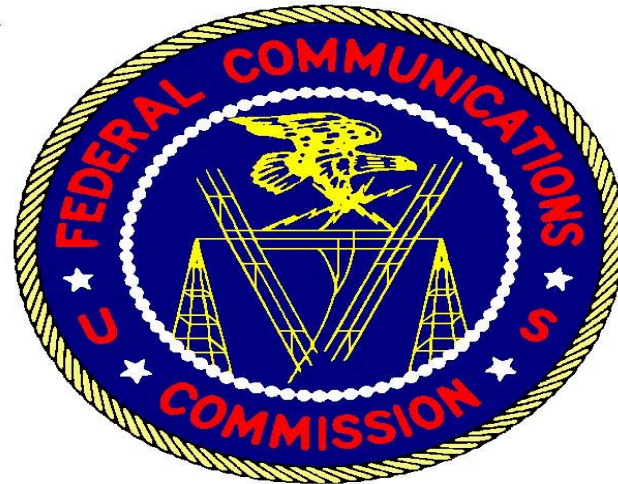


# **FEDERAL COMMUNICATIONS COMMISSION**



**FISCAL YEAR 2000**

**ANNUAL PROGRAM PERFORMANCE REPORT**

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Annual Performance Plan for FY 2001 and FY 2002**

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# FEDERAL COMMUNICATIONS COMMISSION

## FY 2000 ANNUAL PROGRAM PERFORMANCE REPORT

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### LICENSING

This activity includes the authorization or licensing of radio stations, telecommunications equipment and radio operators, as well as the authorization of common carrier and other services and facilities. Includes direct organizational FTE and FTE workyear effort provided by staff offices to support policy direction, program development, legal services, and executive direction, as well as support services associated with licensing activities.

**Activity Goal:** To promote efficient and innovative licensing and authorization of services by automating functions and fully implementing automated licensing and electronic filing systems across the Agency and by creating a faster, flatter, more functional Agency with substantially reduced backlogs in licensing applications, petitions for reconsideration and other proceedings.

## LICENSING ACTIVITY

Strategic Goal A: CREATE A MORE EFFICIENT, EFFECTIVE AND RESPONSIVE AGENCY						
Strategic Objective: Automate Agency Processes						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<p>✓ Create a paperless FCC by automating functions &amp; fully implementing automated licensing &amp; electronic filing systems to promote one-stop shopping. Consolidate individual systems &amp; adopt one standard user interface where possible to simplify public use of our systems.</p>	<p>✓ Began implementation of electronic filing/licensing systems in Common Carrier, International, &amp; Wireless Telecommunications Bureaus &amp; in Office of Engineering &amp; Technology.</p>	<p>✓ 60% of all documents filed electronically.</p>	<p>✓ The FCC exactly met the 60% goal of all actions filed electronically--                      26% - Common Carrier Bureau                      21% - International Bureau                      27% - Mass Media Bureau                      63% - Wireless Telecommunications Bureau                      86% - Office of Engineering and Technology.</p>	<p>✓ 70% of all documents filed electronically.</p>	<p>✓ 80% of all documents filed electronically.</p>	<p>Performance will be measured by comparing the total number of filings and the total number of electronic filings. Results will also be obtained from feedback from our stakeholders via e-mail and comments received at public outreach forums.</p>

## LICENSING ACTIVITY

<b>Strategic Goal A: CREATE A MORE EFFICIENT, EFFECTIVE AND RESPONSIVE AGENCY</b>						
<b>Strategic Objective: Streamline Agency Processes and Procedures</b>						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<ul style="list-style-type: none"> <li>✓ Improve our speed of disposal for processing license applications</li> <li>✓ Substantially reduce our backlog including licensing applications, petitions for reconsideration and other proceedings.</li> <li>✓ Act on petitions for reconsideration that do not raise significant new issues within 60 days of the record closing.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Majority of license applications in all services were processed within established timeframes.</li> <li>✓ No FY 99 goal.</li> <li>✓ No FY 99 goal.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 90% of applications disposed of within speed of disposal goals.</li> <li>✓ Backlog does not exceed 40% of receipts.</li> <li>✓ 75% of all petitions for reconsideration with no significant new issues acted on within 60 days of record closing.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 89% of all applications processed within goals.</li> <li>✓ The FCC reduced its backlog by 60% during the 1<sup>st</sup> Quarter and further reduced its backlog by 96.4% during the 4<sup>th</sup> Quarter. Significant concentration was placed on reduction of the informal complaints backlog.</li> <li>✓ Only 38% of all petitions for reconsideration with no significant new issues were acted on within 60 days of record closing. The FCC currently has in place new procedures to ensure this goal will be met for FY 01.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 90% of applications disposed of within speed of disposal goals.</li> <li>✓ Backlog does not exceed 10% of receipts.</li> <li>✓ 90% of all petitions for reconsideration that do not raise significant new issues acted on within 60 days of record closing.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 95% of applications disposed of within speed of disposal goals.</li> <li>✓ Backlog does not exceed 5% of receipts.</li> <li>✓ 95% of all petitions for reconsideration that do not raise significant new issues acted on within 60 days of record closing.</li> </ul>	<p>Performance will be measured using the data provided in the quarterly Bureaus/Offices performance reports.</p> <p>In FY 00, Bureaus/Offices expanded the quarterly workload reports to collect data on petitions for reconsideration.</p>

## COMPETITION

This activity includes formal inquiries, rule making proceedings to establish or amend the Commission's rules and regulations, action on petitions for rule making and requests for rule interpretations or waivers; economic studies and analyses; spectrum planning, modeling, propagation-interference analyses and allocation; and development of equipment standards. Includes direct organizational FTE and FTE workyear effort provided by staff offices to support policy direction, program development, legal services, and executive direction, as well as support services associated with activities to promote competition.

**Activity Goal:** To encourage, through our policy and rule making activities, the development of competitive, innovative and excellent communications systems, with a minimum of regulation or with an absence of regulation where appropriate in a competitive market. This will be accomplished by eliminating barriers to entrance in domestic markets, by deregulating as competition develops, by promoting competition in international communications markets, by promoting opportunities for all Americans to utilize existing and future communications services, and by fostering a more consumer friendly marketplace.

