FY 2003 Annual Performance Plan
FY 2001 Annual Performance Report

Departmental Overview

DEPARTMENT OF THE INTERIOR

U.S. DEPARTMENT OF THE INTERIOR · MARCH 3, 1849

Department of the Interior Departmental Overview

FY 2003 Annual Performance Plan
FY 2001 Annual Performance Report

Message From The Secretary

I am pleased to submit to the Congress the Department of the Interior's Annual Performance Plan Overview for Fiscal Year 2003. This Plan is combined with the Department's Annual Performance Report Overview for FY 2001. The combined Plan and Report present a side-by-side comparison of last year's accomplishments and next year's performance objectives. As such, this document establishes standards that the Congress and our customers and partners can use to assess Interior's progress toward its mission goals. The Overview also highlights how we will continue to advance my "4 C's" philosophy – to foster conservation through cooperation, consultation and communication with the individuals and communities we serve. Establishing an open and respectful dialogue with the public is an essential element of our strategy for mission achievement. Finally, the Overview reviews actions we are taking to implement President George W. Bush's Management Agenda.

Department-wide, we met or exceeded 62 percent of the 317 performance targets tracked during FY 2001.   This performance is somewhat, but not significantly, lower than the performance recorded for FY 2000. The Performance Report Overview presents details about 65 measures that are key indicators of progress the Department is making toward six overarching strategic goals. The past year's performance results indicate the need for Interior to continue working to achieve superior results. We are taking aggressive actions that brighten the prospects for performance improvement. For example, Interior expects to derive significant performance benefits from institutionalizing the President's management reforms, and we have implemented specific procedures to enhance our focus on results.

In order to ensure that each of our programs helps to achieve Interior's mission goals, we will continue to rely heavily on the program planning and performance management principles embodied in the Government Performance and Results Act. Our commitment to the Results Act is evidenced by our intensive effort to prepare and implement a new, long-term Departmental Strategic Plan. It is likely that the new Plan will lead to changes in some of our existing performance measures. I am committed to using the Strategic Plan as a basis for developing future program plans and spending proposals. Further, I intend to use the goals and performance measures developed in consultation with our customers to determine whether Interior has delivered the results promised in those plans and proposals.

Gale A. Norton

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Abbreviations used in this document

BIA	Bureau of Indian Affairs
BLM	Bureau of Land Management
BOR	Bureau of Reclamation
CFR	Code of Federal Regulations
DOI	Department of the Interior
FWS	Fish and Wildlife Service
GAO	General Accounting Office
GPRA	Government Performance and Results Act
MMS	Minerals Management Service
NPS	National Park Service
OIA	Office of Insular Affairs
OIG or IG	Office of the Inspector General for the Department of the Interior
OMB	Office of Management and Budget
OSM	Office of Surface Mining Reclamation and Enforcement
OST	Office of the Special Trustee for American Indians
USGS	U.S. Geological Survey

CONSOLIDATED PLAN AND REPORT

The Government Performance and Results Act (GPRA) requires agencies to submit annual performance plans to Congress with their fiscal year budget request, and to prepare an annual performance report at the end of each fiscal year on how well they met their performance goals. To facilitate a comparison of past results with current and future performance targets and budget requests, Interior has combined its FY 2003 Annual Performance Plan (APP) with the FY 2001 Annual Performance Report (APR). We believe presenting the plan and report in one document will be more useful to the Congress and the appropriations process and to other parties interested in our performance and activities.

OUR GPRA PRESENTATION STRATEGY

We recognize that our GPRA documents reach many people who have specific needs for the information they contain. To serve multiple audiences, Interior has prepared two levels of documentation for our combined FY 2003 Annual Performance Plan and FY 2001 Annual Performance Report.

First, there are people who want an overview of Interior and all its programs. These people, our stakeholders, customers, affected public, interested citizens, States, and other Federal agencies do not need the detail in the bureau and office plans. This Departmental Overview plan and report is intended to serve that audience. This Overview plan and report and the bureau and office plans and reports satisfies the reporting provisions of the GPRA.

Second, the details needed to accompany the President's FY 2003 budget request and the complete report on FY 2001 accomplishments are contained in the individual consolidated plan and report documents prepared by Interior's eight bureaus and one

Deparmental program office together with this consolidated APP/APR for the Departmental offices. This detail will be most useful to members and staff in the Congress, the Office of Management and Budget program examiners, the General Accounting Office analysts, and our stakeholders. We also have an internal audience, as these documents will be used by bureaus and offices to inform staff and to manage to achieve performance goals.

ABOUT OUR PERFORMANCE GOALS, MEASURES AND TARGETS

The performance goals, measures and FY 2003 targets presented in this combined FY 2003 Annual Performance Plan (APP) and FY 2001 Annual Performance Report (APR) are based on the Department of the Interior Overview Strategic Plan for FY 2000 – FY 2005. At the time this APP/APR was published (March 2002), the Department of the Interior (DOI) was in the process of revising its strategic plan. The primary impact of the revised DOI Strategic Plan will be on APPs developed for FY 2004 and beyond. However, we will review the performance goals, measures and targets presented in this APP/APR and last year's APP/APR for consistency with the revised DOI Strategic Plan. As a result of that review, we may find it necessary or appropriate to modify portions of our FY 2002 or FY 2003 APPs. Any APP changes will be documented according to the provisions of the Office of Management and Budget Circular A-11.

Executive Summary

CREATED BY CONGRESS IN 1849, THE DEPARTMENT OF THE INTERIOR

(DOI, DEPARTMENT, OR INTERIOR) IS THE NATION'S PRINCIPAL CONSERVA-

TION AGENCY SERVING AS STEWARD FOR OVER 500 MILLION ACRES OF

AMERICA'S PUBLIC LANDS, OR ABOUT ONE FIFTH OF THE TOTAL U.S.

LAND SURFACE. SINCE THEN, INTERIOR HAS ESTABLISHED ITSELF AS THE

PRINCIPAL STEWARD FOR THE NATION'S NATURAL AND CULTURAL

RESOURCES, THE ADMINISTRATOR OF U.S. TRUST RESPONSIBILITIES TO

AMERICAN INDIANS AND ALASKA NATIVES, AND THE GATEKEEPER TO

MEETING U.S. COMMITMENTS TO INSULAR COMMUNITIES. OUR VISION IS

TO BE:*"GUARDIANS OF THE PAST, STEWARDS FOR THE FUTURE."*

THIS CONSOLIDATED PLAN AND REPORT

Our combined FY 2003 Annual Performance Plan (APP) and FY 2001 Annual Performance Report (APR) support the planning and reporting framework that is integral to implementing the President's directive to make government more results-oriented.

The Department of the Interior's Strategic Plan provides a comprehensive vision for managing its broad range of responsibilities into the first decade of the 21st Century. The plan sets the overall direction and mission of the Department and identifies long-term goals and key challenges for FY 2000 - FY 2005.

The FY 2003 APP is a companion piece to the DOI Strategic Plan and to the Department's FY 2003 budget request. The APP defines the performance indicators and goals we will use to measure our progress toward achieving our strategic objectives during FY 2003. By linking these goals to the budget, the plan describes one fiscal year's actions within DOI and shows how these actions fit into the long-range plans for the Department. The FY 2001 APR provides a public accounting of performance against the goals in the FY 2001 APP.

Copies of our Strategic Plan and this combined APP/APR is available on the Internet at www.doi.gov.

PERFORMANCE DURING FY 2001

Our achievement during FY 2001 was assessed against 317 performance measures. This represents a 22 percent increase in the number of measures tracked by DOI during FY 2000. Department-wide, we met or exceeded 62 percent (198 of 317) of our FY 2001 performance targets. This is an 8 percent decrease in the percentage of targets met or exceeded during FY 2000. Decreases in target achievement were observed at the Department level and in seven of the nine departmental bureaus and offices that prepared individual APR's for FY 2001. The Office of Surface Mining reported a relative increase in performance as indicated by the measures, and the Bureau of Indian Affairs performance was reported as mostly unchanged.

This Overview APR presents detailed information about 65 key measures used to track the Department's progress toward achieving six overarching strategic goals. Forty-one of these measures were taken directly from individual bureau/office APRs. The remaining 24 measures represent cross-bureau and Department-level activities. In FY 2001 the Department met or exceeded 32 of the 65 key performance targets (49 percent). This represents an overall 18 percent decrease in performance achievement relative to FY 2000. Performance for measures associated with individual strategic goals was lower in four of six cases. Performance related to Goal 5 (Indian and Insular Trust) was unchanged, and Goal 6 (Management Excellence) performance improved.

The reasons for the apparent decrease in FY 2001 performance relative to FY 2000 are unclear. As noted above, the decline is not limited to just one or two bureaus or Departmental strategic goals. From a Department-wide perspective, we have identified several factors that may have contributed to a performance decline. They include:

- Most bureaus were without permanent directors during much of the fiscal year.
- During FY 2001, the Department did not conduct the traditional, mid-year reviews of bureau performance since there were no bureau directors to participate in such reviews.

- Many (at least 22 percent) of the measures reported for FY 2001 were new.
- Some of the results may represent a natural variability in the performance data from one year to the next.

Mid-year performance reviews were not performed during FY 2001 because few of our bureau leaders were in place to respond to the review findings. It is not possible to determine whether or how performance was affected during this period of political transition. The effect of the new performance measures on bureau-wide performance was mixed. In one case, bureau performance was better among new measures than among existing measures. However, in other cases performance related to new measures was equal to or worse than performance among existing measures. Finally, FY 2001 performance as indicated by the measures may not indicate a real change in performance. Rather, it may reflect insignificant variations around a long-term performance trend. Further, it is difficult to make reliable performance trends observations at this time because only 3 years of data (i.e., 3 data points) are available for most measures. We plan to further analyze these data to determine whether a negative trend is evident.

Additional information about FY 2001 performance for the Department's 65 key measures is presented in Section 2 of this Overview. Details about performance related to the other bureau- and office-specific measures are presented in their individual APRs. Summary information about all of our FY 2001 performance measures is presented in the table on page 4.

FY 2001 DOI PERFORMANCE MEASURES

Overview Measures by Departmental Strategic Goal	Number of Measures (change from 2000)	Number Met or Exceeded	Number Not Met	Number Not Reported	Percent Met or Exceeded
1. Protect the Environment and Preserve Our Nation's Natural and Cultural Resources	11 (-2)	4	7	0	36
2. Provide Recreation for America	3 (0)	2	1	0	66
3. Manage Natural Resources for a Healthy and Strong Economy	17 (+5)	7	6	4	41
4. Provide Science for a Changing World	6 (0)	4	2	0	67
5. Meet our Trust Responsibilities to Indian Tribes and our Commitments to Island Communities	13 (0)	5	8	0	38
6. Manage for Excellence and Accountability	15 (+5)	10	5	0	67
Totals	**65 (+9)**	**32**	**29**	**4**	**49**

Measures by DOI Organization					
BIA	53 (-3)	32	20	1	60
BLM	62 (+18)	34	26	2	55
BOR	45 (+8)	32	13	0	71
FWS	39 (+16)	28	11	0	72
MMS	12 (+2)	4	6	2	33
NPS	59 (+20)	43	13	3	73
OSM	4 (0)	3	1	0	75
OIA	7 (+1)	1	6	0	14
USGS	12 (0)	8	4	0	67
Departmental	24 (+9)	13	9	2	54
Totals	**317 (+71)**	**198**	**109**	**10**	**62**

PLANNED IMPROVEMENTS

In recognition of the performance observed for FY 2001 and nature of the measures used to make those observations, the Department currently faces two principal challenges. One is to continue our work to achieve superior results, and the other is to improve the way we measure those results.

With respect to improving performance, the Department has taken action on three fronts. First, we have made organizational changes to enhance our focus on results.

- To elevate the visibility and priority of performance planning and assessment, the Secretary established the position of Deputy Assistant Secretary for Performance and Management.
- To enhance our ability to identify and evaluate cross-cutting performance issues and more quickly communicate performance concerns to program managers, the Department created a senior level Performance Management Team (PMT), led by the new Deputy Assistant Secretary.
- To improve our ability to manage and analyze performance information, and to maintain the Department's new strategic plan, we are increasing the size of our performance planning staff.
- To help the Department's new political leadership stay focused on performance, we are regularly briefing them on performance and other management issues.

These actions will have the combined effects of elevating the status of performance planning and assessment within the Department and improving our ability to use performance information to take timely actions to improve results. For example, formation of the PMT and the increase in staff resources will allow the Department to make more frequent and timely performance assessments.

Second, the Department intends to improve the alignment between annual performance targets and individual annual performance plans, especially for members of the Senior Executive Service. The effort will better define for managers their program performance responsibilities and make them more accountable for results.

Finally, the Department will resume the mid-year performance reviews with bureau directors. As noted above, these dialogues were not held during FY 2001 because none of the permanent bureau heads were in place when the review is normally held. The mid-year review will help the senior bureau leaders focus on what has already been accomplished during the year, how much remains to be done, and any potential performance challenges.

Improvements to the methods that DOI uses to measure performance results are an essential by-product of the Department's current effort to revise its Strategic Plan. The measures developed to assess progress toward the goals in the revised Strategic Plan will be better than many of our existing measures in three important respects:

- The measures will focus more on results (i.e., "outcomes") and less on activities (i.e., "outputs").
- The scope of the measures will capture a broader, more Department-wide view of performance.
- The number of measures will be fewer, but they will better represent the diversity of DOI's long-term mission goals.

FY 2003 PERFORMANCE PLAN

Under our current GPRA strategic plan, DOI has six overarching strategic goals that recognize its core mission and its commitment to management reform. Under each of these strategic goals, we have aligned long-term goals that relate to specific bureau programs, missions and accomplishments. Each long-term goal has one or more general performance indicators and/or specific annual performance measures under it. The annual goals are drawn from bureau plans, and from crosscutting programs and projects managed at the Departmental level. The six Departmental strategic goals and the associated long-term goals are presented below.

