

## Business Case: Capital Asset Summary

### Part I: Summary Information and Justification (All Capital Assets)

#### Section A: Overview & General Information

**Date Investment First Submitted:** 2017-05-09  
**Date of Last Change to Activities:** 2021-07-29  
**Investment Auto Submission Date:**  
**Date of Last Investment Detail Update:** 2021-04-26  
**Date of Last Business Case Update:** 2021-04-26  
**Date of Last Revision:** 2021-08-26

**Agency:** 005 - Department of Agriculture      **Bureau:** 96 - Forest Service

- 1. Name of this Investment:** NRE-FS-Interagency Resource Ordering Capability (IROC)
- 2. Unique Investment Identifier (UII):** 005-000003245

#### Section B: Investment Detail

- 1. Provide at least one Agency Strategic objective code ([A-11 Section 230](#)) and/or Agency Priority Goal code ([A-11 Section 250](#)) that this investment aligns to on performance.gov. If this investment aligns to more than one Agency strategic objective code and/or Agency Priority goal code list all that apply. If your agency does not report to performance.gov please use "0". This is required for Agency IT Portfolio Summary Part 1 and Part 2 Investments, not for Part 3 Investments.**  
**Agency Strategic Objective(s):**  
005SO18017: Mitigate wildfire risk.  
  
**Agency Priority Goal(s):**
- 2. Briefly describe the investment's return on investment, including benefits internal and external to the government and outcomes achieved or planned.**  
IROC will replace ROSS within the national emergency response framework for Federal, state and local emergency agencies. The current application, ROSS, supports an average of 12,000-18,000 incidents yearly including wildland fire, aircraft and vehicle accidents, animal health emergencies, flooding, biological and explosive hazards, hurricanes, law enforcement, earthquakes/avalanches, tornados, public assistance, severe winter weather, and search and rescue. It is expected that IROC will be used as much, if not more, than ROSS due to the expanded mutual aid response needs.
- 3. If this investment will result in the elimination or the reduction of another major or non-major investment(s), please complete the following:**

Table I.B.1 Affected Investment Information

| Investment UII | To Be Status     |
|----------------|------------------|
| 005-000000028  | to be eliminated |

4. Does the Investment currently include an intra- or inter-Agency shared service (common, shared, or centralized solution)?:  
YES
5. Does the Investment plan to include an Intra- or Inter-Agency shared service that it does not currently include (common, shared, or centralized solution)?:  
NO
6. If systems contained in this Investment collect data from the public, please identify the OMB Control Numbers which authorize that data collection as per the Paperwork Reduction Act. Use [Reginfo](#) at the following link to identify information collection requests and OMB control numbers. Agencies can work with their Records Officers to determine the applicability.
7. Provide the name of the Investment-level project manager:  
Mary Beth Spencer
8. Select the qualification/experience level of the Investment-level project manager (select one):  
1 - FAC-P/PM(DAWIA-3)- Senior

## Section C: Life Cycle Costs

1. Provide the total estimated life cycle costs for the investment in millions. Note: Do not enter information in the grey cells as these will be calculated.

| Table I.C.1 Life Cycle Costs                                  |                    |            |            |            |
|---|--------------------|------------|------------|------------|
|   | PY-1<br>&<br>Prior | PY<br>2021 | CY<br>2022 | BY<br>2023 |
| Planning Costs:   | 0                  | 0          | 0          | 0          |
| DME (Excluding Planning) Costs:                               | \$11.409000        | \$3.001000 | \$0.250000 | \$0.250000 |
| DME (Including Planning) Govt. FTEs:                          | 0                  | 0          | 0          | 0          |
| Sub-Total DME (including Internal Labor (Govt. FTE)):         | \$11.409000        | \$3.001000 | \$0.250000 | \$0.250000 |
| O & M Costs:  | 0                  | 0          | \$2.423000 | \$2.423000 |
| O & M Internal Labor (Govt. FTE):                             | 0                  | 0          | 0          | 0          |
| Sub-Total O & M Costs (Including Internal Labor (Govt. FTE)): | 0                  | 0          | \$2.423000 | \$2.423000 |
| Total Cost (Including Internal Labor (Govt. FTE)):            | \$11.409000        | \$3.001000 | \$2.673000 | \$2.673000 |
| Total Cost Internal Labor (Govt. FTE) costs:                  | 0                  | 0          | 0          | 0          |
| # of FTE rep by costs:  | 0                  | 0          | 0          | 0          |
| Total change from prior year final President's Budget (\$)    |                    | 0          | 0          |            |
| Total change from prior year final President's Budget         |                    |            |            |            |