## COMPETITION ACTIVITY

### Strategic Goal B: PROMOTE COMPETITION IN ALL TELECOMMUNICATIONS MARKETS

#### Strategic Objective: Eliminate Barriers to Entrance in Domestic Markets

Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<ul style="list-style-type: none"> <li>✓ Complete the opening of local telecommunications markets through pro-competitive unbundling, interconnections, and collocation policies.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Implemented a variety of rule makings designed to provide guidance in the areas of unbundling, collocation, line sharing, and pricing in order to facilitate local competition.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 15% of households with 1 new local residential competitor.</li> <li>✓ 10% have 2 new local residential competitors.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The FCC reached 86% of households with 1 new local residential competitor for local exchange carrier competition far exceeding its goal by 71%.</li> <li>✓ The FCC reached 73% of households with 2 new local residential competitors for local exchange carrier competition far exceeding its goals by 63%.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 30% of households live in zip codes with 1 CLEC.</li> <li>✓ 10% with 2 CLECs.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 50% of households live in zip codes with at least 1 CLEC.</li> <li>✓ 30% with 2 CLECs.</li> <li>✓ 10% with 3 CLECs.</li> </ul>	<p>Performance will be measured by reviewing the “State of Competition” reports for: multi-video programming, wireless, &amp; local telephone exchange which track the growth of competition and the increase in consumer options on an annual basis. Performance will also be measured by the number of Section 271 applications the FCC approves each year.</p>
<ul style="list-style-type: none"> <li>✓ 271 Applications</li> </ul>	<ul style="list-style-type: none"> <li>✓ Obtained ex parte exemption to allow free communication/close coordination with Dept of Justice in reviewing 271 applications.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Expeditiously act on 271 applications.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The FCC received 4 applications filed by Bell Operating Companies (BOCs) to provide in-region, interLATA service pursuant to Section 271 of the 1996 Act. Bell Atlantic’s New York was the first to be approved and the Southwestern Bell’s application for Texas was the second.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Periodic review of UNE requirements.</li> </ul>		
<ul style="list-style-type: none"> <li>✓ Multichannel Video/Broadcasting</li> </ul>	<ul style="list-style-type: none"> <li>✓ No FY 99 goal.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 10% households with access to 5 or more MVPDs.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 91% households with access to 3 or more MVPDs; 5% households with access to 4 or more MVPDs; and 5% of households with access to 5 or more MVPDs. To reflect the ongoing consolidation in the MVPD industry, the FCC will change its goal in FY 01 to track 3 or more providers only.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 10% households with access to 5 or more MVPDs.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 10% households with access to 5 or more MVPDs.</li> </ul>	
<ul style="list-style-type: none"> <li>✓ Mobile Wireless</li> </ul>	<ul style="list-style-type: none"> <li>✓ No FY 99 goal.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 73% households with access to 5 or more mobile wireless providers.</li> </ul>	<ul style="list-style-type: none"> <li>✓ FY 00 statistics will be released by late-FY 01 in the FCC’s Annual CMRS Competition Report. FY 99 statistics reflect 69% of households with access to 5 or more mobile wireless providers.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 78% population with access to 5 or more mobile wireless providers.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 80% population with access to 5 or more mobile wireless providers.</li> </ul>	

## COMPETITION ACTIVITY

### Strategic Goal B: PROMOTE COMPETITION IN ALL TELECOMMUNICATIONS MARKETS

#### Strategic Objective: Eliminate Barriers to Entrance in Domestic Markets (Continued)

Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<ul style="list-style-type: none"> <li>✓ Multichannel Multipoint Distribution Service/ Instructional Television Fixed Service</li> </ul>	<ul style="list-style-type: none"> <li>✓ No FY 99 goal.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Authorize MMDS/ITFS to compete with LECs.</li> </ul>	<ul style="list-style-type: none"> <li>✓ In the Two-Way MDS/ITFS rule making proceeding, the FCC made additional rule modifications and invited comment on a minor interference issue. Approximately 2,300 applications filed to provide two-way services in MDS &amp; ITFS. The FCC expects to grant these initial applications in March 2001.</li> </ul>			
<ul style="list-style-type: none"> <li>✓ Advanced Technologies/DTV</li> </ul>	<ul style="list-style-type: none"> <li>✓ No FY 99 goal.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 15% penetration of advanced cable services.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The FCC reached 2.9% total penetration for advanced cable services not meeting its goal of 15%.</li> <li>✓ In FY 00, Digital Broadcast Buildout shows that 67 of 1,314 (5.1%) DTV commercial stations were licensed, and 8 of 384 (2.10%) non-commercial stations were licensed. The FCC anticipates all commercial stations to be licensed by FY 2002, and non-commercial stations to be licensed by FY 2003.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 15% households with access to advanced cable services.</li> <li>✓ Authorize In-Band, On-Channel Service.</li> <li>✓ Adopt Report and Order in Digital Audio Broadcasting Proceeding.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 25% households with access to advanced cable services.</li> <li>✓ License all commercial DTV stations (on air). Assess competition in multi-channel market.</li> <li>✓ License national digital radio service.</li> </ul>	



## COMPETITION ACTIVITY

<b>Strategic Goal B: PROMOTE COMPETITION IN ALL TELECOMMUNICATIONS MARKETS</b>						
<b>Strategic Objective: Eliminate Barriers to Entrance in Domestic Markets (Continued)</b>						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<ul style="list-style-type: none"> <li>✓ Streamline merger review procedures.</li> </ul>	<ul style="list-style-type: none"> <li>✓ No FY 99 goal.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Design and implement procedures for Agency-wide review of mergers and acquisitions.</li> <li>✓ Act on all major merger &amp; acquisition applications within 180 days of receipt.</li> </ul>	<ul style="list-style-type: none"> <li>✓ New merger process was established and implemented in March 2000 identifying procedures in handling mergers as well as establishing timeline goals “not to exceed” 180 days.</li> <li>✓ One major merger application was received after implementation of new procedures and acted on within 180 days.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Act on all major merger &amp; acquisition applications within 180 days of receipt.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Act on all major merger &amp; acquisition applications within 180 days of receipt.</li> </ul>	<p>In FY 00, Bureaus/Offices expanded the quarterly workload reports to collect data on merger &amp; acquisition applications.</p>