Strategic Goal 1: Protect the Environment and Preserve Our Nation's Natural and Cultural Resources
- Restore the Health of Public Lands
- Maintain Healthy Natural Systems
- Protect and Recover Imperiled Species

- Protect and Restore Cultural Resources

Strategic Goal 2: Provide Recreation for America
- Provide Quality Experiences to Visitors on Federal Lands and Facilities
- Provide for Safe Visits to Public Lands

Strategic Goal 3: Manage Natural Resources for a Healthy Environment and a Strong Economy
- Ensure Environmentally Sound Development
- Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts

Strategic Goal 4: Provide Science for a Changing World
- Add to the Environmental and Physical Science Knowledge Base
- Increase Natural Hazard Knowledge and Warning

Strategic Goal 5: Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities
- Protect Indian Trust Assets
- Improve the Indian Quality of Life
- Improve Management of Island Communities

Strategic Goal 6: Manage for Excellence and Accountability
- Lead People to Succeed
- Use Information Technology to Better Manage Resources and Serve the Public
- Ensure Financial and Managerial Responsibility
- Provide Safe and High Quality Places of Work
- Ensure Efficient and Effective Business Practices

CROSSCUTTING ISSUES

Many of our programs require coordinated activities by multiple agencies to achieve the desired program outcomes. These efforts frequently require cooperation and coordination with other Federal, State, and non-governmental parties that have complementary statutory responsibilities. Our FY 2003 Annual Performance Plan includes a discussion of crosscutting relationships among Interior's bureaus and programs, partner agencies, and external organizations, where appropriate. The reach of Interior's programs and services covers a diverse range of activities, such as natural resource, scientific research, earthquake prediction, insular affairs, management, policing activities, Indian Trust management and education, and mine reclamation efforts to name but a few. These crosscutting efforts typically involve exchange of information to support management decision-making and are often mutually beneficial. Our crosscutting relationships are summarized in Table 3.1 of this Overview, which shows the relationship of these activities to our strategic goals. In addition, several of our primary crosscutting activities are again highlighted in the body of the Annual Performance Plan, including the South Florida Ecosystem Restoration, the California Desert Protection, the Natural Resource Damage Assessment and Restoration Program, and the Wildland Fire Program.

Section I

Introduction and Overview

1.1   WHO WE ARE AND WHAT WE DO

THE BROAD SCOPE OF INTERIOR'S RESPONSIBILITIES

"Guardians of the Past, Stewards for the Future."

Created by Congress in 1849, Interior has evolved to its present-day roles as steward of natural and cultural resources. and administrator of the Nation's trust responsibilities to Native Americans.

1. Land - The Department of the Interior manages the use of over 500 million acres of America's lands, representing about one-fifth of the land in the U.S. and 700 million acres of subsurface minerals. The Department has jurisdiction over an additional 1.76 billion acres of the Outer Continental Shelf.
2. Parks, Refuges, and Public Lands - Interior manages 385 units of the national park system, 537 national wildlife refuges, 70 national fish hatcheries, and BLM's 14 national conservation areas and 15 national monuments in the national landscape conservation system.
3. People - Interior has over 70,000 employees that work in approximately 2,400 locations in the U.S. Puerto Rico, U.S. Territories, and freely associated states.
4. Volunteers - Interior benefits from the support of over 200,000 volunteers that provide in excess of seven million hours of service, valued at more than $95 million per year.
5. Youth Programs - Interior employs more than 4,000 youth in youth-related programs annually. Since 1970, the Department has used the Youth Conservation Corps to employ young adults, ages 15-18.
6. Revenues - Revenues collected annually range from $6 billion to $11 billion, including revenues from energy, minerals, grazing, timber, land sales, and other revenue producing activities.

7. Water - The Department of the Interior is the largest supplier and manager of water in the 17 western States, managing 550 dams and 348 reservoirs that deliver water to 31 million people and one of every five western farmers.
8. Energy - Interior manages lands, subsurface rights, and offshore areas that produce approximately 28 percent of the Nation's energy, including 35 percent of natural gas, 29 percent of oil, 35 percent of coal, 17 percent of hydropower, and 47 percent of geothermal.
9. Visitation - Annually, 52 million visits are made to BLM public lands, 286 million visits to national park units, and 41 million visits to national wildlife refuges. In addition, there are 90 million visitor days of use at Reclamation recreation sites each year.
10. Native Americans - The Department maintains relationship with 558 Federally-recognized Tribes in the lower 48 States and Alaska, and provides support to a service population of 1.4 million people. The BIA provides education services to 50,000 students in 23 States attending 185 elementary and secondary schools and supports 25 tribally controlled community colleges.

INTERIOR'S BUREAUS

The public services and benefits described above are provided by the Department through the programs and activities managed by eight major bureaus and several smaller offices.

Bureau of Land Management (BLM)
Mission: To sustain the health, diversity and productivity of the public lands for the use and enjoyment of present and future generations.

The BLM is guided by the principles of multiple use and sustained yield in managing its public lands. The resources and uses embraced by the multiple-use concept include energy and mineral resources; natural,

scenic, scientific, and historical values; outdoor recreation; range; timber; and wildlife and fish habitat.

Minerals Management Service (MMS)
Mission: To manage the mineral resources on the Outer Continental Shelf in an environmentally sound and safe manner and to collect, verify, and distribute mineral revenues from Federal and Indian lands.

The MMS manages the Nation's oil, natural gas, and other mineral resources on the Outer Continental Shelf, and collects, accounts for, and disburses revenues from offshore Federal mineral leases and onshore mineral leases on Federal and Indian lands.

Office of Surface Mining Reclamation and Enforcement (OSM)
Mission: To carry out the requirements of the Surface Mining Control and Reclamation Act in cooperation with States and Tribes.

The OSM ensures that surface coal mines are operated in a safe and environmentally sound manner, works to restore lands to beneficial use following mining, and mitigates the effects of past mining through the reclamation of abandoned mine lands.

Bureau of Reclamation (BOR)
Mission: To manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public.

The BOR manages dams, reservoirs, and irrigation facilities to supply water for agriculture and communities in the West, and is the Nation's second largest producer of hydroelectric power.

U.S. Geological Survey (USGS)
Mission: The USGS serves the Nation by providing reliable scientific information to describe and understand the earth, minimize loss of life and property from natural disasters, manage water, biological, energy, and mineral resources, and enhance and protect our quality of life.

The USGS supplies the scientific information needed to make sound natural resource management decisions and

provides information on the effects and risks of natural hazards, such as volcanoes and earthquakes. The USGS is also a primary source of data on the quality and quantity of the Nation's water resources and is the Federal Government's principal civilian mapping agency.

Fish and Wildlife Service (FWS)
Mission: Working with others to conserve, protect, and enhance fish, wildlife, and plants and their habitats for the continuing benefit of the American people.

The FWS manages the National Wildlife Refuge System lands primarily to conserve and protect fish, wildlife, and plants and their habitats. The FWS administers the Endangered Species Act for all but certain marine species, and consults with other agencies to help recover protected species.

National Park Service (NPS)
Mission: To preserve unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The National Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

Bureau of Indian Affairs (BIA)
Mission: To fulfill its trust responsibilities and promote self-determination on behalf of Tribal Governments, American Indians, and Alaska Natives.

The BIA carries out the Federal Government's trust responsibilities to American Indian and Alaskan Native Tribes. In doing so, the BIA provides a range of services comparable to those of county and local governments.

Department Offices
Department offices include the Inspector General, the Office of Insular Affairs (OIA), the National Indian Gaming Commission, the Office of the Special Trustee for American Indians, the Office of the Solicitor, the Central Utah Project Office, and Departmental Management. Among these offices only OIA prepares a stand-alone strategic plan, and annual performance plans and reports.

Office of Insular Affairs (OIA)

Mission: To assist the islands in developing more efficient and effective governments by providing financial and technical assistance, and to help manage Federal-Island relations by promoting appropriate Federal policies.

1.2   INTERIOR'S MISSION AND GOALS

The mission of the Department of the Interior is to protect and provide access to our Nation's natural and cultural heritage and honor our trust responsibilities to Indian Tribes and our commitments to island communities.

DEPARTMENTAL STRATEGIC GOALS

- Protect the Environment and Preserve Our Nation's Natural and Cultural Resources
- Provide Recreation for America
- Manage Natural Resources for a Healthy Environment and a Strong Economy
- Provide Science for a Changing World
- Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities
- Manage for Excellence and Accountability

How We Achieve These Goals

The mission and the goals are achieved through the many programs and activities carried out by Interior's eight bureaus and several Departmental offices. Interior's bureaus have separate but often related legislated missions, programs, customers, and stakeholders. Working with the Department, communicating and consulting with customers, and cooperating with States and other partners, our bureaus and offices establish the goals and performance measures for their programs, and link them to the Departmental goals. The Department provides not only leadership on GPRA and management oversight, but also many of the administrative support services used by the bureaus to accomplish their work.

This Departmental Overview Annual Performance Plan and Annual Performance Report presents representative bureau and office goals and measures that achieve Interior's goals. The Overview also presents goals for special program offices and goals for managing the Department.

PRINCIPLES THAT GUIDE OUR SUCCESS

Outstanding Employees

Interior communicates and consults with employees to foster empowerment. We are addressing workforce replacement with programs to attract, train, and retain a diverse workforce committed to excellence, professionalism, and quality work. To achieve this:

- We recruit to increase the diversity of our workforce,
- We coordinate with the Department of the Interior University to identify training needs and provide training opportunities for our workforce,
- We improve the quality of our workplaces, and
- We measure employee satisfaction to identify and address areas of concern.

Productive Partnerships

Budget realities, legislative mandates, and ongoing need to work more efficiently and effectively make it essential that we engage with State, Federal, local and Tribal governments, as well as private land owners, universities, private organizations and businesses, to work toward common goals. Through these partnerships and shared objectives, we are working to:

- Clean up and restore public lands and natural environments,
- Protect unique natural and historic landscapes and sites, and
- Diminish the effects of urban sprawl.

Citizen Involvement

In recognition of how Interior's actions can touch the lives of so many Americans, we are increasing our efforts to provide opportunities for citizens to work with us. Two hundred thousand people volunteer with Interior's bureaus. In addition to mandated public hear-

ings, we are increasing our reliance on advisory boards, public meetings, collaboration with stakeholders, and other public forums to have dialogues with citizens and take back the key messages from them. Increasingly, our award winning internet web sites are a vehicle for information dissemination and public involvement.

Excellent Service
We know our products and services must meet the expectations of our customers and stakeholders. We are now measuring our success in every Interior bureau through:
- Visitor satisfaction surveys for parks and public lands,
- Visitor surveys for the quality of the facilities they use, and
- Customer satisfaction surveys for our science, products, and services.

Wise Decisions
In addition to taking into account citizen interests, Interior's decision-making integrates scientific, social, economic, and environmental considerations. We also rely on the best quality scientific and other information available.

Fair Return
The enormous resources in our public lands belong to all the American people. Interior is committed to providing fair taxpayer return for the use of public land and resources. To accomplish this we:
- Work to eliminate unwarranted Federal subsidies for land and resource use,
- Work to improve our mineral and oil and gas royalty collections and disbursements, and
- Promote resource development coupled with sound environmental protection.

Technology
We encourage innovation in our products and services by keeping abreast of and applying new technologies and work practices. To facilitate adoption of new technologies, we incorporate information architecture approaches that are flexible, allow systems growth, and logically fit our work needs.

Effective Management
Interior is committed to a management philosophy that fosters creativity, focuses on results, and requires accountability at all levels. We use performance management to:
- Monitor progress,
- Hold Departmental and bureau managers accountable for results,
- Track program accomplishments and potential problems,
- Increase the use of program evaluations,
- Increase the use of organizational self assessments, and
- Work toward developing performance-based budgets.

1.3 LINKAGE TO INTERIOR'S STRATEGIC PLAN AND TO THE BUREAU STRATEGIC PLANS

In September 2000, the Department of the Interior published and sent to Congress and other interested parties its Revised Strategic Plan for FY 2000 - FY 2005. The Interior Revised Strategic Plan consists of individual Revised Strategic Plans for the eight bureaus, one program office, and the Departmental Overview. The Strategic Plan sets out the long-term goals we hope to achieve by the end of FY 2005. These are the same long-term goals referenced in our bureau 2002 Annual Performance Plans and this Departmental Overview.

Continuous Improvement
Even though many of Interior's long-term goals have been revised, we still consider them to be a work in progress. We continue working to reduce the number of programmatic goals, have more outcome-oriented goals, and improve performance measures. Ultimately, the objective is to refine existing bureau goals to create common goals that can be reported to show individual bureau accomplishments and rolled up to show accomplishments from a Department-wide perspective. Additionally we are working on new ways to verify and validate our data, examining our data collection procedures, data input verification, and security of information systems.

Changes to the FY 2000 - FY 2005 Strategic Plan
Continued emphasis on the need to manage for excellence and accountability has led to development of a new annual, Departmental strategic goal that is linked to our long-term goal to Ensure Efficient and Effective Business Practices. The new goal is to develop a streamlined and simplified grants administration process. Details about this goal are included in Section 2.6 of this Overview. The need for agencies to review and improve the grants process was identified by the OMB in the July 2001 version of OMB Circular A-11. We also have made our goal to Manage for Excellence and Accountability a new Departmental Strategic Goal. This raised the number of strategic goals for the Department to six.

1.4   LINKAGE TO THE BUDGET

Funding
Interior's operations are funded primarily by Congressional appropriation of the general funds of the U.S. Government. The Department's estimated total FY 2003 budget authority is more than $13 billion, with more than 80 percent provided by annual appropriations. The Department's estimated full-time employee equivalent usage for FY 2003 is nearly 68,800 employees at sites across the country.

President's FY 2003 Budget Request. This chart summarizes the budget requests of the Interior bureaus and Departmental offices that underlay the activities and goals presented in the FY 2003 Annual Performance Plan. Interior's FY 2003 current appropriations funding request is $10.6 billion.