Table I.C.1 Life Cycle Costs

|     | PY-1<br>&<br>Prior | PY<br>2021 | CY<br>2022 | BY<br>2023 |
|-----|--------------------|------------|------------|------------|
| (%) |                    |            |            |            |

2.
  - a. In which year did or will this investment begin? (specify year - e.g., PY-1= 2019)  
2017
  - b. In which year will this investment reach the end of its estimated useful life? (specify year - e.g., FY+5 = 2027)  
2026
3. Compare the funding levels for PY and CY to the final FY 2022 President's Budget for those same years. Briefly explain any significant changes. When making comparisons, ensure that you compare same-year-to-same-year (e.g., the FY20 level for 2020 versus the FY21 level for 2020):  
N/A since this is the first year of the investment.

## Business Case Detail: Performance Measurement Report

### Section A1: General Information

1. **Name of this Investment:** NRE-FS-INTERAGENCY RESOURCE ORDERING CAPABILITY (IROC)
2. **Unique Investment Identifier (UII):** 005-000003245

## Section C1: Projects Table

Projects Table C.1

| Unique Project ID | Project Name | Project Goal  | Project Start Date | Project Completion Date | Project Lifecycle Cost (\$M) | Software Project? |
|-------------------|--------------|---|--------------------|-------------------------|------------------------------|-------------------|
| 121950            | IROC         | Resource ordering and tracking system replacing current aging system. | 10/01/2017         | 03/20/2022              | \$16.5                       | Yes               |

## Section C2: Project Activities

1. Provide all non-agile project activities for projects in Table C.1 that started in a previous FY (PY and earlier) and that have not been completed by the beginning of the CY, as well as activities that are scheduled to start in the current FY and BY.

Project Activity Table C.2.1

| Unique Project ID | Activity Name                        | Activity Description   | Structure ID | Planned Start Date | Projected Start Date | Actual Start Date | Planned Completion Date | Projected Completion Date | Actual Completion Date | Planned Total Costs | Projected Total Costs | Actual Total Costs |
|-------------------|--------------------------------------|--|--------------|--------------------|----------------------|-------------------|-------------------------|---------------------------|------------------------|---------------------|-----------------------|--------------------|
| 121950            | IROC Application Development         | Validated data is migrated from existing system to DMT to be used in new system. | 121950.1     | 2017-10-01         | 2017-10-01           | 2017-10-31        | 2019-09-30              | 2019-09-30                |                        | 15.564000           | 15.564000             |                    |
| 121950            | IROC User functionality              | Update functionality for users in preparation for 2020 fire season               | 121950.7     | 2020-03-14         |                      | 2020-03-14        | 2020-05-15              | 2020-05-15                | 2020-06-03             | 0.150000            | 0.150000              |                    |
| 121950            | IROC D310 Training Scenarios         | Work with D310 Cadre for Training Scenario info to code                          | 121950.9     | 2020-12-01         |                      | 2020-12-01        | 2021-12-31              | 2021-12-31                |                        | 0.300000            | 0.300000              |                    |
| 121950            | IROC Tactical Aviation functionality | Implement Tactical Aviation functionality  | 121950.8     | 2020-04-27         |                      | 2020-05-15        | 2022-03-20              | 2022-03-20                |                        | 0.450000            | 0.450000              |                    |

## Section D: Operational Data

## 1. Provide the date and results of the last Operational Analysis (for operational and mixed life cycle systems/Investments):

1. Date of Analysis:

2. Analysis Results:

3. Analysis Conclusion: continue as is

## 2. Report a minimum of 5 metrics using the following table to provide metrics and actual results for each individual metric:

Metrics Definitions and Actual Results Table D.2 / D.3

| Metric ID | Metric Description  | Unit of Measure | Performance Measurement Category Mapping | Agency Baseline Capability | 2020 Target | 2021 Target | Measurement Condition | Reporting Frequency | Agency Strategic Objective / Agency Priority Goal | Is Metric Retired? |
|-----------|---|-----------------|--|----------------------------|-------------|-------------|-----------------------|---------------------|---|--------------------|
| 25941     | SPM5-Monthly measure to report percent availability for service per customer defined requirements | Percent         | 2 - Strategic and Business Results       | 95.000000                  | 95.000000   | 95.000000   | Over target           | Monthly             | 005SO18017 : Mitigate wildfire risk.              | No                 |

| Metric ID | Actual Result ID | Actual Result | Date of Actual Result | Comment |
|-----------|------------------|---------------|-----------------------|---------|
| 25941     | 291221           | 100.000000    | 08/08/2021            |         |
| 25941     | 291220           | 100.000000    | 07/30/2021            |         |
| 25941     | 289878           | 100.000000    | 06/30/2021            |         |
| 25941     | 287180           | 100.000000    | 05/31/2021            |         |

Metrics Definitions and Actual Results Table D.2 / D.3

| Metric ID | Metric Description | Unit of Measure | Performance Measurement Category Mapping | Agency Baseline Capability | 2020 Target | 2021 Target | Measurement Condition | Reporting Frequency | Agency Strategic Objective / Agency Priority Goal | Is Metric Retired? |
|-----------|--------------------|-----------------|--|----------------------------|-------------|-------------|-----------------------|---------------------|---|--------------------|
|           |                    |                 |  |                            | 25941       | 287179      | 100.000000            | 04/30/2021          |   |                    |
|           |                    |                 |  |                            | 25941       | 283118      | 100.000000            | 03/31/2021          |   |                    |
|           |                    |                 |  |                            | 25941       | 282144      | 100.000000            | 02/28/2021          |   |                    |
|           |                    |                 |  |                            | 25941       | 282143      | 100.000000            | 01/31/2021          |   |                    |
|           |                    |                 |  |                            | 25941       | 276989      | 100.000000            | 12/31/2020          |   |                    |
|           |                    |                 |  |                            | 25941       | 275766      | 100.000000            | 11/30/2020          |   |                    |
|           |                    |                 |  |                            | 25941       | 275765      | 100.000000            | 10/31/2020          |   |                    |
|           |                    |                 |  |                            | 25941       | 275764      | 100.000000            | 09/30/2020          |   |                    |
|           |                    |                 |  |                            | 25941       | 269692      | 100.000000            | 08/31/2020          |   |                    |
|           |                    |                 |  |                            | 25941       | 269691      | 100.000000            | 07/31/2020          |   |                    |
|           |                    |                 |  |                            | 25941       | 269690      | 100.000000            | 06/30/2020          |   |                    |
|           |                    |                 |  |                            | 25941       | 269689      | 100.000000            | 05/31/2020          |   |                    |
|           |                    |                 |  |                            | 25941       | 269688      | 100.000000            | 04/30/2020          |   |                    |
|           |                    |                 |  |                            | 25941       | 260485      | 100.000000            | 03/31/2020          |   |                    |
|           |                    |                 |  |                            | 25941       | 260484      | 100.000000            | 02/29/2020          |   |                    |
|           |                    |                 |  |                            | 25941       | 256253      | 100.000000            | 01/31/2020          |   |                    |
|           |                    |                 |  |                            | 25941       | 256252      | 100.000000            | 12/31/2019          |   |                    |