## COMPETITION ACTIVITY

Strategic Goal B: PROMOTE COMPETITION IN ALL COMMUNICATIONS MARKETS						
Strategic Objective: Deregulate where Appropriate to Promote Competition						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<p>✓ Reduce the burden of filing, reporting, record keeping and accounting requirements across all communications industries.</p>	<p>✓ Initiated a variety of rule makings to eliminate obsolete or overlapping regulations and/or reporting requirements identified in the FY 98 Biennial Review of Agency's rules and regulations.</p>	<p>✓ Complete an aggressive Year 2000 Biennial Review aimed at eliminating unnecessary rules and regulations.</p> <p>✓ 10% reduction on the number of forms required by the FCC.</p>	<p>✓ Goal to complete Biennial Review met. The FCC issued a MO&amp;O that relaxed its regulations on a number of mass media procedures.</p> <p>✓ Although the FCC eliminated 31 forms, information collection activities required the establishment of 17 new forms resulting in a 7% of forms reduction. Additional streamlining resulting from biennial review findings is expected to result in further form reductions.</p>	<p>✓ 20% reduction on the number of forms required by the FCC, using FY 98 as a baseline.</p>	<p>✓ 30% reduction on the number of forms required by the FCC using FY 98 as a baseline.</p>	<p>Baseline data is available from the Agency's annual Information Collection Budget submitted to OMB. Measurement will track any reductions in the number of new or renewed information collection items.</p>

## COMPETITION ACTIVITY

<b>Strategic Goal B: PROMOTE COMPETITION IN ALL COMMUNICATIONS MARKETS</b>						
<b>Strategic Objective: Deregulate where Appropriate to Promote Competition (Continued)</b>						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<p>✓ Streamline the technical rules for and privatize certain aspects of the Certification of telephones and other equipment.</p>	<p>✓ An NPRM proposing to deregulate Part 68-Equipment Registration was prepared for consideration during FY 00.</p>	<p>✓ Begin reduction in technical rules for certifying equipment.</p>	<p>✓ The FCC began designating domestic Telecommunication Certification Bodies for certifying equipment in June 2000. 17 TCBS had been designated by the end of the fiscal year, and had issued 213 grants. Preparation for implementing the terms of the Mutual Recognition Agreement with the European Community was initiated.</p> <p>✓ The FCC met its goal with the Part 68 Order, which eliminated regulations governing the development of technical standards and certification procedures for telecommunications equipment.</p>	<p>✓ 20% reduction in technical rules for certifying equipment using FY 98 as a baseline.</p>	<p>✓ 40% reduction in technical rules for certifying equipment using FY 98 as a baseline.</p>	<p>Progress will be measured by whether the technical rules were relaxed or whether certification of equipment was privatized.</p>

## COMPETITION ACTIVITY

### Strategic Goal B: PROMOTE COMPETITION IN ALL COMMUNICATIONS MARKETS

#### Strategic Objective: Promote Competition in International Communications Markets

Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<ul style="list-style-type: none"> <li>✓ Encourage new market entrants and opportunities for the wireless and satellite industries, including fixed and mobile voice services, fixed and mobile data services, direct broadcast services and earth exploration services.</li> </ul>	<ul style="list-style-type: none"> <li>✓ No FY 99 goal.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Average price of an international phone call to \$0.65.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The cost of an international call has dropped from \$0.74 in 1996 to \$0.51 in 1999, the result of the WTO Agreement and the FCC's 1997 Benchmarks Order. Between 1996 and 1998, the estimated savings in telephone rates exceeded \$10 billion. By the time that Benchmarks is fully implemented in 2003, that number may fall even further.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Average price of an international phone call to \$0.55.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Average price of an international phone call to \$0.45.</li> </ul>	<p>Performance will be measured by analyzing the average per-minute price of an international phone call.</p>
<ul style="list-style-type: none"> <li>✓ Encourage new market entrants for wireless and satellite industries, including fixed and mobile voice, fixed and mobile data, direct broadcast, and earth exploration services.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Proposed rules to implement the international arrangements governing Global Mobile Personal Communications by Satellite adopted by ITU.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Encourage satellite and wireless industries to develop sharing mechanisms whenever possible and license as many new entrant systems as possible.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The FCC developed an innovative licensing approach for a new generation of mobile satellite services in the 2 GHz frequency band; released an R&amp;O and NPRM that addressed particularly difficult spectrum sharing issues between the terrestrial fixed service and fixed satellite service; and coordinated meetings between the U.S. and Mexico resulting in the implementation of a new audio service.</li> <li>✓ The FCC allocated 50 megahertz of spectrum in the 3650-3700 MHz band to the fixed and mobile (base stations) terrestrial services on a primary basis and permitted it to be used for fixed satellite services (FSS) on a secondary basis. The action grandfathers existing FSS earth station sites in this band, and permits approximately 32 new applications for FSS earth stations.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Encourage satellite and wireless industries to develop sharing mechanisms whenever possible and license as many new entrant systems as possible.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Continue to encourage satellite and wireless industries to develop sharing mechanisms whenever possible and license as many new entrant systems as possible.</li> </ul>	<p>Performance will be measured by the number of new system entrants licensed and subscribership statistics to these new services.</p>