FY 2003 Budget Request
(Bureau Portions of $10.6 Billion Request)
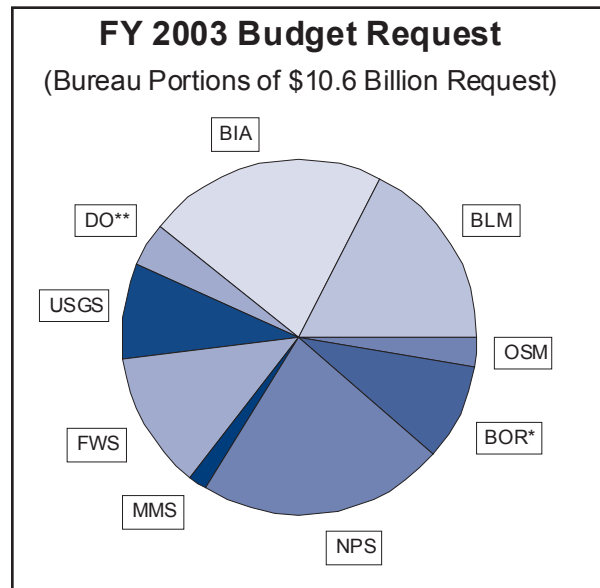
* Reclamation (BOR) includes the Central Utah Project.
** Departmental Offices (DO) includes Departmental Management, Solicitor, Office of the Special Trustee, Office of Inspector General, Office of Insular Affairs, and Natural Resources Damage Assessment.

Interior Budget Authority. The Department's budget authority for the period FY 1999 - FY 2003 is presented below.

Interior Budget Authority
(millions of dollars)
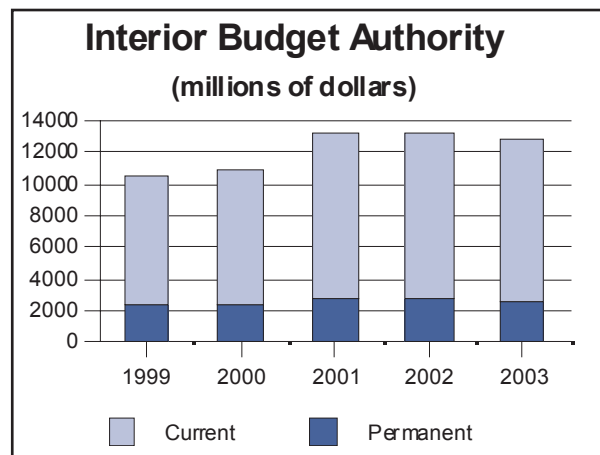
FY 2001 Expenses by Strategic Goal.

For accounting purposes, in the following chart, expenses are defined as the outflow of resources or incurrence of liabilities (or both) during a period as a result of rendering services, delivering or producing goods, or carrying out other normal operating activities. Total expenses may exceed budget authority and outlays because of non-cash items such as depreciation, amortization, and accrued annual leave. The Strategic Goals referred to in the chart are:

- Goal 1 - Protect the Environment and Preserve Our Nation's Natural and Cultural Resources
- Goal 2 - Provide Recreation for America
- Goal 3 - Manage Natural Resources for a Healthy Environment and a Strong Economy
- Goal 4 - Provide Science for a Changing World
- Goal 5 - Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities

Expenses by Strategic Goal

FY 2003 BUDGET INITIATIVES

The Department of the Interior budget is based on the fundamental principle that the government should play a role that is both activist and limited. The budget proposes important initiatives that will foster stronger partnerships with States, communities, and individual citizens; improve the condition of resources and facilities for which the Department is responsible; and honor our commitments to Native Americans. The DOI budget request for FY 2003 includes the following major initiatives:

- Cooperative Conservation Initiative - Interior propos-
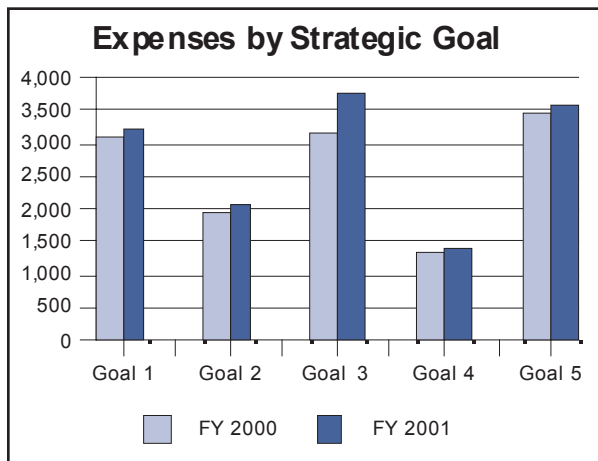
es a new, innovative $100 million Cooperative Conservation Initiative to promote partnerships in conservation. The CCI program will fund restoration, protection, and enhancement of natural areas through established programs and new pilot programs that feature creative approaches to conservation. Cost shared projects will be funded in the Land and Water Conservation Fund State grants program and in the operating accounts of Bureau of Land Management, National Park Service, and the Fish and Wildlife Service.

- Local and Private Conservation - The budget promotes working with partners on conservation issues by proposing $60 million for two Presidential initiatives, the Landowner Incentive and Private Stewardship programs. This includes an increase of $10 million for landowner incentive grants. These programs, initiated in 2002, facilitate local and private species conservation efforts.

- Trust Programs - The Secretary is committed to improving management of trust assets. The budget request includes increases totaling $83.6 million for trust reform activities in the Office of the Special Trustee and the Bureau of Indian Affairs. The OST's efforts to reform trust asset management will be accelerated, and BIA will improve the performance of its trust services programs.

- BIA Schools - The budget request maintains BIA education construction at $292.7 million to fund six replacement school projects and to eliminate the repair and maintenance backlog. The goal is to fulfill the President's promise to eliminate the backlog in 2006. The BIA's school operations budget request is $18.8 million over the enacted level, including program increases of $12.9 million for administration and cost grants, student transportation, and facilities operations. The budget also includes an increase of $3.0 million to expand the succesful Family and Child Education program.

- NPS Backlog - In order to meet President George W. Bush's commitment to reduce the NPS deferred maintenance backlog, the budget provides $663.0 million

for maintenance, including an increase of $25 million for cyclic maintenance. The budget increases facility repair and rehabilitation by $17.6 million providing a total of $90.3 million. In 2002, approximately one-fifth of the repair and rehabilitation program was devoted to resource protection, and a comparable amount will be dedicated to this effort in 2003. The NPS will continue to make strides in creating useful performance measures to better manage the backlog.

- Natural Resource Challenge - An increase of $18.0 million is requested for the fourth year of the NPS Natural Resource Challenge. This program will continue to strengthen natural resource management throughout the park system by protecting native species and habitats, monitoring the health of natural resources, eradicating exotic species, and sharing information about natural resources with the public. Much of this program is accomplished through partnerships with other agencies and Interior bureaus, including the U.S. Geological Survey, universities, and research scientists.

- National Wildlife Refuge System - The budget includes an historically high level of funding for operations and maintenance of the national wildlife refuge system, including an increase of $56.5 million for refuge operations and maintenance, of which $5.0 million is for the Cooperative Conservation Initiative and $49.4 million for other programmatic increases. Overall, refuge operations funding will increase by $25.8 million. The $30.7 million increase for maintenance will address critical health, safety, and resources protection needs, as well as fund activities that enhance visitor experiences in preparation for the March 2003 refuge system centennial.

- Energy and Minerals - The budget proposes an increase of $10.2 million for BLM energy-related activities, including Alaska North Slope oil and gas development. This increase will expedite the permitting and rights-of-way processes, increase the number of oil and gas lease sales, work to remove unnecessary barriers to both renewable and non-renewable energy production, and increase the number of environmental inspections.

The budget for Minerals Management Service proposes a program increase of $13.7 million in order to meet increased workload brought about by the demand for Outer Continental Shelf program services, and to employ innovative business processes and advances in electronic technology in the offshore program. The MMS will also invest $6.0 million to develop management systems taking Federal royalties on oil production in-kind.

- Wildland Fire Management - The budget continues robust funding for Interior's wildland fire program, providing $675.5 million for fire readiness and response, wildland firefighting, assistance to rural communities, and a comprehensive program to reduce fuels in the wildland-urban interface. The budget carries forward the initiatives begun in 2001 and continued in 2002 to reduce the buildup of hazardous fuels, and fully funds suppression based on the ten-year average.

1.5   DATA VERIFICATION AND VALIDATION

During the past several years, the Department has addressed performance data reliability issues through internal reporting and tracking systems and other internal control mechanisms that provide for considerable bureau discretion. A variety of approaches have been developed to accommodate the particular needs of offices with widely varying missions.

Last year, the Department began development of a more directed approach — a data validation and verification (V&V) "matrix" was tested at various organizational levels during the summer 2001. The matrix is based on basic principles that are typically applied to technical data collection and auditing situations. The Department reviewed recent literature, such as the GAO report on data validation and verification, participated in local data V&V conferences, reviewed agency plans, and conferred with Federal organizations that have demonstrated leadership in the GPRA arena. The advice and perspectives of the DOI Office of the Inspector General (OIG) and a number of field-level personnel were also solicited. The result is a set of criteria for data validation and a five-part set of criteria for data verification applicable to GPRA goals.

Data validation criteria address central questions concerning the appropriateness of a goal relative to an organization's mission, and whether the goal is measurable, realistic, understandable, pertinent to decision-making, and reflective of the activity being measured. Data verification centers on five critical areas: data standards and procedures, data handling, data quality, data integrity, and oversight mechanisms. Each area includes an individual set of core criteria for evaluating the strengths and weaknesses of that specific aspect of data verification.

The Department-wide implementation strategy involves several aspects or phases, several of which are concurrent. Because data V&V is potentially a very labor intensive undertaking, implementation will be staged over the next 18-24 months after which time we believe the basic tenets of data V&V will be reinforced in the culture and practices of each Interior organization.

Phase I has been completed. It involved the development of the data V&V criteria in concert with the DOI OIG. The OIG participated in the development and review of the criteria and intends to use the Data V&V guidelines as a check-listing tool for auditing Departmental and bureau goals as it begins to step up its schedule of program evaluations in FY 2002. By internally distributing these guidelines in FY 2001 (Phase II), organizations had the opportunity to review their data V&V practices and address weaknesses that had been detected (Phase III). The second phase has been completed, while the third phase is expected to continue through the course of this coming year.

Concurrently, limited testing of a data V&V evaluation process occurred for selected goals and offices (Phase IV). The tests helped gauge the workload involved with compliance and specific issues that arise from real-time situations. Testing began in late Spring and continued through August 2001. During the latter part of the year, necessary refinements to the process will be made (Phase V) based on test results and other independent feedback. Some weaknesses have already been identified. The guidelines are an opportunity to communicate specific expectations and to "tune-up" programs and procedures as needed. The data V&V process also rec-

ognizes that associated issues can develop at several different levels of an organization, beginning with the point of data collection and ending with the office responsible for finalizing and publishing GPRA plans and reports. The guidelines can be applied at any point along the data journey.

After evaluation strategies have been finalized, a cycle will be established to begin the piecemeal process of scheduled evaluations. It is improbable that resources will be available to evaluate data V&V for all goals across all Departmental offices and bureaus, from Headquarters to the smallest field units affected, within the course of a single year. A complete cycle of evaluations will take a number of years to complete and may be supplanted by OIG strategies and by other approaches under consideration for the final phase of Interior's overall data V&V process. Phase VI would rely on random OIG audits, internal spot checks, and the establishment of accountability for goal achievement in performance contracts or standards to drive compliance with data V&V requirements.

The basic philosophy underlying the data V&V approach is to establish clear expectations and requirements, ground tested for their practicality and reasonableness, so that organizations are positioned to succeed rather than fail for lack of direction. An allied concern is that data V&V will be viewed as another GPRA reporting burden instead of as an integral component of any business plan. The incremental approach affords time for exercising leadership, cultural change, refining processes and establishing clear accountability. It avoids imposing a large front-end reporting burden that could be met with resistance and significant impacts on other mission priorities at a time when workforce levels are expected to decline and process improvement benefits may not be fully realized. This approach is intended to integrate with or enhance existing bureau procedures for establishing reliable and verifiable data for decision-making and performance evaluation.

1.6   FY 2003 PERFORMANCE GOALS AT-A-GLANCE

GOAL 1: PROTECT THE ENVIRONMENT AND PRESERVE OUR NATION'S NATURAL AND CULTURAL RESOURCES

Long Term Goals	FY 2003 Annual Performance Goal
Restore the Health of Public Lands	Public Lands Restored: In FY 2003, 244,200 acres of mined lands, refuges, park lands, and forests will be restored.
Restore the Health of Public Lands	Damaged Lands and Resources Restored: In FY 2003, increase the cumulative number of restoration projects to 125, and increase the cumulative amount of damage settlement funds in the DOI Restoration Fund to $320 million.
Maintain Healthy Natural Systems	South Florida Natural Systems Restored: Continue the restoration of the South Florida ecosystem by constructing 4,100 acres of Storm Water Treatment Areas (for a cumulative total of 28,438 acres) and acquiring 40,000 acres of land for habitat protection.
Maintain Healthy Natural Systems	California Desert Protection and Restoration: By FY 2003, coordinate and integrate multiple agency efforts to recover the desert tortoise in the California Desert. – 1,000 wild burros removed from critical desert tortoise habitat – 5 illegal dumps on public lands cleaned up – 40 miles of desert tortoise fences installed along freeways and major highways in critical desert tortoise habitat
Maintain Healthy Natural Systems	Natural Processes Restored Through Fire Management: By FY 2003, the following goals will be achieved: - 95 percent of fires will be contained by initial attack; - 33 percent of rural fire (1085) districts receive funding assistance, - 9 percent of the highest priority communities-at-risk receiving fuels treatments; - 15 fire facilities under construction, reconstruction, or maintenance; - 1.1 million acres receive fuels treatments to reduce hazards and maintain ecosystem health.
Protect and Recover Imperiled Species	Species Protected: In FY 2003, 366 of 792 species populations listed a decade or more by FWS are improving or stable, 5 species are delisted by FWS due to recovery, 55 of 442 species in NPS areas show improving status, and 127 of 442 species in NPS areas have stable status.
Protect and Restore Cultural Resources	Cultural Properties (Sites) Restored: At the end of FY 2003, 13,489 of 28,700 (or 47 percent) historic structures are in good condition and 184 of 558 (or 33 percent) cultural landscapes are in good condition.