| Metrics Definitions and Actual Results Table D.2 / D.3 |                    |                 |  |                            |             |             |                       |                     |   |                    |
|--|--------------------|-----------------|--|----------------------------|-------------|-------------|-----------------------|---------------------|---|--------------------|
| Metric ID  | Metric Description | Unit of Measure | Performance Measurement Category Mapping | Agency Baseline Capability | 2020 Target | 2021 Target | Measurement Condition | Reporting Frequency | Agency Strategic Objective / Agency Priority Goal | Is Metric Retired? |
|  |                    |                 |  |                            | 25941       | 254153      | 100.000000            | 11/30/2019          |   |                    |
|  |                    |                 |  |                            | 25941       | 254152      | 100.000000            | 10/31/2019          |   |                    |
|  |                    |                 |  |                            | 25941       | 254151      | 100.000000            | 09/30/2019          |   |                    |
|  |                    |                 |  |                            | 25941       | 254150      | 100.000000            | 08/31/2019          |   |                    |
|  |                    |                 |  |                            | 25941       | 248561      | 100.000000            | 09/30/2018          |   |                    |
|  |                    |                 |  |                            | 25941       | 248560      | 100.000000            | 08/31/2018          |   |                    |
|  |                    |                 |  |                            | 25941       | 248559      | 100.000000            | 12/31/2018          |   |                    |
|  |                    |                 |  |                            | 25941       | 248558      | 100.000000            | 11/30/2018          |   |                    |
|  |                    |                 |  |                            | 25941       | 248557      | 100.000000            | 10/31/2018          |   |                    |
|  |                    |                 |  |                            | 25941       | 248556      | 100.000000            | 05/31/2019          |   |                    |
|  |                    |                 |  |                            | 25941       | 248555      | 100.000000            | 04/30/2019          |   |                    |
|  |                    |                 |  |                            | 25941       | 248554      | 100.000000            | 03/31/2019          |   |                    |
|  |                    |                 |  |                            | 25941       | 248553      | 100.000000            | 02/28/2019          |   |                    |
|  |                    |                 |  |                            | 25941       | 248552      | 100.000000            | 07/31/2019          |   |                    |
|  |                    |                 |  |                            | 25941       | 248551      | 100.000000            | 06/30/2019          |   |                    |
|  |                    |                 |  |                            | 25941       | 233606      | 100.000000            | 06/30/2018          |   |                    |
|  |                    |                 |  |                            | 25941       | 233605      | 100.000000            | 05/31/2018          |   |                    |

Metrics Definitions and Actual Results Table D.2 / D.3

| Metric ID | Metric Description  | Unit of Measure | Performance Measurement Category Mapping | Agency Baseline Capability | 2020 Target | 2021 Target      | Measurement Condition | Reporting Frequency   | Agency Strategic Objective / Agency Priority Goal | Is Metric Retired? |
|-----------|---|-----------------|--|----------------------------|-------------|------------------|-----------------------|-----------------------|---|--------------------|
|           |   |                 |  |                            | 25941       | 233604           | 100.000000            | 07/31/2018            |   |                    |
|           |   |                 |  |                            | 25941       | 222143           | 100.000000            | 04/30/2018            |   |                    |
|           |   |                 |  |                            | 25941       | 220854           | 100.000000            | 03/31/2018            |   |                    |
|           |   |                 |  |                            | 25941       | 220853           | 100.000000            | 02/28/2018            |   |                    |
|           |   |                 |  |                            | 25941       | 220852           | 100.000000            | 01/31/2018            |   |                    |
|           |   |                 |  |                            | 25941       | 216172           | 100.000000            | 12/31/2017            |   |                    |
|           |   |                 |  |                            | 25941       | 216171           | 100.000000            | 11/30/2017            |   |                    |
|           |   |                 |  |                            | 25941       | 211926           | 100.000000            | 10/31/2017            |   |                    |
| 25940     | SPM4-Percent of scheduled milestones and deliverables that are achieved on time | Percent         | 2 - Strategic and Business Results       | 95.000000                  | 95.000000   | 95.000000        | Over target           | Quarterly             | 005SO18017 : Mitigate wildfire risk.              | No                 |
|           |   |                 |  |                            | Metric ID   | Actual Result ID | Actual Result         | Date of Actual Result | Comment   |                    |
|           |   |                 |  |                            | 25940       | 289877           | 100.000000            | 06/30/2021            |   |                    |
|           |   |                 |  |                            | 25940       | 283117           | 100.000000            | 03/31/2021            |   |                    |
|           |   |                 |  |                            | 25940       | 276988           | 100.000000            | 12/31/2020            |   |                    |
|           |   |                 |  |                            | 25940       | 275763           | 100.000000            | 09/20/2020            |   |                    |
|           |   |                 |  |                            | 25940       | 269687           | 100.000000            | 06/30/2020            |   |                    |