## COMPETITION ACTIVITY

Strategic Goal B: PROMOTE COMPETITION IN ALL COMMUNICATIONS MARKETS						
Strategic Objective: Promote Competition in International Communications Markets (Continued)						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<p>✓ Encourage the privatization of INTELSAT consistent with the transition to competitive markets.</p>	<p>✓ No FY 99 goal.</p>	<p>✓ Implement procedures consistent with the privatization of INTELSAT.</p>	<p>✓ In the Global Mobile Personal Communications by Satellite (GMPCS) NPRM, the FCC seeks comment on application of the enhanced 911 emergency communications requirements applicable to terrestrial services for two-way voice satellite services.</p> <p>✓ In August 2000, the FCC approved INTELSAT license applications to operate in the US market pending its privatization in FY 2001.</p>	<p>✓ Implement privatization of INTELSAT.</p>	<p>✓ Follow up, as appropriate, on the privatization of INTELSAT and impact on competition in the satellite communications market.</p>	<p>Performance will be measured by whether INTELSAT was privatized and through analyzing competition in the satellite communications industry.</p>

## COMPETITION ACTIVITY

### Strategic Goal C: PROMOTE OPPORTUNITIES FOR ALL AMERICANS TO BENEFIT FROM THE COMMUNICATIONS REVOLUTION

#### Strategic Objective: Promote Access for All Americans to Communications Services

Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
✓ Universal Service Reform	✓ No FY 99 goal.	✓ 50% penetration rate for underserved communities.	✓ FY00 statistics will not be available until 2001. However, FY99 statistics reflected a 94% penetration rate of households in all underserved areas.	✓ 65% penetration rate for underserved communities.	✓ 75% penetration rate for underserved communities.	Performance for Universal Service and related goals will be reported through analysis of data included in the Annual Report prepared by the Universal Service Administrator, data from the National Center for Educational Statistics. Additionally, and annual competition reports prepared by bureaus will provide data on penetration rates and accessibility.
✓ Penetration Rates	✓ No FY 99 goal.	✓ 15% increase in the penetration rate for mobile wireless telephone services.	✓ FY00 statistics will not be available until 2001. However, FY99 statistics reflected a 32% penetration rate for mobile wireless telephone services.	✓ 30% increase in the penetration rate for mobile wireless telephone services.	✓ 35% increase in the penetration rate for mobile wireless telephone services.	
✓ Schools and Libraries	✓ Released Order extending funding for schools & libraries to get connected to the Internet.	✓ 85% of schools and libraries connected to the Internet.	✓ FY00 statistics will not be available until February 2001. However, year end 1999 identify 63% of public school instructional classrooms are connected to the Internet.	✓ 90% of public school instructional classrooms connected to the Internet.	✓ 93% of public school instructional classrooms connected to the Internet.	
✓ Reasonable Rates		✓ 65% of households have access to advanced telecommunications services.	✓ FY 00 statistics will not be available until August 2001. However, year end 1999 identify 59% of households have access to advanced telecommunications services.	✓ 80% of households have access to advanced telecommunications services.	✓ 85% of households have access to advanced telecommunications services.	
✓ Rural Areas		✓ Create joint conference with the states to promote deployment of advanced services to rural areas.	✓ Created joint conference with the states to promote deployment of advanced services to all Americans.  ✓ Joint conference held six field hearings, created a web site, and gathered data on successful deployment projects with an on-line survey.			

## COMPETITION ACTIVITY

<b>Strategic Goal C: PROMOTE OPPORTUNITIES FOR ALL AMERICANS TO BENEFIT FROM THE COMMUNICATIONS REVOLUTION</b>						
<b>Strategic Objective: Promote Consumer Education and Information</b>						
<b>Policy Initiative</b>	<b>FY 1999 Performance</b>	<b>FY 2000 Goal</b>	<b>FY 2000 Performance</b>	<b>FY 2001 Goal</b>	<b>FY 2002 Goal</b>	<b>Performance Measurement</b>
✓ Billing and Customer Privacy	✓ No FY 99 goal.		✓ No FY 00 goal.	✓ Design pricing/fee structure for telephone numbers.	✓ Implement new pricing/fee structure for telephone numbers.	Performance will be measured by reviewing success in establishing a new pricing/fee structure.
✓ Limit number of new area codes.	✓ No FY 99 goal.	✓ Approve number optimization plan.	✓ Goal met through FCC March 31, 2000 and December 29, 2000 Number Resource Optimization Orders.	✓ Decrease the number of new area codes added by at least 8% using FY 99 as a baseline.	✓ Decrease the number of new area codes added by at least 20% using FY 99 as a baseline.	Performance will be measured by increased utilization rates for numbers & the quantity of unused numbers returned.
✓ More efficient number block pooling.	✓ No FY 99 goal.	✓ Implement more efficient number block pooling for at least 18 of the 100 largest MSAs.	✓ On-going. National pooling framework established; several state pooling trials in place.	✓ Implement more efficient number block pooling for at least 18 of the 100 Largest MSAs.	✓ Implement more efficient number block pooling for at least 40 of the 100 Largest MSAs.	

## ENFORCEMENT

This activity includes Enforcement of the Commission's rules, regulations and authorizations, including investigations, inspections, compliance monitoring and sanctions of all types. Also includes the receipt and disposition of formal and informal complaints regarding common carrier rates and services, the review and acceptance/rejection of carrier tariffs, and the review, prescription and audit of carrier accounting practices. Includes direct organizational FTE and FTE workyear effort provided by staff offices to support policy direction, program development, legal services, and executive direction, as well as support services associated with enforcement activities.

**Activity Goal:** To promote the public interest and pro-competitive policies by enforcing rules and regulations that ensure that all Americans are afforded efficient use of communications services and technologies. This will be accomplished by enforcing the existing rules so that businesses compete fairly.