GOAL 2: PROVIDE RECREATION FOR AMERICA

Long Term Goals	FY 2003 Annual Performance Goal
Provide quality experience to Visitors on Federal Lands and Facilities	Ensure Visitor Satisfaction: FY 2003 target levels are 95 percent satisfaction with facilities, services, and recreational opportunities for NPS visitors; and 94 percent satisfaction with the recreation experiences for BLM visitors, for those responding to surveys.
Provide for Safe Visits to Public Lands	Ensure Visitor Safety: Reduce the NPS visitor accident/incident rate to 8.29 incidents per 100,000 visitor days or lower, a 12 percent reduction from the 1992-1996 baseline of 9.48 per 100,000 visitor days.

GOAL 3: MANAGE NATURAL RESOURCES FOR A HEALTHY ENVIRONMENT AND A STRONG ECONOMY

Long Term Goals	FY 2003 Annual Performance Goal
Ensure Environmentally Sound Development	Meeting Water Resource Needs: Deliver and release approximately 25.6 million acre feet of water at BOR owned and operated facilities, depending on precipitation and water availability.
Ensure Environmentally Sound Development	Decrease Environmental Impacts of Offshore Production: In FY 2003, show a decrease in the OCS environmental impact indicator below the FY 1999 value of 8.10, and maintain an oil spill rate of no more than 10 barrels spilled per million OCS barrels produced.
Ensure Environmentally Sound Development	Pacific Northwest Forest Plan: In FY 2003, offer 203 MMBF of timber for sale and restore 35,700 acres of forested lands.
Ensure Environmentally Sound Development	Authorize Sustainable Grazing: In FY 2003, authorize 1,200 (cumulative total of 9,571) livestock grazing permits or leases consistent with established land health standards.
Ensure Environmentally Sound Development	Energy Conservation, Recycling and Green Purchasing: - Promote energy efficiency and reduce energy consumption at Interior facilities by 25 percent from 1985 levels. - Increase by 40 percent the solid waste diverted from disposal in landfills through recycling and composting, and - Increase by 30 percent the use of nine recycled content, environmentally preferable, and bio-based products

GOAL 3: MANAGE NATURAL RESOURCES FOR A HEALTHY ENVIRONMENT AND A STRONG ECONOMY

Long Term Goals	FY 2003 Annual Performance Goal
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts	Cost-effective, Efficient Hydropower Generation: Deliver power at a cost that is as low, or lower than, the cost of the 75th percentile for comparable hydropower facilities.
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts	Maximize Power Generation and Enhance Revenues: Attain a 3 percent or lower forced outage rate for BOR hydropower units.
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts	Fair Market Value for Resources: In FY 2003, maintain the current high bids accepted for OCS leases to MMS estimated value ratio at 1.8 (+/-0.4) to 1.
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts	Sound Management of Mineral Receipts: Payments are within the expected payment range at the due date for 75 percent of royalties associated with converted properties.
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts	Prompt Recipient Access to Royalty Payments: 1) Disburse 98 percent of revenues to recipients by the end of the month following the month received. 2) Provide access for ultimate recipients of 30 percent of revenues within one business day of MMS receipt.

GOAL 4: PROVIDE SCIENCE FOR A CHANGING WORLD

Long Term Goals	FY 2003 Annual Performance Goal
Add to the Environmental and Physical Science Knowledge Base	Improve Environmental and Natural Resource Information: In FY 2003, provide and improve long-term environmental and natural resource information, systematic analysis, and investigations about natural systems by: - maintaining 46 long-term data collection and data management efforts plus supporting 2 large data infrastructures managed in partnership with others; - delivering 957 new systematic analyses and investigations to our customers; - and improving and developing 8 decision support systems and predictive tools for decision-makers.
Increase Hazard Knowledge and Warning	Improve Prediction and Monitoring of Hazardous Events: - In FY 2003, maintain the average number of streamgages delivering real-time data on the Internet at 5,441. - In FY 2003, increase by 50 (to a total of 499) the number of improved earthquake sensors to deliver real-time information on potentially damaging earthquakes to minimize loss of life and property.

GOAL 5: MEET OUR TRUST RESPONSIBILITIES TO AMERICAN INDIANS AND OUR COMMITMENTS TO ISLAND COMMUNITIES

Long Term Goals	FY 2003 Annual Performance Goal
Protect Indian Trust Assets	Protect Natural Resource Assets: In FY 2003, 22 dams (cumulative) will have repair construction completed, process 5,100 post-lease technical assistance actions on Indian energy and mineral leases; 30 technical assistance activities will be completed to increase Tribal opportunities to develop, manage, and protect their water resources.
Protect Indian Trust Assets	Fiscal Resources Protected for Tribes and Indians: Facilitate growth of Trust income by processing 42,000 trust transactions for Tribal and individual Indian landowners.
Improve the Indian Quality of Life	Improve Facilities and Services: In FY 2003, 2,767 housing applicants will receive repair and replacement work on homes, 7,070 miles of existing BIA system roads will be maintained, and 75 Tribes will operate comprehensive welfare plans.
Improve the Indian Quality of Life	Improve Quality of Education: In FY 2003, to improve the quality of education, 100 percent of schools will be accredited, 54 percent of students will be proficient in math and 54 percent of students will be proficient in language arts.
Improve Management of Island Communities	Improve Government Services: In FY 2003, financial management improvement plans will be completed for all 7 of the insular governments, and the ratio of OIA-funded projects completed to projects started will increase to 1.1.

GOAL 6: MANAGE FOR EXCELLENCE AND ACCOUNTABILITY

Long Term Goals	FY 2003 Annual Performance Goal
Lead People to Succeed	Increase Workforce Diversity: In FY 2003, diversity in Interior's workforce will increase by 4.1 percent from 1997 levels.
Lead People to Succeed	Workforce Planning and Management Delayering: In FY 2003, complete workforce plans for all Interior bureaus.
Lead People to Succeed	Training and Development Programs: In FY 2003, develop policy and standards for one new Departmental training program, and continue operating 8 existing Departmental training and development programs.
Use Information Technology to Better Manage Resources and Serve the Public	Implement Information Technology Architecture Strategy: To improve IT strategic planning by maturing the Information Architecture process at the Department and bureau levels as measured in an applied Capabilities Maturity Model (CMM). All Interior organizations will achieve a Level 2 on 100 percent and a Level 3 on 33 percent of the established CMM measurements.
Use Information Technology to Better Manage Resources and Serve the Public	Implement Information Technology Security Strategy: Implement an Agency-wide Information Technology Security Program. Achieve a rating of Level 3 on the Federal Information Technology Security Assessment Framework for all National Critical Infrastructure Systems, all National Security Information Systems, and for all Interior Mission Critical Systems.
Use Information Technology to Better Manage Resources and Serve the Public	Implement an E-Government Strategy: Move on-line all of the appropriate paper-based transactional services identified through a baseline inventory of all DOI transactional services, both electronic and non-electronic, by the end of FY 2003.
Use Information Technology to Better Manage Resources and Serve the Public	Expand On-Line Procurement: 1) Expand Electronic Government to include use of the Central Contractor Registration (CCR), an existing on-line database, as the single validated source of data on vendors doing business with the Government. 2) Beginning October 1, 2003, stop collecting Standard Form 129, Solicitation Mailing List Applications.
Ensure Financial and Managerial Accountability	Number of Unqualified (clean) Audit Opinions: In FY 2003, a) obtain unqualified (clean) audit opinions for Interior's eight bureaus, the Departmental Offices, and the Department's consolidated financial statements, and b) receive no more than 6 noted exceptions from the auditors on the Report on Internal Controls (maximum of 4 exceptions), and the Report on Compliance with Laws and Regulations in the Department's Accountability Report (maximum of 2 exceptions).

Long Term Goals	FY 2003 Annual Performance Goal
Ensure Financial and Managerial Accountability	Timely Correction of Material Weaknesses and Implementation of Audit Recommendations: In FY 2003, 75 percent of OIG and GAO audit recommendations will be implemented, and 75 Percent of Corrective Plans for Material Weaknesses will be completed by the original target implementation and completion dates.
Ensure Financial and Managerial Accountability	Minimize Erroneous Payments: In FY 2003, maintain adequate controls over Federal Assistance payment processes to ensure any erroneous payments are kept below .06 percent of the program area as measured by audit disallowance, and 45 percent of the amounts disallowed are returned to the government. Expand its internal payment programs by establishing a post-payment audit program area to cover either employee or vendor payments.
Provide Safe and High Quality Places of Work	Facilities Maintenance and Capital Improvements: Complete 70 percent of repair and construction projects funded through the Department's Five-Year Facilities Maintenance and Capital Improvement Plan by the end of the funding fiscal year, complete 95 percent by the end of the second year after funding, and more than 95 percent after the third year.
Provide Safe and High Quality Places of Work	Completion of Environmental Audits: Complete initial environmental audits of 80 percent of all Interior facilities (cumulative).
Ensure Efficient and Effective Business Practices	Amount of Purchase Card Transactions: Purchase card transactions will exceed $450 million.
Ensure Efficient and Effective Business Practices	Museum Objects Inventoried: Accurately inventory an additional 3.1 million museum objects for a cumulative total of 53.9 million.
Ensure Efficient and Effective Business Practices	Make Greater Use of Performance-Based Service Contracting (PBSC): 30 percent of total eligible service contract dollars applicable to actions over $25,000 that meet PBSC criteria will be awarded through PBSC.
Ensure Efficient and Effective Business Practices	Expand A-76 Competition and Conduct More Accurate Federal Activities Reform (FAIR) Act Inventories: Complete public-private or direct conversion competitions involving an additional 10 percent of the FTE listed on Department-wide Federal Activities Inventory Reform (FAIR) Act inventories over that competed, so that by the end of FY 2003, Interior will complete actions on at least 15 percent of the FTE listed on the annual FAIR Act inventory (i.e. 15 percent is the total of FY 2002 and FY 2003 goals).
Ensure Efficient and Effective Business Practices	Establish a Streamlined and Simplified Grants Administration Process: Identify streamlining and simplification metrics.

Future Goals and Past Performance

MEASURABLE LONG-TERM AND ANNUAL DEPARTMENTAL GOALS

The Department of the Interior (DOI) has six overarching strategic goals that support the Department's core mission of protecting the Nation's natural environmental and cultural heritage and meeting responsibilities to Indian Tribes and island communities. Under these strategic goals we have established long-term goals that connect to the varied programs, missions and accomplishments of Interior's bureaus and offices. Each long-term goal has one or more associated general performance measures and specific annual performance goals. The annual goals are drawn from Interior's bureaus, offices, and major crosscutting programs. The inclusion of a representative selection of specific bureau program activities as the measurable means to achieve Interior's goals is an effective way to improve the integration, coordination, and management of Interior's programs.

Linking the key programs and outcomes of individual Interior bureaus to the Department's priorities and initiatives reinforces Interior's stewardship of our critical resources. This is especially important in light of increasing developmental pressures, changes in societal needs, and rapid change in science and technology. Interior's response to the greater demands on the vital resources that the Department oversees must be the efficient and wise use and management of those resources while being accountable to the American people.

2.1   STRATEGIC GOAL 1:

PROTECT THE ENVIRONMENT AND PRESERVE OUR NATION'S NATURAL AND CULTURAL RESOURCES

Key Outcomes: To meet the goal of protecting the environment and preserving our Nation's natural and cultural resources, the Department will achieve the following results:

Long-Term Goals	DOI Performance Measures
Restore the Health of Public Lands	• Public Lands Restored • Damaged Land and Resources Restored
Maintain Healthy Natural Systems	• South Florida Natural System Restored • California Desert Protection and Restoration • Natural Restoration through Fire Management
Protect and Recover Imperiled Species	• Species Protected
Protect and Restore Cultural Resources	• Cultural Properties (Sites) Restored

Why This Goal is Important: Because people and their environment are interdependent, we must ensure that our lands, waters, and other resources remain healthy. Resource-dependent communities can only be sustained by lands in a healthy condition. Our natural and cultural resources are more than just an American heritage, they are an inheritance that we must and can conserve to ensure that future generations can enjoy the benefits of these resources.

How We Achieve this Goal: As we have learned more about the factors that affect the land, we have made significant strides in developing and applying sustainable management practices. We must continue to learn more, and continue to develop cost-effective methods to monitor and improve the resources under our care. Wherever we can, we want to consult with stakeholders and affected parties and use that information, along with sound scientific and technical knowledge to make decisions.

The Department is committed to protecting and improving our national parks, wildlife refuges, wilderness areas, and our cultural heritage. Federal lands contain exceptional geological formations, rare and vulnerable plant and animal communities, wilderness areas, wild and scenic rivers, and numerous historical, paleontological, and archaeological sites. These resources are scientifically, educationally, and historically important and represent a significant part of our Nation's national and cultural heritage. For cultural resources and native plant and animal communities, we will continue to work with others to protect resources and to streamline consultations required under the National Historic Preservation Act and the Endangered Species Act.

We also focus on protecting resources threatened by non-native invasive species, and we use wildland fire as a management tool. We continue to manage fishery resources and aquatic ecosystems with priority attention to preserving native and wild fish populations. We promote recreational fisheries stewardship by fostering partnerships for better aquatic resources conservation. Working in partnership with other Federal agencies, States, and the private sector, we prevent contamination of quality habitat, clean up contaminated water bodies, and restore fish, wildlife, and their habitat. Working with States, Tribes, and local communities, we reclaim abandoned mine sites by abating hazards, reducing and mitigating adverse effects from past mining, and restoring adversely affected lands and waters to beneficial use.

Strategies:

The Department will employ the following strategies to achieve this goal:

- Involve our partners and stakeholders in our decision-making process.
- Cooperate with States, Tribes, and local partners.
- Use watershed or ecosystem approaches to land management.
- Use scientific research to support informed decision-making.
- Develop comprehensive data sets, including data standards and inventory monitoring, as key components of a science-based approach to management.
- Use multi-species approaches to habitat management.
- Use habitat conservation plans to protect threatened and endangered species.
- Incorporate natural processes, such as fire and floods, into our overall management approach.
- Eradicate invasive alien species as a threat to land health.
- Closely monitor the progress of goal-specific programs.