Metrics Definitions and Actual Results Table D.2 / D.3

| Metric ID | Metric Description                                      | Unit of Measure | Performance Measurement Category Mapping    | Agency Baseline Capability | 2020 Target | 2021 Target      | Measurement Condition | Reporting Frequency   | Agency Strategic Objective / Agency Priority Goal | Is Metric Retired? |
|-----------|---|-----------------|---|----------------------------|-------------|------------------|-----------------------|-----------------------|---|--------------------|
|           |   |                 |   |                            | 25940       | 260483           | 100.000000            | 03/31/2020            |   |                    |
|           |   |                 |   |                            | 25940       | 256251           | 100.000000            | 12/31/2019            |   |                    |
|           |   |                 |   |                            | 25940       | 254149           | 100.000000            | 09/30/2019            |   |                    |
|           |   |                 |   |                            | 25940       | 248550           | 100.000000            | 12/31/2018            |   |                    |
|           |   |                 |   |                            | 25940       | 248549           | 100.000000            | 09/30/2018            |   |                    |
|           |   |                 |   |                            | 25940       | 248548           | 100.000000            | 03/31/2019            |   |                    |
|           |   |                 |   |                            | 25940       | 248547           | 100.000000            | 06/30/2019            |   |                    |
|           |   |                 |   |                            | 25940       | 233603           | 100.000000            | 06/30/2018            |   |                    |
|           |   |                 |   |                            | 25940       | 220851           | 100.000000            | 03/31/2018            |   |                    |
|           |   |                 |   |                            | 25940       | 216170           | 100.000000            | 12/31/2017            |   |                    |
| 25939     | SPM3-Number of annual customer satisfaction assessments | Number          | 1 - Customer Satisfaction (Process Results) | 1.000000                   | 0.900000    | 0.900000         | Over target           | Semi-Annual           | 005SO18017 : Mitigate wildfire risk.              | No                 |
|           |   |                 |   |                            | Metric ID   | Actual Result ID | Actual Result         | Date of Actual Result | Comment   |                    |
|           |   |                 |   |                            | 25939       | 287178           | 1.000000              | 06/14/2021            |   |                    |
|           |   |                 |   |                            | 25939       | 276987           | 100.000000            | 12/31/2020            |   |                    |
|           |   |                 |   |                            | 25939       | 269686           | 1.000000              | 06/30/2020            |   |                    |
|           |   |                 |   |                            | 25939       | 256250           | 1.000000              | 12/31/2019            |   |                    |

Metrics Definitions and Actual Results Table D.2 / D.3

| Metric ID | Metric Description   | Unit of Measure | Performance Measurement Category Mapping | Agency Baseline Capability | 2020 Target | 2021 Target      | Measurement Condition | Reporting Frequency   | Agency Strategic Objective / Agency Priority Goal | Is Metric Retired? |
|-----------|--|-----------------|--|----------------------------|-------------|------------------|-----------------------|-----------------------|---|--------------------|
|           |  |                 |  |                            | 25939       | 248546           | 100.000000            | 01/31/2019            |   |                    |
|           |  |                 |  |                            | 25939       | 248545           | 1.000000              | 12/31/2018            |   |                    |
|           |  |                 |  |                            | 25939       | 248544           | 1.000000              | 11/30/2018            |   |                    |
|           |  |                 |  |                            | 25939       | 248543           | 1.000000              | 10/31/2018            |   |                    |
|           |  |                 |  |                            | 25939       | 248542           | 1.000000              | 06/30/2018            |   |                    |
|           |  |                 |  |                            | 25939       | 248541           | 1.000000              | 06/30/2019            |   |                    |
|           |  |                 |  |                            | 25939       | 216169           | 100.000000            | 12/31/2017            |   |                    |
| 25938     | SPM2-percent of approved or adjusted funding obligated (to date) | Percent         | 3 - Financial Performance                | 95.000000                  | 95.000000   | 95.000000        | Over target           | Quarterly             | 005SO18017 : Mitigate wildfire risk.              | No                 |
|           |  |                 |  |                            | Metric ID   | Actual Result ID | Actual Result         | Date of Actual Result | Comment   |                    |
|           |  |                 |  |                            | 25938       | 289876           | 100.000000            | 06/30/2021            |   |                    |
|           |  |                 |  |                            | 25938       | 283116           | 100.000000            | 03/31/2021            |   |                    |
|           |  |                 |  |                            | 25938       | 276986           | 100.000000            | 12/31/2020            |   |                    |
|           |  |                 |  |                            | 25938       | 275762           | 100.000000            | 09/30/2020            |   |                    |
|           |  |                 |  |                            | 25938       | 269685           | 100.000000            | 06/30/2020            |   |                    |
|           |  |                 |  |                            | 25938       | 260482           | 100.000000            | 03/31/2020            |   |                    |
|           |  |                 |  |                            | 25938       | 256249           | 100.000000            | 12/31/2019            |   |                    |