## ENFORCEMENT ACTIVITY

<b>Strategic Goal B: PROMOTE COMPETITION IN ALL COMMUNICATIONS MARKETS</b>						
<b>Strategic Objective: Enforce the Rules so that Businesses Compete Fairly</b>						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<ul style="list-style-type: none"> <li>✓ Use the Accelerated Docket and other means to expedite resolution of important competition related formal complaints.</li> <li>✓ Show zero tolerance for perpetrators of consumer fraud such as slamming and cramming. Impose substantial monetary forfeitures against the worst offenders.</li> <li>✓ Enforce all disability accessibility provisions.</li> <li>✓ Expeditiously resolve complaints regarding spectrum use, public safety and technical issues such as interference, equipment licensee requirements and Emergency Alert System (EAS) rules.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Pending formal common carrier complaints were reduced by 21% over FY 98 levels.</li> <li>✓ No FY 99 goal.</li> <li>✓ Released Order implementing Section 255 of the Telecommunications Act, which is the basis for enforcement.</li> <li>✓ Updated a variety of radio direction finding systems to aid in enforcement activities.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 10% increase in Common Carrier formal complaints resolved.</li> <li>✓ 10% reduction in the number of long distance slamming informal complaints.</li> <li>✓ Implement all disability accessibility rules; achieve 65% compliance with new disability rules.</li> <li>✓ 85% compliance with antenna registration, interference complaints and equipment license requirements.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Goal of 10% increase in Common Carrier formal complaints resolved was far exceeded by a 71% increase in complaint resolutions.</li> <li>✓ Data collection procedures under review. However, significant monetary fines were levied in FY 00 on carriers guilty of slamming practices.</li> <li>✓ The FCC continues to monitor disability issues, and is prepared to take action if we detect any non-compliance. The FCC has resolved a number of informal complaints regarding issues arising under the disability rules.</li> <li>✓ The FCC inspected 2,151 towers: 92% were registered and 94% were properly marked and lit.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 25% increase in Common Carrier formal complaints resolved using FY 99 as a baseline.</li> <li>✓ 20% reduction in the number of long distance slamming informal complaints using FY 00 as a baseline.</li> <li>✓ Implement all disability accessibility rules; achieve 80% compliance with new disability rules.</li> <li>✓ 90% compliance with antenna registration, interference complaints and equipment license requirements.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 50% increase in Common Carrier formal complaints resolved using FY 99 as a baseline.</li> <li>✓ 40% reduction in the number of long distance slamming informal complaints using FY 00 as a baseline.</li> <li>✓ Implement all disability accessibility rules; achieve 85% compliance with new disability rules.</li> <li>✓ 92% compliance with antenna registration, interference complaints and equipment license requirements.</li> </ul>	<ul style="list-style-type: none"> <li>The number of formal complaints is tracked quarterly and cumulated annually.</li> <li>The number of slamming informal complaints is tracked quarterly and cumulated annually. Baseline statistics are available for multi-year comparison.</li> <li>Performance will be measured by an analysis of enforcement of disability rules compiled by the Enforcement Bureau.</li> <li>Statistics related to compliance in these areas are reported by the Enforcement Bureau.</li> </ul>

## ENFORCEMENT ACTIVITY

Strategic Goal B: PROMOTE COMPETITION IN ALL COMMUNICATIONS MARKETS						
Strategic Objective: Enforce the Rules so that Businesses Compete Fairly (Continued)						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<ul style="list-style-type: none"> <li>✓ Address &amp; correct deficiencies in FCC collections &amp; other financial management systems.</li> </ul>	<ul style="list-style-type: none"> <li>✓ No FY 99 goal.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Implement a redesigned resource allocation and management improvement system.</li> <li>✓ Implement an improved collection system.</li> <li>✓ Assume control over auctions loan servicing system.</li> <li>✓ Oversee USAC Activities.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Audit underway and the results will not be known until Spring 2001. However, interim financial statements were generated in June 2000, indicating significant improvements.</li> <li>✓ FCC completed a requirements study and purchased hardware and software to implement new system. Implementation now scheduled for 3<sup>rd</sup> Quarter, FY 01.</li> <li>✓ FCC has assumed control of Loan Servicing. A loan module was added to our Resource Allocation and Management Information System in September 2000. Chase/Colson contract signed and plans adopted to port loan files and balances to contractor by December 31, 2000.</li> <li>✓ USAC will provide audited financial statements for inclusion in the FCC's audited statements for FY 2000.</li> </ul>			<p>Performance will be measured by an annual audit of our financial statements.</p> <p>Performance will be measured by the percentage increase in the number of fee payments that can be fully reconciled.</p>

## CONSUMER INFORMATION SERVICES

This activity includes the publication and dissemination of Commission decisions and actions, and related activities; public reference and library services; the duplication and dissemination of Commission records and databases; the receipt and disposition of public inquiries; consumer, small business and public assistance; and public affairs and media relations. Includes direct organizational FTE and FTE workyear effort provided by staff offices to support policy direction, program development, legal services, and executive direction, as well as support services associated with consumer information activities.

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

## CONSUMER INFORMATION SERVICES ACTIVITY

Strategic Goal A: CREATE A MORE EFFICIENT, EFFECTIVE AND RESPONSIVE AGENCY						
Strategic Objective: Provide Improved Access to All Agency Information						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<p>✓ Evolve the FCC's web site into a model for accessibility and availability of information. Develop electronic systems or sub-systems to provide via the Internet tracking information about Commission proceedings and processes, including licensing, policy development, and issues resolution.</p> <p>✓ Ensure that all Agency electronic and information technologies are accessible to and usable by persons with disabilities.</p>	<p>✓ No FY 99 goal.</p> <p>✓ No FY 99 goal.</p>	<p>✓ Define requirements for Agency-wide plan to improve online access to FCC information.</p> <p>✓ 50% of all Agency materials accessible in an alternative format within 5 days of request.</p>	<p>✓ FCC established a web evaluation task force to survey our customers and identify ways to improve access to all FCC information.</p> <p>✓ FCC has developed an "on demand" approach to making our material accessible. FCC material is available in audio, Braille (transcribed), Braille (embossed), diskette, and large print.</p>	<p>✓ Develop phased-in plan to improve online access to FCC information.</p> <p>✓ With the exception of audio tapes, 75% of Agency materials will be accessible within 3 days of request. Audio tapes will be available within 1 week.</p>	<p>✓ Implement plan to improve access to FCC information via the Internet.</p> <p>✓ With the exception of audio tapes, 90% of Agency materials will be accessible within 3 days of request. Audio tapes will be available within 1 week.</p>	<p>This is a multi-year initiative in which results and outcome cannot be measured fully implemented. In the initial phase, performance will be measured in terms of completion of the requirements for the Intelligent Gateway. Following implementation, success will be measured through the tracking of customer use statistics.</p> <p>Performance will be measured by tracking the percent of alternative format documents requested vs. the total provided and the average response time for providing the alternative format documents.</p>