Long-Term Goal:
Restore the Health of Public Lands

Performance Measure:
Public Lands Restored

Our Objective: Lands managed by or under the regulatory jurisdiction of Interior bureaus often need restoration from previous uses, such as mining, farming, timber harvesting, and other land disturbing activities.

FY 2003 Annual Performance Goal: In FY 2003, approximately 244,200 acres of mined lands, refuges, park lands, and forests will be restored.

Performance Indicator:
Acres restored

FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
253,100	287,300	322,900*	177,500	185,700	244,200

* New baseline established in FY 2001.

Strategies: Strategies to achieve targeted performance include increasing efforts directed toward restoration of historic wetlands, and replanting or reforesting uplands that were previously mined, logged or converted to agricultural production. Disturbed lands are restored by DOI agencies, in collaboration with or through grants to States. OSM Mined Land restoration is primarily private land that falls within its programmatic authority.

Thousands of Acres to be Restored - by Bureau					
Fiscal Year	OSM[1]	FWS	NPS	BIA	Total
2003 Proposed	6.9	171.8	13.5	52	244.2
2002 Plan	8.2[2]	116.6[3]	8.9	52[6]	185.7
2001 Actual	13.8	105.6	7.5	50.6	177.5
2001 Plan	8.6	244.8[4]	4.5[5]	65.0	322.9
2000 Actual	12.2	186	36.4	52.6	287.3
1999 Actual	10.9	137	35.3	69.9	253.1

1. Actual OSM performance includes reclamation activity initiated in prior years.
2. OSM FY 2002 target adjusted to reflect budget reduction.
3. FWS FY 2002 target adjusted to reflect appropriation levels.
4. New FWS baseline established in FY 2001.
5. New NPS baseline established in FY 2001.
6. BIA FY 2002 target adjusted to reflect increased operating costs and staff reductions.

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Changes in FY 2001 and FY 2002: The proposed target in the FY 2001 Annual Performance Plan was to restore nearly 3.7 million acres of lands, of which 3.2 million acres reflected maintenance and enhancement of FWS wildlife refuge lands. That component of the goal has been replaced by the FWS goal for restoration of refuge lands. For comparison purposes, the goal table above and the individual bureau list has been updated to show the FWS acreage restored back to FY 1999. In FY 2002, the target for acreage restored is commensurate with the proposed funding levels for this work in the FWS and OSM.

Acres Restored in '000s
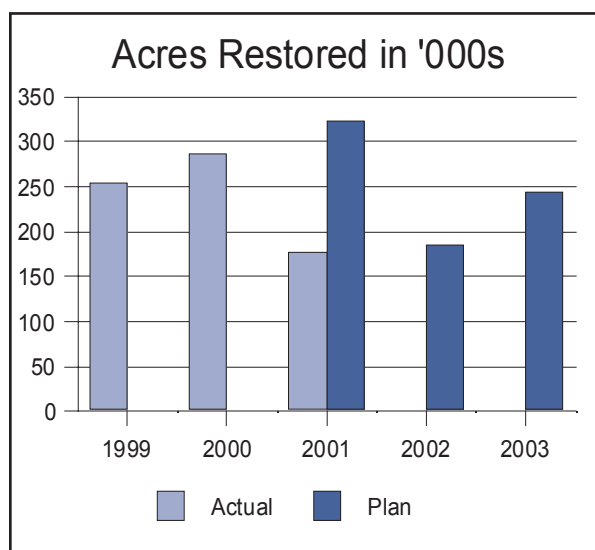
BUREAU PROGRAMS:

OSM measures acres reclaimed annually by the Abandoned Mined Lands Program. OSM uses the number of acres reclaimed as an intermediate measure of success toward its objective of a safe and clean environment. A major obstacle to setting goals and tracking restoration is that each State has control over the type and number of projects that it will annually initiate.

FWS measures acres restored in the National Wildlife Refuge System. The objective of this goal is to conserve fish and wildlife by restoring habitat in the National Wildlife Refuge System. Formerly, this goal included refuge acres "managed or enhanced" as well, but it was not clear that the definition of managed and

enhanced matched the Departmental restoration goal, as the habitat management and enhancement actions include water level management, grazing, haying, farming, forest management, prescribed burning, and invasive plant control.

NPS measures acres of disturbed lands restored. This goal improves resource conditions in parks on lands impacted by development, former agricultural uses, abandoned mines, grazing, and invasion of alien plants. In 1998, the parks identified 241,000 acres of NPS managed lands in damaged condition as a result of development.

BIA measures acres reforested. Forest development and planning allows the Indian forest owners to benefit from the full productive capacity of their forests and provides benefits of jobs and revenues to both Indian and adjacent non-Indian communities. The BIA promotes forestry management and development through tree planting and pre-commercial thinning of areas identified in the annual inventory of forest development needs. BIA also develops forest management plans. Much of the work is performed by Tribes under P.L. 93-638 contracts or self-governance compacts.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, 322,900 acres of mined lands, refuges, park lands, and forests will be restored or enhanced.

Report: Goal not met. In FY 2001, approximately 177,500 acres were restored or enhanced by Interior's bureaus and offices. The Office of Surface Mining exceeded its target of 8,600 acres restored, achieving a total of 13,800 acres. The National Park Service also exceeded its target of 4,500 acres, achieving a total of 7,500 acres restored. However, the Bureau of Indian Affairs did not meet its goal to restore 65,000 acres, achieving a total of 50,600 acres. The Fish and Wildlife Service restored 105,600 acres, falling short of its target of 244,800 acres. This target of 244,800 acres was based on the FY 2002 Presidential budget request. The final appropriation approved by Congress was less than the Presidential request. Although FWS did not adjust

the goal in its revised final FY 2002 performance table (which was included in the FY 2003 annual performance plan submitted to Congress), it did adjust its target internally to 104,500 acres.

While this goal reports "acres restored," we recognize that this goal mixes different kinds of restorations, under separate bureau programs, applying different

methods. We are working to create goals that will be distinct for each bureau but formulated to have more compatibility in the measures we aggregate to show restoration Interior-wide.

Baseline	OSM. The baseline is 7,201 restored acres established in FY 1998. FWS. The FY 1999 baseline for acres of refuge habitat restored is 95,144. NPS. The 1999 baselines are 222,300 park acres disturbed by development or agriculture, and 2,656,700 park acres disturbed by exotic plants. BIA. The baseline is 72,448 reforested acres and was established in FY 1998.
Data Validation	In the case of each bureau's goals, the goals have been determined to be appropriate by internal goal team and/or management reviews.
Data Verification	OSM verifies and validates performance data with an annual self-assessment by program managers on all performance measures, periodic reviews coordinated by the Office of Strategic Planning and Evaluation, and audits by external agencies, such as the OIG or GAO. Data are reviewed before being entered into the system and are automatically reviewed through a variety of internal controls. During program evaluation activities, OSM spot checks documentation related to State/Tribal site priority settings to ensure that the on-the-ground conditions are being classified properly in the inventory. FWS data on enhanced/restored acres are reported by Field Stations to Regional Offices and are checked by the headquarters Division of Refuges for quality control and consistency. NPS acres restored are entered annually into a park database and cross referenced with previous year's data to determine acres restored. In addition, measured performance is verified and validated at several levels including regional and national. Other methods to verify and validate performance information include random sampling and testing of data, and statistical analysis. BIA Regional Offices review and verify data reported by Tribes and by Agency Offices.
Data Source	Data are collected from a number of systems and aggregated by the Department. Internal data systems include: OSM Abandoned Mine Land Information System obtains data from 23 State and 3 Tribal programs through an automated system. FWS data are reported by the Division of Realty and the Division of Refuges. NPS Field Natural Resource Specialists at individual parks collect data on an annual basis. BIA data are reported in the BIA Annual Forestry Report.
Data Limitations	These data all involve collection and reporting of data in the field that introduces human variables of estimation and judgement. Since land areas restored are not surveyed to determine the exact acreage, it must be estimated using maps and plot descriptions. Also, despite definitions and experience, the determination of what is "restored" is often a judgement. Also, for some of the restoration, the data are reported by States, Tribes, and contractors, and the base data cannot always be confirmed.
Planned Improvements	Interior is planning a Department-wide review of the quality of our data verification and validation procedures. This will start with a new data verification and validation process that each bureau will apply in a self-assessment of their data reporting and recording systems. In addition, the NPS is undertaking an internal review of their data collection and reporting.

Our Objective: The Natural Resource Damage Assessment and Restoration Program (Restoration Program) mission is "to ascertain injuries to natural resources and implement appropriate actions to restore and protect those resources for present and future generations." These actions are taken on behalf of the American public in cooperation with other natural resource trustees.

FY 2003 Annual Performance Goal: In FY 2003, increase the cumulative number of restoration projects to 125, and increase the cumulative amount of settlement recoveries deposited into the Restoration Fund to $320.0 million.

Performance Indicators:
1. **Cumulative number of restoration projects**
2. **Cumulative dollar amount of damage settlement recovery funds deposited in the Restoration Fund (in millions of dollars)***

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	59	70	85	82	100	125
2	$75.6	$96.5	$120.0	$188.5	$250.0	$320.0

* New measure in FY 2001

Goal Description: Achieving actual on-the-ground restoration of injured natural resources is the primary goal of the Department's Restoration Program. Damage assessment activities and their resulting settlement are the means to this end. Restoration is defined as the actions necessary to bring the injured natural resources back to the condition they were in had there been no spill or hazardous substance release. Restoration actions can vary in scope, depending upon the magnitude and complexity of the injury characteristics, but should always seek to recover the ecological, recreational, and economic functions that the public has lost because of the spill or release. Additionally, restoration actions may also require efforts to restore natural resources that Indian Tribes use for subsistence, cultural, and/or spiritual purposes. A variety of possible actions are used to meet these challenges, and may include one or more of the following:
- Increasing the population of a species through rein-

troduction and/or restocking;
- Increasing the amount of quality habitat available to a trust species through wetland or other habitat restoration or acquisition;
- Enhancing or restoring the quality of existing habitat;
- Perpetuating a species through the use of deed restrictions or conservation easements; and
- Purchase of quality habitat for ownership and management by States, Tribes, local or non-profit organizations.

Strategies: The Restoration Program continues its efforts to emphasize achieving on-the-ground restoration as the focal point of the program. The Program's FY 2003 budget request to Congress includes the creation of a new program line item, Restoration Support. This proposed new element would be funded with $250,000 redirected from the Damage Assessments line

item. The new line item will provide the necessary resources to increase Department-level participation and oversight, develop greater institutional focus on restoration, and provide technical assistance in implementing restoration actions.   Through the use of expert personnel strategically placed in the field to directly assist Authorized Officials and bureaus, the Program seeks to ensure that restoration is planned properly and implemented effectively and expeditiously.

In addition, the Restoration Program Office recently replaced a vacant regulatory management position with one more directly focused on implementing restoration actions. The Assistant Program Manager - Restoration will serve as a central point of contact and coordination in a wide array of restoration-based activities. Working hand-in-hand with regional restoration specialists, such duties will include identifying and resolving obstacles to restoration planning and implementation; serving as intermediary between the biologists, ecologists, and natural resource managers in the field and technical and administrative functions such as contracting and realty, and coordination of partnering opportunities with industry, non-profits, other Federal agencies, and local organizations. By serving as a Departmental clearinghouse and facilitator for restoration information, contacts, and coordination, the impact of the Assistant Program Manager - Restoration on program performance will be significant.

A number of ongoing activities will also help move the Restoration Program towards increased number of restorations implemented. The Program is nearing completion of a Restoration Handbook, which will provide practitioners in the field with practical guidance on the various activities necessary to conduct restoration planning, design, implementation, and oversight.   The guidance document will help ensure that the selected restoration alternative is fully implemented, meets established performance standards and criteria, including regulatory compliance, and that the completed project meets the specified restoration goals and objectives set forth in the settlement documentation.

Natural Resource Damage Assessment and Restoration Program: The Restoration Program is authorized by several laws, including the *Comprehensive Environmental Response, Compensation, and Liability Act* (CERCLA) of 1980, as amended, and the *Clean Water Act*, as amended by the *Oil Pollution Act* (OPA) of 1990. These laws authorize natural resource trustees, the Federal and State governments, Indian Tribes, and foreign governments, to determine the level and extent of injuries to, or lost uses of, natural resources, to seek monetary or in-kind compensation from responsible parties, and to use recoveries for restoration to pre-release/spill conditions. CERCLA, as amended, is undergoing reauthorization. Potentially, there may be changes that impact damage assessments and affect the operation of the Restoration Program.

The Department-wide Restoration Program's primary focus is the restoration of injured natural resources and lands under the stewardship of Interior. The first steps in the process are to select priority natural resource damage assessments projects (damage assessments), determine the extent of injury and assess damages. The assessments are carried out utilizing the multi-disciplinary strengths and expertise of Interior's bureaus and offices, and usually leads to negotiated settlements, including the financing of restoration projects, with the parties responsible for the hazardous substances or oil spills. Restoration projects are implemented through restoration plans after completion of a public comment period.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, increase the cumulative number of restoration projects to 85.

Report: Goal not met. The Restoration Program ended FY 2001 with a cumulative total of 82 restoration projects underway or completed. This number represents an incremental increase of 12 of the 15 restoration starts that were planned for the fiscal year and reflected in the FY 2001 Annual Performance Plan. The Restoration Program continues to evolve and mature as it works to refocus its efforts on increasing restoration actions. A number of ongoing damage assessment cases came to fruition during FY 2001, requiring a higher than expected level of attention and effort in completing assessment activities, settlement negotiations, and in two rare instances, litigation. In order to settle many of these cases, the Department was required to divert limited resources that it would otherwise have focused on implementing restoration actions.

Goal: In FY 2001, increase the cumulative amount of settlement recoveries deposited into the Restoration Fund to $120.0 million.