Metrics Definitions and Actual Results Table D.2 / D.3

| Metric ID | Metric Description | Unit of Measure | Performance Measurement Category Mapping | Agency Baseline Capability | 2020 Target | 2021 Target  | Measurement Condition | Reporting Frequency                | Agency Strategic Objective / Agency Priority Goal | Is Metric Retired? |           |             |           |                                      |    |
|-----------|--------------------|-----------------|--|----------------------------|-------------|--|-----------------------|------------------------------------|---|--------------------|-----------|-------------|-----------|--------------------------------------|----|
|           |                    |                 |  |                            | 25938       | 254148   | 100.000000            | 09/30/2019                         |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            | 25938       | 248540   | 100.000000            | 12/31/2018                         |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            | 25938       | 248539   | 100.000000            | 09/30/2018                         |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            | 25938       | 248538   | 100.000000            | 03/31/2019                         |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            | 25938       | 248537   | 100.000000            | 06/30/2019                         |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            | 25938       | 233602   | 100.000000            | 06/30/2018                         |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            | 25938       | 220850   | 100.000000            | 03/31/2018                         |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            | 25938       | 216168   | 100.000000            | 12/31/2017                         |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            | 25937       | SPM1-percent of stated deliverables that are completed | Percent               | 2 - Strategic and Business Results | 90.000000   | 90.000000          | 90.000000 | Over target | Quarterly | 005SO18017 : Mitigate wildfire risk. | No |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |
|           |                    |                 |  |                            |             |  |                       |                                    |   |                    |           |             |           |                                      |    |

Metrics Definitions and Actual Results Table D.2 / D.3

| Metric ID | Metric Description | Unit of Measure | Performance Measurement Category Mapping | Agency Baseline Capability | 2020 Target | 2021 Target | Measurement Condition | Reporting Frequency | Agency Strategic Objective / Agency Priority Goal | Is Metric Retired? |
|-----------|--------------------|-----------------|--|----------------------------|-------------|-------------|-----------------------|---------------------|---|--------------------|
|           |                    |                 |  |                            | 25937       | 256248      | 100.000000            | 12/31/2019          |   |                    |
|           |                    |                 |  |                            | 25937       | 254147      | 100.000000            | 09/30/2019          |   |                    |
|           |                    |                 |  |                            | 25937       | 248536      | 100.000000            | 12/31/2018          |   |                    |
|           |                    |                 |  |                            | 25937       | 248535      | 100.000000            | 09/30/2018          |   |                    |
|           |                    |                 |  |                            | 25937       | 248534      | 100.000000            | 06/30/2019          |   |                    |
|           |                    |                 |  |                            | 25937       | 248533      | 100.000000            | 03/31/2019          |   |                    |
|           |                    |                 |  |                            | 25937       | 233601      | 100.000000            | 06/30/2018          |   |                    |
|           |                    |                 |  |                            | 25937       | 220849      | 100.000000            | 03/31/2018          |   |                    |
|           |                    |                 |  |                            | 25937       | 216167      | 100.000000            | 12/31/2017          |   |                    |