## CONSUMER INFORMATION SERVICES ACTIVITY

<b>Strategic Goal C: PROMOTE OPPORTUNITIES FOR ALL AMERICANS TO BENEFIT FROM THE COMMUNICATIONS REVOLUTION</b>						
<b>Strategic Objective: Promote Access for All Americans to Communications Services</b>						
<b>Policy Initiative</b>	<b>FY 1999 Performance</b>	<b>FY 2000 Goal</b>	<b>FY 2000 Performance</b>	<b>FY 2001 Goal</b>	<b>FY 2002 Goal</b>	<b>Performance Measurement</b>
✓ Promote access of disabled Americans to communications technology.	✓ No FY 99 goal.	✓ Establish a Disabilities Accessibility Office.	✓ Established the Disabilities Rights Office to oversee and monitor disability issues.	✓ Develop and implement specialized disability outreach efforts.	✓ Develop and implement specialized disability outreach efforts.	Performance measurement will be a report compiled annually by the FCC Disabilities Rights Office, Consumer Information Bureau with input from the FCC's Consumer/Disability Telecommunications Advisory Committee.

## CONSUMER INFORMATION SERVICES ACTIVITY

Strategic Goal C: PROMOTE OPPORTUNITIES FOR ALL AMERICANS TO BENEFIT FROM THE COMMUNICATIONS REVOLUTION						
Strategic Objective: Promote Access for All Americans to Communications Services						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<ul style="list-style-type: none"> <li>✓ Informal Consumer Complaints Response Time</li> </ul>	<ul style="list-style-type: none"> <li>✓ Y2K &amp; other problems with the automated informal complaint system required significant upgrades &amp; revisions, which delayed response time improvements.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 10% reduction in response time to consumer complaints.</li> <li>✓ 10% reduction in the number of consumer complaints.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The FCC achieved a 100% reduction in backlog of informal consumer complaints. Overall, the average processing time was reduced from 318 to 10-13 days per complaint by the end of FY 00.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Reduce response time to consumer complaints to less than 10 days.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Reduce average response time to consumer complaints to 5-7 days.</li> </ul>	<p>Performance is measured by quarterly workload reports from the Consumer Information Bureau.</p>
<ul style="list-style-type: none"> <li>✓ Consumer Outreach</li> </ul>	<ul style="list-style-type: none"> <li>✓ No FY 99 goal.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Implement consumer outreach program, including new consumer advocacy partnership with federal, state &amp; local government, industry &amp; consumer group.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Established Consumer Advocacy partnerships with federal, state, and local governments.</li> <li>✓ The FCC made major strides in forging strong relationships with state and local governments:                             <ul style="list-style-type: none"> <li>✓ played a critical role in supporting a database pilot project called the State and National Action Plan (SNAP), through which states and the FCC share information about slamming and cramming complaints and inquiries;</li> <li>✓ created partnership with 33 states, the District of Columbia, and Puerto Rico in a combined effort to handle complaints;</li> <li>✓ worked closely with the National Association of Regulatory Utility Commissioners to ensure that customers understand the impact of FCC rules on long distance detariffing;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ Implement consumer outreach program, including new consumer advocacy partnership with federal, state &amp; local government, industry &amp; consumer group.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Extend partnership to industry and consumer groups.</li> </ul>	<p>Performance will be measured by the number of joint partnership programs the FCC partners in during fiscal year.</p>

## CONSUMER INFORMATION SERVICES ACTIVITY

<b>Strategic Goal C: PROMOTE OPPORTUNITIES FOR ALL AMERICANS TO BENEFIT FROM THE COMMUNICATIONS REVOLUTION</b>						
<b>Strategic Objective: Promote Access for All Americans to Communications Services (Continued)</b>						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
			<ul style="list-style-type: none"> <li>✓ provided extensive outreach and education on FCC policies to tribal governments and organizations on reservations;</li> <li>✓ initiated the translation of consumer information into Spanish and Braille;</li> <li>✓ Launched a new web page for the Disabilities Rights Office; activated an electronic mailbox specifically designed to receive inquires and complaints from the general public related to disability access.</li> </ul>			

## **SPECTRUM MANAGEMENT**

This activity includes management of the electromagnetic spectrum as mandated by the Communications Act of 1934 as amended. Spectrum management includes the structure and processes for allocating, allotting, assigning, and licensing this scarce resource to the private sector and state and local governments in a way that promotes competition while ensuring that the public interest is best served. In order to manage spectrum in both an efficient and equitable manner, the Commission prepares economic, technical and engineering studies, coordinates with Federal agencies, and represents U.S. industry in international fora. Includes direct organizational FTE and FTE work year effort provided by staff offices to support policy direction, program development, legal services, and executive direction, as well as support services associated with spectrum management activities.

**Activity Goal:** To manage the use of the Nation's airwaves in the public interest for all non-Federal government users, including private sector, and state and local government users. This will be accomplished by creating more efficient spectrum markets and by increasing the amount of spectrum available, particularly for new services.



## SPECTRUM MANAGEMENT ACTIVITY

Strategic Goal D: MANAGE THE ELECTROMAGNETIC SPECTRUM IN THE PUBLIC INTEREST						
Strategic Objective: Promote More Efficient Use of Spectrum						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<p>✓ Streamline and reform assignment and licensing procedures to facilitate getting spectrum into the marketplace.</p>	<p>✓ No FY 99 goal.</p>	<p>✓ Initiate review of assignment and licensing techniques.</p>	<p>✓ The FCC released two rule makings: “Sixth R&amp;O on Reconsideration” (FCC 00-313), reconfigured the 30 MHz C-Block re-auction spectrum into three (3) 10 MHz blocks; and “Order on Reconsideration (FCC 00-299), reinstating provisions in the Competitive Bidding Sixth Report and Order that were inadvertently eliminated from one of the Commission’s competitive bidding rules. This action promotes a wider dissemination of licenses, provides bidders with more flexibility &amp; makes licenses more affordable.</p> <p>✓ The FCC completed its review of the Experimental Licensing system. Improvements were made in processing, coordinating and tracking procedures. Some areas were identified that require further improvement. This work will be completed during the next fiscal year.</p>	<p>✓ Convene a task force to work with industry and academia to develop recommendations on ways to improve assignment and licensing.</p>	<p>✓ Clarify our transfer of control policies to facilitate secondary market transactions.</p>	<p>Performance will be measured by greater spectrum utilization rules.</p>