Report: Goal exceeded. The Restoration Program ended FY 2001 with a cumulative total of $188.5 million in settlement receipts. The FY 2001 goal was $120.0 million, an incremental increase of $23.5 million for the fiscal year. Actual cumulative deposits totaled $188.5 million, an increase of $92.0 million for the fiscal year. The increased level of effort put forth in settling cases discussed above had a dual effect. While it limited the amount of effort and attention that could be focused on increasing restoration actions, it also resulted in significant increases in settlement receipts. Actual receipts of $96.0 million in FY 2001 was nearly four times the FY 2001 target increase of $23.5 million. This significant increase also necessitates the revision of the FY 2002 goal, which has been revised from a cumulative $145.0 million to a cumulative $250.0 million in settlement deposits.

Restoration Projects

Cumulative Number of Projects

- Planned Projects
- Actual Projects

Settlement Funds on Deposit

Cumulative Funds in Millions of Dollars

- Planned Funds Deposited
- Actual Funds Deposited

Baseline	Baselines established in 1997 are 36 restoration projects and $38.7 million in recovered damage assessment funds.
Data Validation	The Restoration Program has reviewed the goals and made two changes in this annual plan to ensure that the program is measuring performance goals that reflect the program objectives and yield meaningful information on program results.
Data Verification	Measurement of performance values is by means of the data collection systems in place and ongoing improvements to those systems. Verification is by regular updates to the system data by the field, on-site visits, and the regular reporting on the finances of each project.
Data Source	Upon final settlement, the funds are tracked by damage assessment or restoration on a personal computer within the Department. Also tracked is the status of restoration projects. Damage assessment negotiations with a potentially responsible party can continue until a settlement is reached. A complete data base for all damage assessment and restoration projects is under development. Interior is notified by the Authorized Officials and by case management teams when a damage assessment is completed and by the Department of Justice (DOJ) when settlements are reached.
Data Limitations	There are several data limitations. One is the lack of standardized data regarding in-kind restoration projects undertaken by the responsible parties as part of the settlement agreement. Another is the lack of timely transmittal of consent decrees where DOI's concerns have been satisfied without any funds awarded to DOI, or where the responsible parties have agreed to perform in-kind restoration activities. Related to this is the lack of adequate and timely documentation from DOJ when settlement payments are processed through DOJ and transmitted electronically.
Planned Improvements	The Restoration Program currently has underway a database development project that will allow the program to capture a standardized and much wider array of site information, including numbers of acres of land or wetlands restored. As the database becomes operational, the availability of such information will allow the Restoration Program to revise its performance measures to those that are outcome-based, quantifiable, and more resource-relevant. These revised outputs will provide more meaningful data, and will more effectively emphasize restoration accomplishments as the true measure of the program.

Performance Measure:
South Florida Natural Systems Restored

Our Objective: The mission of the South Florida Ecosystem Restoration Program is to restore, preserve, and protect the South Florida ecosystem while maintaining a sustainable South Florida economy.

FY 2003 Annual Performance Goal: Continue the restoration of the South Florida ecosystem by constructing 4,100 acres of Storm Water Treatment Areas (for a cumulative total of 28,438 acres) and acquiring 40,000 acres of land for habitat protection.

Performance Indicators:
1. Cumulative acres of Storm Water Treatment Areas (STAs) constructed
2. Acres of land acquired for habitat protection

	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	---	---	18,088	24,338 (6,250 new acres) *	28,438 (4,100 new acres)*
2	39,500	79,147	28,917	48,000*	40,000*

* Performance targets reflect combined efforts of Federal and State agencies.

Additional FY 2003 Outputs
In FY 2003, the Department's South Florida programs, projects and related activities will also contribute the following outputs toward achievement of the restoration goals:

1. Modified Water Deliveries Project
- The 8.5 Square Mile Area component is scheduled to be completed by November 2003.
- The Seepage /Conveyance design to ensure a more natural water flow to Everglades National Park is scheduled to be completed by December 2003.
- The Record of Decision to connect Modified Water Deliveries and C-111 operations in order to restore historical sheet flows to Florida Bay is expected in 2003.

2. Complete construction of Storm Water Treatment Area 1E by November 2003 which will improve water quality entering Loxahatchee National Wildlife Refuge.

3. Complete construction of Melaleuca Quarantine Facility in April 2003.

4. Land Acquisition Projects
- The NPS will complete land acquisition of the eastern expansion area bringing approximately 98% of Everglades National Park into public domain in protection of Park resource.
- The FWS will acquire 345 acres of lands for refuge expansion that will enhance the level of protection for a wide variety of habitats and species important to the South Florida ecosystem restoration effort.

STRATEGIES:

Strategic Plan for Restoration of the South Florida Ecosystem

In July 2000, Interior and its partners in the South Florida Task Force submitted the Strategic Plan for Restoration of the South Florida Ecosystem to Congress. The strategic plan is founded on the shared vision of a healthy South Florida ecosystem that supports diverse and sustainable communities of plants, animals and people. The scope of the restoration described in the strategic plan is enormous and it describes outcomes that will take decades to realize. To organize this effort, the Task Force members have established three overarching goals:

1.1 Get the Water Right – *Restore natural hydrologic functions in the South Florida ecosystem.*

1.2 Restore, Preserve, and Protect Natural Habitats and Species – *Restore the diversity, abundance, and behavior of native animal and plant communities.*

1.3 Foster compatibility of the built and natural systems – *Ensure compatibility with ecosystem restoration and preservation.*

The Task Force has also established sub-goals and specific measurable objectives for each of the three overarching goals in the strategic plan. The performance goals and output measures that appear in this annual performance plan are examples of the more detailed goals and measures that appear in the Strategic Plan for Restoration of the South Florida Ecosystem.

This annual performance plan includes performance goals for two aspects of the South Florida ecosystem restoration project, construction of Storm Water Treatment Areas, and land acquisition for habitat protection. The following are brief descriptions of Task Force activities in these two areas.

Storm Water Treatment Areas

The Task Force has established a long-term goal to construct 117,150 acres of manmade wetlands called Storm Water Treatment Areas (STAs) by the year 2036. As a subset of the overall long-term goal, six STA milestone projects involving a cumulative total of approximately 47,118 acres are planned for construction by the end of

FY 2004. These projects will help meet the requirement for waters in the ecosystem to meet applicable water quality standards, including standards to protect the natural functioning of the Everglades and to ensure the availability of safe drinking water.

In 1994 the Florida Legislature passed the Everglades Forever Act that established the Everglades Construction Project to build a series of six STAs between the Everglades Agricultural Area and the natural areas to the south. The purpose of these STAs is to improve water quality by reducing the phosphorus loads in waters entering the conservation areas. The STAs are expected to help in reducing overall phosphorus levels to 50 parts per billion (ppb). Additional actions will be needed to meet the State phosphorus standard of 10 ppb for natural areas. The South Florida Water Management District is researching advanced treatment technologies to enhance the performance of the STAs. In addition, the Comprehensive Everglades Restoration Plan will include STAs to treat urban and agricultural runoff water before it is discharged to the natural areas throughout the system. These STAs are to be located in basins draining into Lake Okeechobee, the Caloosahatchee River basin, the St. Lucie Estuary basin, the Everglades, and the lower east coast. Since July of 1999, components of projects in STA-1W, STA-2, STA-5n and STA-6 totaling 18,088 acres of STAs have been constructed.

Land Acquisition for Habitat Protection

Targeted land acquisitions are a key component of the strategic goal to "Restore, Preserve and Protect Natural Habitats and Species" and are critical to South Florida ecosystem restoration efforts. Land is needed to preserve habitat for native plants and animals and to act as a buffer to existing natural areas. Land is also needed for water quality treatment areas, water storage reservoirs, and aquifer recharge areas that will help restore natural hydrology. The Task Force has established a long-term goal to acquire 2.4 million acres of land for habitat protection by the year 2036. In FY 2002 and FY 2003, Task Force agencies/entities plan to acquire approximately 88,000 additional acres of land for habitat protection.

Today the Florida panther and 67 other animal or plant species native to South Florida are listed by the FWS as threatened or endangered. Many additional species are of special concern to the State of Florida or are imperiled, meaning that they could become listed by the FWS. The wetland habitats that supported these species have been reduced by half, fragmented by roads, levees, and other structures, de-watered by canals, and degraded by urban and agricultural pollutants. The marine environments of the bays have suffered a similar decline. Altered biological communities are being overrun by invasive exotic plants and animals capable of out-competing native species and habitats. Exotic plants now make up approximately one-third of the total plant species known in Florida.

The State and Federal governments in partnership play an important role in land acquisition. Over the past several decades, the Federal Government has acquired title to lands for conservation purposes, such as inclusion in national parks, national preserves, and national wildlife refuges. Using existing land use plans and priorities, and based upon the availability of annual appropriations, Federal land managers will continue to acquire lands within authorized boundaries of existing

national wildlife refuges and national parks and preserves in the South Florida ecosystem. The completion of these areas will provide additional habitat for threatened, endangered, and other species, as well as recreational opportunities for the people of South Florida. As of September 30, 2001, the State of Florida had acquired 1.5 million acres in South Florida for habitat conservation purposes and had identified an additional 891,501 acres for acquisition. These lands are acquired primarily for ecosystem protection and restoration and are managed for those purposes and for water resource protection and recreation. All lands acquired for South Florida ecosystem restoration will help expand and connect a mosaic of upland, wetland, coastal, and marine habitats that will support the recovery of many currently imperiled species.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: There were no GPRA performance targets for FY 2001.

Report: Not applicable.

Baseline	Baseline for storm water treatment areas is 50,700 acres established in 1997.
Data Validation	The goals for South Florida restoration were developed in the strategic plan released in July 2000. These goals were reviewed and approved by all the Task Force members, and were validated in a review of the strategic plan by the General Accounting Office. Congress has required that this plan be updated on a two year cycle or biennually to make any necessary revisions/modifications to the plan and to report on restoration progress. The Task Force is currently in the process of updating the strategic plan and collecting information from member agencies/entities to submit a progress report to Congress during the Summer of 2002.
Data Verification	Data is verified through manual reviews of transaction paperwork and deeds transfer documentation. Consistency and accuracy of reporting by agencies must be verified, but these data are derived from land title recordings that must meet legal standards.
Data Source	Agency land records and agency project records are the source of data.
Data Limitations	The Task Force office is responsible for the annual compilation of updated project information and data sheets provided by its member agencies/entities that are included in the Annual Integrated Financial Plan. The accuracy of the information contained on those project data sheets is the full responsibility of the individual member agency/entity that provides it.
Planned Improvements	The Task Force is working closely with its members to ensure consistency and accuracy in the reporting of all project information and is working toward the development and implementation of an information system database that will be adopted by all members.

Performance Measure:
Sustained Use and Restoration of the California Deserts

Our Objective: The California Desert Project is a multi-agency initiative to promote sustained use and conservation of the desert's natural, cultural, and recreational resources. Working cooperatively under the auspices of the Desert Managers Group, each agency achieves greater operational efficiency, enhances resource management, and is facilitated in carrying out its mission.

FY 2003 Annual Performance Goal: In FY 2003, remove 1000 wild burros from critical desert tortoise habitat, clean up 5 illegal dumps on public land, and install 40 miles of desert tortoise fence along roadways in critical desert tortoise habitat.

Performance Indicators:
1. **Tortoise population monitoring protocols and assessments**
2. **Number of wild burros removed from critical desert tortoise habitat**
3. **Number of illegal dumps on public lands cleaned up**
4. **Miles of desert tortoise fences installed along freeways and major highways in critical desert tortoise habitat**

	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	Establish protocols and monitor populations in 5 recovery units*	Protocols established and populations assessed in 5 recovery units	---	---
2	---	---	838	1,000
3	---	---	5	5
4	---	---	38	40

*In FY 2001 the agencies participating in the Desert Managers Group adopted standardized monitoring protocols and assessed baseline populations of desert tortoise in 5 recovery units in the California Desert. This baseline will be used to determine whether tortoise populations are increasing or decreasing and the effectiveness of recovery actions. Once baseline populations are established, numeric performance targets will be developed. In FY 2002 and FY 2003, the agencies participating in the Desert Managers Group will continue to refine monitoring procedures and monitor populations in the five recovery units.

Strategies: The Desert Managers Group (DMG) was established to promote cooperative working relationships among the multitude of Federal and State agencies that manage land and resources in the California Deserts. The DMG vision is to work together to enhance the California Deserts for current and future generations. The DMG is comprised of managers from government agencies with land management or regulatory responsibilities in the California Deserts, and the U.S. Geological Survey, which provides scientific support. Current DMG members include four DOI bureaus (BLM, FWS, NPS, and USGS), the Department of Defense and three California State agencies. Developing, maintaining and implementing a 5-year plan for the California

Deserts is among the DMG's principal responsibilities. Plan implementation includes coordinating desert-related budget initiatives.

One of the major goals of the DMG is to recover the Federally listed desert tortoise, which occupies 4.7 million acres of critical habitat in the California Desert and is a significant factor affecting public and private land use in many areas. For example, the protection and recovery of the desert tortoise is a major issue related to the expansion of the Fort Irwin National Training Center, continued livestock grazing and off-highway vehicle use on public lands, and rapidly growing residential development along the west edge of the

California Deserts. The DMG is helping resolve these and other issues by coordinating desert tortoise recovery and monitoring efforts among managers and scientists across jurisdictional boundaries. The primary means of achieving recovery goals for the desert tortoise will be through the implementation of agency land management plans and habitat conservation plans. Currently, the focus in on:

1. Implementing a comprehensive desert tortoise monitoring program to provide reliable population density estimates for use in determining progress towards recovery.

2. Managing wild burro population in the California Desert that impact critical desert tortoise populations.

3. Cleaning-up and restoring illegal dumpsites that attract ravens that in turn may prey on juvenile desert tortoises.

4. Constructing tortoise proof fences along major highways through critical habitat to reduce tortoise mortality.

Recovery of the desert tortoise is a good "indicator" goal because it integrates or reflects many aspects of our desert management programs. In addition, the desert tortoise is generally regarded as a keystone species that reflects the overall health of the desert ecosystem.