## SPECTRUM MANAGEMENT ACTIVITY

<b>Strategic Goal D: MANAGE THE ELECTROMAGNETIC SPECTRUM IN THE PUBLIC INTEREST</b>						
<b>Strategic Objective: Promote More Efficient Use of Spectrum (Continued)</b>						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
			<ul style="list-style-type: none"> <li>✓ New systems which streamline Mass Media licensing procedures and provide electronic filing capability was implemented.</li>   <li>✓ Proceeding to convert all major MMB forms to yes/no certifications, require electronic filing, and reduce certain filing requirements was completed during the 1<sup>st</sup> Quarter of FY 2000. MMB initiated a number of applications in April 2000.</li>   <li>✓ AM and FM technical licensing requirements were greatly streamlined through the Report and Orders in the “Technical Streamlining” proceeding. Through this proceeding, the Commission provided radio broadcasters greatly increased technical flexibility by expanding the definition of “minor change,” permitting the filing of contingent applications, and creating a new class CØ FM stations.</li>   <li>✓ The FCC continues to work internally and with industry to examine options for modification or redesign of the satellite space station licensing process.</li> </ul>			

## SPECTRUM MANAGEMENT ACTIVITY

Strategic Goal D: MANAGE THE ELECTROMAGNETIC SPECTRUM IN THE PUBLIC INTEREST						
Strategic Objective: Promote More Efficient Use of Spectrum (Continued)						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<p>✓ Promote the use of more spectrum efficient and frequency technologies.</p>	<p>✓ Updated a variety of radio direction-finding systems to aid in interference investigations.</p>	<p>✓ Work with the industry and NTIA to promote the use of technologies and approaches to spectrum allocation and assessments that minimize interference and increase coordination between Federal and non-Federal users.</p>	<p>✓ The FCC adopted the Undersea Cable NPRM that seeks comment on the proposal to speed up the authorization process and foster new transoceanic capacity needed for the global information revolution; we also adopted the Foreign Participation Order that revises and streamlines the requirements for foreign carrier affiliation notifications; and adopted a rule making initiating a detariffing proposal to further deregulate the filing requirements for international long distance services.</p> <p>✓ The FCC works with other federal agencies through the Inter-Department Radio Advisory Committee to resolve interference etc. The FCC adopted rules to provide for government access to non-government public safety spectrum in the 700 MHz band.</p>	<p>✓ Examine management of shared spectrum and vehicles to enhance condition of shared spectrum with NTIA.</p>	<p>✓ Examine implementation of new spectrum technology uses.</p>	<p>Performance will be measured by the degree of equipment deployment.</p>

## SPECTRUM MANAGEMENT ACTIVITY

Strategic Goal D: MANAGE THE ELECTROMAGNETIC SPECTRUM IN THE PUBLIC INTEREST						
Strategic Objective: Foster the Increased Availability of Spectrum						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<ul style="list-style-type: none"> <li>✓ New Services</li> </ul>	<ul style="list-style-type: none"> <li>✓ No FY 99 goal.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Initiate actions to promote the development of new services.</li> <li>✓ Allocate 4 GHz of spectrum for unlicensed services.</li> <li>✓ Examine management of shared spectrum and adopt vehicles to enhance condition of shared spectrum with NTIA.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The FCC received applications to support the development of new services, which includes the following breakout:                             <ul style="list-style-type: none"> <li>✓ Digital Audio Radio Services 29</li> <li>✓ Intelligent Highway Systems 9</li> <li>✓ Interactive Video and Data Service 6</li> <li>✓ Little LEO 9</li> <li>✓ Wireless Local Loop 7</li> <li>✓ Digital Electronic Message Service 9</li> <li>✓ Ultra Wideband 41</li> </ul> </li> <li>✓ The FCC completed a Report and Order in allocating additional spectrum for unlicensed services. Based on the record in the proceeding, 2 GHz was provided rather than the 4 GHz that has been proposed.</li> <li>✓ The FCC worked cooperatively with NTIA on a number of activities to improve spectrum management. Among these were: A report submitted to Congress entitled "Assessment of Electromagnetic Spectrum Reallocation"; development of a Department of Commerce Notice of Proposed Rule Making on reimbursement of the federal government for relocation of radio facilities; adoption of a Spectrum Policy Statement addressing government transfer of spectrum;</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increase the availability of flexibly allocated spectrum by 20% (Baseline: FY 2000).</li> <li>✓ Initiate 3G spectrum allocations.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increase the availability of flexibly allocated spectrum by additional 20% (Baseline: FY 2000).</li> <li>✓ Implement 3G spectrum allocation and service rules.</li> </ul>	<ul style="list-style-type: none"> <li>Performance will be measured by the amount of flexibly allocated spectrum each year.</li> <li>Performance will be measured by new mobile, fixed, and broadcast services.</li> </ul>