<u>California Desert Project</u>. The California Desert includes some 100 communities, two national parks, one national preserve, six military bases, 8 counties, 14 state parks, 37 federally recognized Native American Indian Tribes, and more than 11 million acres of public lands managed by the Bureau of Land Management. More than 50 percent of the area is under the management of agencies of the Department of the Interior (DOI). The 25 million-acre desert region is situated within a day's drive of 40 million people and is a well-known destination for hundreds of thousands of out of state visitors each year. The California Desert's abundant sunshine, wind, and geothermal resources also make it an important source of renewable energy in the western United States. In addition, the California Deserts are critically important training and testing grounds for the U.S. military.

By 2020, the desert's permanent population is expected to increase by over 1 million and the population of the surrounding area is expected to increase by about 10 million. The demands of increasing use by millions of visitors and permanent residents have created mounting pressure and new challenges within the Desert. A mechanism for addressing desert-wide issues was established in the form of the Desert Managers Group: an interagency group that is coordinating and integrating desert conservation, visitor services, and public safety efforts in the California Desert. Under the multi-agency management umbrella provided by the DMG, interagency collaboration is occurring, duplication of effort is being eliminated; resources are being shared; data are being collected in a uniform manner; comprehensive regional analyses are being conducted; and complementary and more uniform management polices are being developed. Partners involved with this effort include the State of California, Department of Defense (Army, Navy, Air Force and Marine Corps), and Department of the Interior (BLM, NPS, FWS, and USGS). As with all cross-cutting, multi-agency programs, the sucess of the California Desert project depends on the availability of adequate funding for agencies to implement desert tortoise monitoring and recovery actions, the ability of FWS to administer and coordinate the effort, and USGS to provide scientific information to guide decision-making.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, the agencies participating in the Desert Managers Group will adopt standardized monitoring protocols and assess baseline populations of the desert tortoise in 5 recovery units in the California Desert.

Report: Goal met. In FY 2001, the same Line Distance Sampling (LDS) protocol was adopted by all land and resource management agencies for monitoring desert tortoise populations in the California Desert. (This same methodology was also adopted and used to monitor tortoise populations in Nevada and Utah). The LDS protocol was used to monitor desert tortoise populations throughout the five recovery units in the California Deserts on lands managed by the Bureau of

Land Management, National Park Service, and Department of Defense (DOD). The Fish and Wildlife Service on behalf of the DMG agencies coordinated the monitoring effort. Over 70 agency and contract personnel were trained in use of the Line Distance Sampling protocol. Approximately 2,200 kilometers of transects were sampled in the five recovery units in the California Deserts. The tortoise monitoring data are being maintained in an interagency database that was established by the DOD Mojave Desert Ecosystem Program. The number of tortoises that were encountered in FY 2001 (392) was relatively small and less than needed to establish statistically reliable baseline estimates of tortoise density. In FY 2002, the sampling protocols will be adjusted and increased area will be sampled to provide reliable estimates of tortoise density.

The General Management Plans for Death Valley National Park and the Mojave National Preserve were finalized in FY 2001. In addition, the public review draft of BLM's Northern and Eastern Colorado Desert Plan and the Northern and Eastern Mojave Desert Plan were completed. These plans will provide the basis for implementation of various desert tortoise recovery actions in the California Deserts. Over 1,100 burros were captured and placed in adoption programs in FY 2001. Nine illegal dumpsites were cleaned up on BLM and NPS lands in cooperation with the California Integrated Waste Management Board.

DATA VERIFICATION AND VALIDATION

Baseline	Baseline is under development simultaneous with recovery actions.
Data Validation	Desert Tortoise monitoring protocols have undergone scientific peer review and approval by the Desert Tortoise Management Oversight Group. Annual monitor reports will be reviewed by independent scientists and the Desert Tortoise Technical Advisory Committee. The DMG agencies and the FWS Desert Tortoise Coordinator will determine the efficacy of and establish measurable performance measures for various Desert Tortoise recovery actions. Each agency will ensure that recovery actions can be implemented within the scope of an agency's authority and budget. FWS will determine consistency with the Desert Tortoise Recovery Plan and ESA requirements.
Data Verification	Bureau offices responsible for collecting and aggregating data for this goal use established written standards for data collection, entry and reporting that are consistent for all NPS, BLM and DOD lands in the desert. Rigorous data quality review procedures are employed, security protocols are followed, and the FWS Desert Tortoise Coordinator certifies that verification tests have been applied. All data will be stored in an internet based data management system maintained by DOD.
Data Source	Desert tortoise monitoring data are collected and aggregated in the field. Historical monitoring data from the literature and agency files will be used as appropriate to establish baseline population levels. Information on desert tortoise recovery actions will be derived from BLM, NPS, and DOD land management plans, habitat conservation plans, the desert tortoise recovery plan and the literature.
Data Limitations	The reliability of desert tortoise population monitoring data depends on the adequacy of sample size (number and distance of transects) and the number of tortoises that are encountered during field surveys. Information on implementation of desert tortoise recovery actions will be based on the best available scientific and commercial data and the interpretation of that data by professional tortoise biologists.
Planned Improvements	Monitoring procedures will be adjusted annually based on experiences/ recommendations from the previous year. All work plans and final reports will be reviewed by the DMG Science Work Group, the Management Oversight Group Technical Advisory Team, and independent scientists who answer to the FWS Desert Tortoise Recovery Coordinator.

Long-Term Goal:
Maintain Healthy Natural Systems

Performance Measure:
Natural Processes Restored through Fire Management

Our Objective: The goal of the Wildland Fire Management program is to integrate fire into land and resource management planning and activities; protect Federal and Trust lands, resources and public welfare from destructive fire; and use fire to maintain and restore healthy and sustainable ecosystems.

FY 2003 Annual Performance Goal: In FY 2003:

1. 95% of wildland fires will be contained by initial attack;
2. 33% (1,085) of the rural fire departments (RFDs) will receive assistance to improve safety, training, and equipment standards;
3. 9% of the communities' at-risk highest priority projects to restore the natural ecological process by increasing the use of fire (wildland and prescribed) and other land treatments will be implemented;
4. 15 fire facilities will be under construction, reconstruction, or maintenance to bring them to approved standards; and
5. 1.1 million acres will receive fuels treatments to reduce hazards and maintain ecosystem health.

Performance Indicators:
1. Percent of fires contained on initial attack
2. Percent and (number) of rural fire departments assisted
3. Percent of highest priority community-at-risk projects completed
4. Number of fire facilities under construction, reconstruction, or maintenance
5. Number of acres receiving fuels treatments to reduce hazards and maintain ecosystem health*

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	---	92	---	95	95**	95
2	---	---	---	44	33	33
	---	---	---	(1,445)	(1,085)	(1,085)
3	---	---	---	3	7	9
4	---	16	---	45	6**	15
5	905,700	502,718	1,400,000	728,000	1,100,000**	1,100,000

* The information for this measure is reported on a calender basis, not a fiscal year.
** Revised FY 2002 performance targets.

STRATEGIES:

The goals for the wildland fire program have two primary component:

1. Reduction of Hazardous Fuel Accumulation:
The Departments of the Interior and Agriculture have developed a strategy for aggressive fuels management, including removing excessive fuels through mechanical treatments and using prescribed fire to protect communities at risk, help prevent insect and disease damage, and generally improve overall ecosystem health and sustainability. The general objective is to place top priority on reducing fuels in forests and rangelands adjacent to and within communities. Particular emphasis is placed on projects where fuels treatments are being accomplished on adjoining State, private, or other non-Federal land. The bureaus are implementing projects with current funding to treat fuels in the wildland urban interface, using a list compiled and published in the Federal Register. The goal for the number of acres of fuels treatment to reduce hazards and maintain ecosystem health may not be met, however, due to several uncontrollable events. Weather conditions and burn permit criteria are not always met, which forces projects to be postponed until conditions are within the standards as identified in the approved plan. Large-project wildland fires can also limit the equipment and personnel available to carry out the proposed fuels treatment projects, reducing our ability to meet the yearly goal.

2. Local Community Coordination and Outreach:
The current wildland fire policy recognizes that effective fire management requires close coordination with local communities, particularily communities in the wildland-urban interface. The management of private lands has become a key factor in the fire risk equation, so providing outreach, education, and support for local communities who must play a primary role in reducing fire hazards is critical. The general objective is to develop the rural fire assistance program on a cost-sharing basis, thereby enhancing local capabilities and improving the protection of both public and private lands. The bureaus are assisting rural fire districts through both training and equipment support.

Implementation of the National Fire Plan and Development of Interagency Performance Measures:
The Interior Department and the USDA Forest Service will complete the Implementation Plan for the 10-Year Comprehensive Strategy in FY 2002 that incorporates the cooperatively-developed, long term goals and performance measures for the wildland fire management program. This common set of interagency performance measures will be used by the BLM, BIA, NPS, FWS, and the Forest Service to provide nationally consistent and standard direction for implementation of the Federal Wildland Fire Management Policy, the National Fire Plan, the 10-Year Comprehensive Strategy, and the Implementation Plan. Both Departments are working in close collaboration with other Federal agencies, State and local government, Tribes, and other interested parties in the development of these performance measures.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, restore natural ecological processes by increasing the use of fire (wildland and prescribed) and other land treatments to 1,400,000 acres.

Report: Goal not met. During FY 2001, the Department treated 728,000 acres (52% of the planned target) for fuels treatments to reduce hazards and maintain ecosystem health. Even with increased contracting for treatment services, several factors contributed to lower than anticipated fuels treatment levels. For example, drought conditions in many parts of the country forced agencies to postpone treatments or to accomplish treatment by more costly means (mechanical and chemical treatments), rather than by prescribed fire.

Baseline	Fire containment baseline is 95 percent. Fire facilities reconstructed/maintained baseline will be established in FY 2002. Communities at risk and fuels treatment baselines are under development. Baseline for rural fire districts is zero.
Data Validation	Representatives from each bureau reviewed each of the goals and determined them to be valid, appropriate for the program mission, and measurable. In addition, the Department had reviewed goals established by the U.S. Forest Service for consistency of approach.
Data Verification	Project reporting is done on bureau databases at present. State and Regional Offices will ensure complete reporting meets guidelines and will report data to their headquarters office for consolidation into a single report total. A data management system is being developed to collect the different bureau data and consolidate it for reporting purposes.
Data Source	Data are reported to the National Interagency Fire Center (NIFC), which is responsible for tracking status. Individual bureau databases have baseline statistics and records. The percentage of fires contained by initial attack will be determined by the number of fires that are contained by initial attack divided by the number of fires receiving initial attack. The number of fire facilities are those which are either under construction, reconstruction, or maintenance. The percent of highest priority community-at-risk projects receiving treatment is the number of highest projects implemented divided by the total number of projects planned. The percent of rural fire districts (RFDs) assisted is the number of rural or volunteer fire departments or districts awarded funds for training, equipment, or prevention activities divided by the number of reciprocal fire protection agreements with rural or volunteer fire departments or districts.
Data Limitations	With many bureaus reporting on the same information, there may be variations in how the measures are interpreted. Each bureau will be asked to review their data and determine its accuracy.
Planned Improvements	Each bureau will be asked to review their data and determine the validity. As appropriate, baselines will be established to determine the total number of facilities requiring funding support and to establish total acres requiring fuels treatment.

Performance Measure:
Species Protected

Our Objective: The goal is to protect and recover species listed as threatened or endangered and protect candidate species nationwide under the legislative authority of the *Endangered Species Act of 1973* (ESA). Additionally, our goal is to improve and stabilize listed species in our National Parks.

FY 2003 Annual Performance Goal: In FY 2003, 366 of the 792 species listed under the Endangered Species Act as endangered or threatened a decade or more by FWS are either stable or improving, 5 species are delisted by FWS due to recovery, 55 of 442 species in NPS areas show improving status, and 127 of 442 species in NPS areas have stable status.

Performance Indicators:
1. Number of species stable or improving
2. Number of species delisted due to recovery
3. Number of species in park areas with improved status
4. Number of species in park areas with stable status

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	155 of 499 (31%)	309 of 571 (54%)	328 of 616 (53%)	320 of 616 (52%)	347 of 705 (49%)	366 of 792 (46%)
2	1	0	3	1	3	5
3	54	64	64*	46	50	55
4	78	94	94*	127	127	127

* New baselines established.

Strategies: The challenges of restoring endangered and threatened species and their habitats before they become extinct are enormous. Species conservation and recovery requires the joint efforts of private landowners, local communities, individuals and organizations, and State and Federal Governments.

The FWS will partner with States and will work on habitat conservation plans with landowners and non-Federal entities. The FWS will provide financial assistance to promote participation in conservation efforts. Through ESA Section 7 consultations, the FWS will work with other Federal agencies to minimize the adverse impacts of Federal actions on listed, proposed, and candidate species and designated critical habitat. The FWS will also focus on precluding or removing the need to list species as threatened or endangered. There are at least 168 species listed under the Endangered Species Act, which are on NPS lands and have recovery plans. The NPS, in collaboration with private and public organizations at national, regional, and local levels, supports FWS recovery plans for species. NPS education programs help overcome barriers to protecting habitat (which usually extends beyond park boundaries).

The FWS and the National Marine Fisheries Service, in the Department of Commerce, share responsibility for administration of the ESA. The FWS provides technical assistance to municipal and county governments in the development of large area, multiple species habitat conservation plans. There are presently over 400 habitat conservation plans in effect for both listed and unlisted species. The FWS works cooperatively with States, Territories, other Federal agencies, and the private sector to identify species that may need conservation, and to develop and implement species conservation measures.

Species In Parks
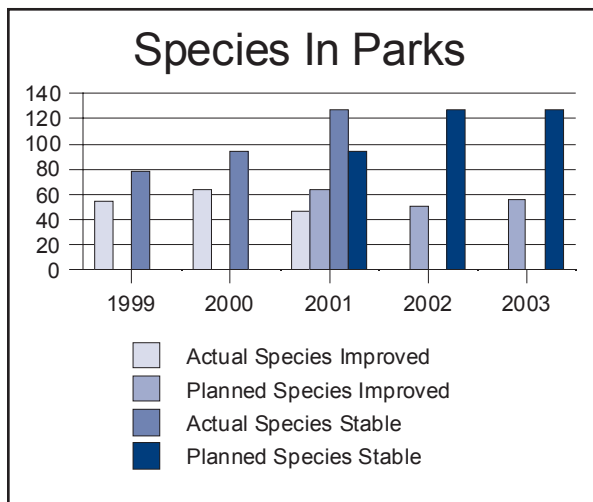
The NPS has responsibility for over 2,500 recovery tasks in federally approved recovery plans involving threatened and endangered species with critical habitat on park lands, as well as those species requiring NPS recovery actions. Recovering these species provides park visitors with an opportunity to view nearly complete ecosystems. Restoration of these species provides park managers with information that can be applied to the management of other species, perhaps preventing them from becoming listed.