## SPECTRUM MANAGEMENT ACTIVITY

Strategic Goal D: MANAGE THE ELECTROMAGNETIC SPECTRUM IN THE PUBLIC INTEREST						
Strategic Objective: Foster the Increased Availability of Spectrum (Continued)						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<ul style="list-style-type: none"> <li>✓ Spectrum Auctions</li> </ul>	<ul style="list-style-type: none"> <li>✓ No Congressionally mandated auctions in FY 99.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Develop plan for implementation of ultra-wideband devices and software defined radios.</li> <li>✓ Meet all Congressionally mandated auctions scheduled in Fiscal Year 2000.</li> </ul>	<p>and FCC rule making actions reallocating spectrum at 3650 MHz and proposing reallocations at 4.9 GHz and for 27 MHz of federally Transferred spectrum.</p> <ul style="list-style-type: none"> <li>✓ The FCC adopted a Notice of Proposed Rule Making to amend its rules for unlicensed devices to accommodate ultra-wideband devices. The FCC adopted a Notice of Inquiry to consider rule changes to accommodate software defined radios and developed a plan to amend the FCC rules.</li> <li>✓ The original Congressional deadline for Auction 31 (Combinatorial Bidding) was not met because Congress and the bidders requested it be delayed. The auction is now scheduled to begin on March 6, 2001.</li> <li>✓ An auction for Guard Band Manager licenses in the 700 MHz band was held on September 6, 2000. Approximately 104 licenses were awarded in 52 major economic areas. These Guard Band Managers can subdivide the spectrum and lease it to third parties, allowing small businesses the opportunity to become providers of new and additional services.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Facilitate deployment of unlicensed services.</li> <li>✓ Conduct all Congressionally mandated and other auctions necessary to make spectrum available consistent with the FCC's spectrum management goals.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Conduct all Congressionally mandated and other auctions necessary to make spectrum available consistent with the FCC's spectrum management goals.</li> </ul>	<p>Performance will be measured by the number of auctions conducted by Congressionally scheduled dates.</p>

## **AGENCY-WIDE PERFORMANCE IMPROVEMENT INITIATIVES**

**Activity Goal:** To promote the overall efficiency, effectiveness and responsiveness of the Agency by attracting and retaining qualified employees, improve the level of the Agency's expertise by developing continuing educational programs in engineering and economics, and reviewing structural and procedural changes that will maximize our assets.

**Means/Strategies/Resources:** For this Agency to fulfill its congressional charge, it must write and execute a new business plan built along four dimensions: (1) a clear substantive policy vision, consistent with the various communications statutes and rules, that guides our deliberations; (2) a pointed emphasis on management that builds a strong team, produces a cohesive and efficient operation, and leads to clear and timely decisions; (3) an extensive training and development program to ensure that we possess independent technical and economic expertise; and (4) organizational restructuring to align our institution with the realities of a dynamic and converging marketplace.

## PERFORMANCE IMPROVEMENT INITIATIVES ACTIVITY

<b>Strategic Goal A: CREATE A MORE EFFICIENT, EFFECTIVE AND RESPONSIVE AGENCY</b>						
<b>Strategic Objective: Reorganize to Create an Agency Infrastructure Conducive to Convergence</b>						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
✓ Reorganize for Convergence	✓ Completed all actions required to implement major reorganization, which established the Enforcement & Consumer Information Bureaus, consolidating those functions. Actual implementation was scheduled for early FY 00.	✓ Develop plan for Phase 2 of reorganization: consider options for streamlining licensing processes.	✓ A licensing task force reviewed options for streamlining the licensing process and provided recommendations to the Chairman in March 2000.	✓ Implement Phase 2 of reorganization (prototype bureau).  ✓ Develop plan for Phase 3 of reorganization (restructuring of each bureau).	✓ Reevaluate restructuring initiatives.	Performance will be determined by whether planned phases are completed on schedule. Results will also be measured by feedback obtained at regularly scheduled public forums.

## PERFORMANCE IMPROVEMENT INITIATIVES ACTIVITY

Strategic Goal A: CREATE A MORE EFFICIENT, EFFECTIVE AND RESPONSIVE AGENCY						
Strategic Objective: Improve the FCC's Technical and Economical Expertise						
Policy Initiative	FY 1999 Performance	FY 2000 Goal	FY 2000 Performance	FY 2001 Goal	FY 2002 Goal	Performance Measurement
<ul style="list-style-type: none"> <li>✓ Pursue a number of alternative work schedules to attract and retain skilled employees.</li> </ul>	<ul style="list-style-type: none"> <li>✓ No FY 99 goal.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Implement at least 2 alternative work schedules: Telecommuting, Job-sharing, and Flexible work schedules.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Telecommuting was successfully implemented Agency-wide in FY 00.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Implement at least 2 alternative work schedules: Telecommuting Job-sharing Flexible work schedules.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Identify additional options to attract, reward, and retain skilled employees.</li> </ul>	<p>Performance will be measured by job opportunity programs are implemented and through analyses of surveys completed by participants in the alternative work schedule programs.</p>
<ul style="list-style-type: none"> <li>✓ Recruit high-quality staff knowledgeable about the communications market place. Strengthen technical capabilities by hiring more engineers/technologists and re-establishing an entry-level engineering training program.</li> </ul>	<ul style="list-style-type: none"> <li>✓ No FY 99 goal.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increase engineering and technology staff by 5% over FY 99. Re-establish entry-level engineering training program.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The FCC exceeded the 5% goal by hiring 15 engineers. We established an Engineer-in-Training program which is designed to provide an intensive, closely supervised, job-oriented program of instruction and evaluation with the prospect for accelerated promotion after successful completion of program. The engineers are recruited at the GS-5 &amp; GS-7 entry levels. A total of 5 entry-level engineers were hired in FY 00.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increase engineering and technology staff by 5% over FY 99. Continue entry-level engineering training program.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increase engineering and technology staff by 10% over FY 99.</li> </ul>	<p>Performance will be measured by an analysis of the number of entry-level engineers recruited. Baseline data is available for comparison.</p>
<ul style="list-style-type: none"> <li>✓ Increase training opportunities for employees in substantive areas &amp; team-based project management.</li> </ul>	<ul style="list-style-type: none"> <li>✓ No FY 99 goal.</li> </ul>	<ul style="list-style-type: none"> <li>✓ No FY 00 goal.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The FCC established a Digital Age Steering Committee and Training Working Group to address the issues of continuing education. Several focus group sessions were held to gather suggestions from Agency employees. New training schedule was distributed in October 2000.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Establish two legal, technical and managerial training modules.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Establish one additional legal, technical and managerial training module.</li> </ul>	<p>Performance will be measured by whether the training modules were implemented, the number of employees trained and from feedback from the employees who participated in the training modules.</p>