Stable Species Populations
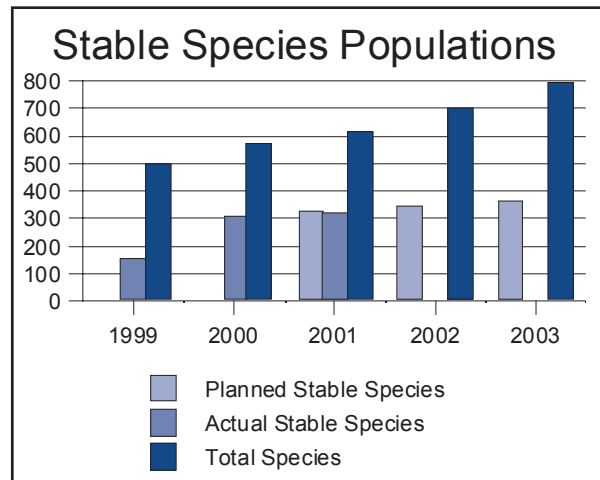
FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, 328 of 616 species populations listed a decade ago or more are improving or stable, 3 species are delisted due to recovery, 64 of 442 species in park areas show improving status, and 94 of 442 species in park areas have stable status.

Report: Goal not met. FWS did not achieve its two targets for FY 2001, and NPS met one of two targets for FY 2001.

FWS classified 320 threatened or endangered species populations that have been listed a decade or more as either stable or improving in FY 2001. This performance level is slightly below the projected performance level of 328 species stable or improving. There are several reasons why FWS fell short of its goal. The projected performance target did not anticipate the increasing frequency and severity of water shortages due to development and/or drought. These continuing conditions during FY 2001 posed especially difficult challenges for stabilization of many aquatic species. In addition, recent demand for greater stakeholder involvement in the recovery process has redirected resources, and an increase in litigation in the Recovery Program has required more resources to be directed toward litigation support diverting field and regional office staff from direct recovery task efforts.

FWS delisted 1 species in FY 2001, falling short of its target of 3 delistings. FWS failed to finalize two additional delistings, the Bald Eagle and the Douglas County

population of the Columbian white-tailed deer, due to unexpected delays. For example, in the case of the Columbian white-tailed deer, additional information submitted during the public comment period for the proposed delisting required additional analysis and a re-opening of the comment period. Although the 2 delistings were not finalized in FY 2001, FWS expects to finalize these delistings in FY 2002 and FY 2003. Therefore, FWS has increased its goal for FY 2003 from 3 species delistings to 5 species delistings. Although FWS did not meet this goal in FY 2001, it still expects to meet its long-term goal of 15 delistings due to recovery by the end of FY 2005.

NPS did not meet its goal of having 64 populations in an improving status, with only 46 populations showing improvement in FY 2001. However, NPS exceeded its goal of having 94 populations in a stable condition, with 127 populations rated as stable in FY 2001. NPS continues to have problems with data reliability concerning park populations of threatened and endangered species. These data reliability problems are due to the complexity of the goal, the often vague nature of recovery plans (many recovery plans do not clearly state whether tasks are assigned to NPS), and missing data. NPS is continuing its efforts to improve data quality for this goal. A new baseline was recently established and a new T&E species database has been completed. This database is expected to improve data quality in the coming years. In addition, NPS' verification of field data has been insufficient and additional changes to this goal may be required to ensure data reliability.

DATA VERIFICATION AND VALIDATION

Baseline	FWS. Ratio of stable/improving species listed 10 years or more to total number of species listed 10 years or more. NPS. Baseline is 442 park populations of Federally listed threatened and endangered species with critical habitat on park lands or requiring NPS recovery actions. Baseline established for 1999.
Data Validation	All of the NPS performance goals are subject to a suite of tests to ensure relevance to program results, availability of the information at a reasonable cost, and relationship to the mission. FWS has been reviewing its endangered species-related goals following a review by Interior's IG.
Data Verification	FWS. Compiled data from all regions are reviewed by Washington Office staff, and data discrepancies are resolved with regional and field office staff. Field level data is considered preliminary until certified by appropriate regional officials. NPS. Data are entered annually by parks and cross referenced with previous years data, individual recovery plans, and USFS data sets. Performance will be verified and validated at several levels including regional and national. Other methods to verify and validate performance information include random sampling and testing of data, statistical analysis, and modeling.
Data Source	FWS. Data are compiled by field biologists at Regional Offices of the Division of Ecological Services. Data is collected into the Environmental Conservation Online System; Threatened and Endangered Species System. NPS. Data are collected by field Natural Resource Specialists at individual parks on an annual basis.
Data Limitations	For both FWS and NPS, endangered species data collection involves field observations and making population estimates based on sample counts of species. Field observations are essential but are subject to errors in observations, counts, and standards being applied.
Planned Improvements	The NPS is undertaking a wide-ranging review of its data collection and systems intended to improve data verification and validation for all goals. FWS has changed some data collection practices related to this goal.

Our Objective: Cultural resources, including historic structures and prehistoric sites, are the physical links to our Nation's past and are essential components of many National Parks. Satisfaction of this goal increases the number of historic structures, cultural landscapes, and archaeological sites in parks in good condition.

FY 2003 Annual Performance Goal: At the end of FY 2003, 13,489 of 28,700 (or 47 percent) structures are in good condition and 184 of 558 (or 33 percent) cultural landscapes are in good condition.

Performance Indicators:
1. Number of structures in good condition
2. Number of cultural landscapes in good condition

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	10,659 of 24,225	11,124 of 25,507	11,700 of 26,000	11,535 of 26,223	12,150 of 27,000	13,489 of 28,700
2	97 of 368	113 of 395	117 of 408	140 of 454	162 of 506	184 of 558

Strategies: NPS projects that the number of historic structures on the List of Classified Structures (LCS) database will increase to an inventory of over 28,000 structures in FY 2003. The goal is to have a certain number of historic structures in good condition against the current baseline, and that number is predicated on having at least 46 percent in good condition. National preservation standards define condition in terms of the character, material, and stability of the structure. Condition, as it is used here, is not an indication of the amount of work required to maintain a structure. Good condition is defined as where the structures and significant features need only routine or cyclic maintenance, although that maintenance may be significant. All restoration, maintenance and preservation of the historical structures are done in the parks.

Similarly, the Cultural Landscapes Inventory (CLI) con-

tinues to change. The performance measure for FY 2003 cultural landscapes in good condition establishes a target level based on having at least 33 percent of the landscapes in good condition. Condition is based on evidence of major negative disturbance and deterioration by natural and/or human forces. Good condition requires that the landscape's cultural and natural values are as well preserved as can be expected under the given environmental conditions and no immediate corrective action is required to maintain its current condition.

NPS Program: Historic and prehistoric structures and the events surrounding them are key park cultural resources, forming the basis for 220 parks, and are integral to many other parks. Maintaining these structures in good condition responds to the NPS Organic Act, the National Historic Preservation Act, and the cultural resource integrity of the national park system.

Historic Structures

Cumulative No. of Structures in Good Condition

- Actual Structures
- Planned Structures

Cultural Landscapes

Cumulative No. of Landscapes in Good Condition

- Actual Landscapes
- Planned Landscapes
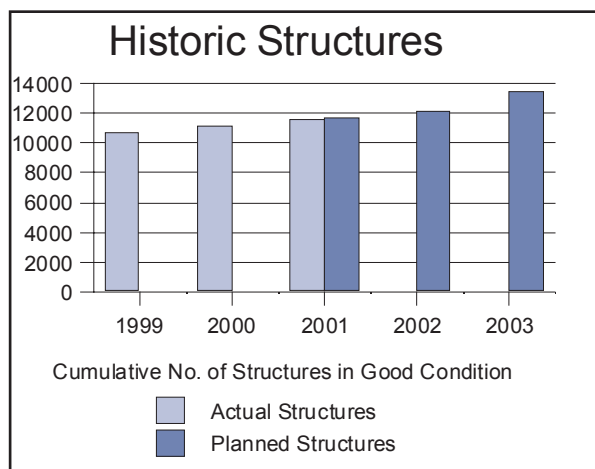
Cultural landscapes provide the physical environment associated with historical events and reveal aspects of our country's origins and development through their form, features, and use. They range from large rural tracts covering several thousand acres, such as the Gettysburg battlefield and the Blue Ridge Parkway, to formal designed landscapes of less than two acres, such as Frederick Law Olmsted's home and studio.

Funding for the Vanishing Treasures Initiative and Cultural Resources Preservation Program will help overcome a backlog of essential preservation work, bring prehistoric and historic structures to a condition that can be preserved by routine maintenance activities, and will ensure that a trained and skilled workforce is in place for maintaining these resources. These funds, combined with other sources will further enable parks to meet the NPS long-term goals.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, 45% (11,700 of 26,000) historic structures on the List of Classified Structures are in good condition.

Report: Goal not met. The Service maintained 26,223 historic structures in FY 2001 and saw an increase of 411 structures from fair, poor, or unknown to good condition resulting in 11,535 historic structures in good condition (44 %) in FY 2001. Analysis of trend information of actual versus planned performance indicates that parks frequently over-estimate their future accomplishments for improving the condition of historic struc-

tures. Planned performance has been reduced to bring expected accomplishments more in line with funding and planned effort.
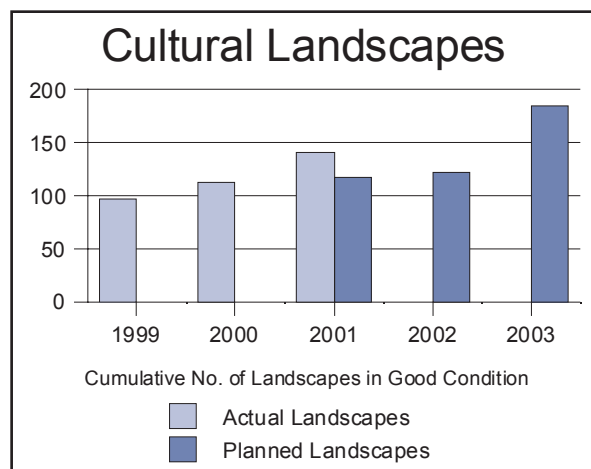
Goal: In FY 2001, 28.7% (117 of 408) of the cultural landscapes on the current Cultural Landscapes Inventory are in good condition.

Report: Goal met. The target was exceeded with 30.8% (140 of 454) of the cultural landscapes on the current Cultural Landscapes Inventory classified in good condition. FY 2002 and FY 2003 performance targets were adjusted up.

Baseline	The baseline is actual ratios for the reporting year. For FY 2001, 140 (30.8%) of 454 cultural landscapes with assessed conditions were in good condition.
Data Validation	All of the NPS performance goals are subject to a suite of tests to ensure relevance to program results, availability of the information at a reasonable cost, and relationship to the mission.
Data Verification	During FY 2000, CLI data were verified and validated independently by reassessing the condition of previously assessed cultural landscapes. The results of the service-wide reassessments were compared statistically with the original assessment data. The results supported the hypothesis that the CLI data are accurate and reliable. Regional coordinators for the CLI database verify condition of landscapes with park superintendents and receive concurrence from Regional Directors prior to submitting data to the Washington Office. Reliability of data depends on standardization of procedures, definitions, and the application of such standards consistently across all parks of the national park system. The CLI provides those standards. Measured performance will be verified and validated at several levels, including the regional and national levels.
Data Source	The park historic structures program and the cultural landscapes program fund and train specialists to assess all historic and prehistoric structures. Park superintendents verify that the data is correct. The specialists then update the LCS and CLI databases.
Data Limitations	As with any condition assessments that are carried out by different people in different locations, and under distinct conditions, a range of judgements may result. In the NPS, this means hundreds of assessments prepared in hundreds of parks, by staff with various levels of expertise and experience. The NPS uses documented condition assessment standards and applies data management practices to work for consistency in assessments and reporting service-wide.
Planned Improvements	The NPS is undertaking a service-wide assessment of its data processes and systems. A review checklist is being piloted as a means to address data integrity and verification.

2.2 STRATEGIC GOAL 2: PROVIDE RECREATION FOR AMERICA

KEY OUTCOMES: To meet the goal of providing recreation for America, the Department will achieve the following results:

Long-Term Goals	DOI Performance Measures
Provide quality experiences to visitors on Federal lands and facilities	• Visitor satisfaction rate
Provide for safe visits to public lands	• Visitor accident/incident rate

Why We Are Focused on Visitors: Federal lands provide outstanding recreational opportunities, including hunting, fishing, camping, hiking, boating, driving off-highway vehicles, mountain biking, birding, and many more. Interior continues to promote and provide recreational opportunities that are consistent with other land uses and with maintaining the health of the land.

Interior-managed lands support tremendous recreational use. In FY 2000, public lands managed by the Bureau of Land Management had approximately 54 million visits and the National Wildlife Refuge System and the National Fish Hatchery System about 38 million visits. The National Park Service had an estimated 286 million recreational visits. The Bureau of Reclamation also provides visitors with water-based recreation opportunities at more than 300 reservoirs in the 17 Western States. There are approximately 90 million visits to Reclamation facilities each year. The total economic impact of recreational activities on Interior lands is enormous, contributing billions of dollars and thousands of jobs annually to the U.S. economy.

We are committed to providing access to Federal lands and enhancing opportunities for everyone to enjoy the benefits of our Nation's heritage. We want our visitors to leave satisfied with their recreation experience because we want them to come back. We also want their visit to be a safe visit.

How We Achieve These Goals: The lands managed by the Department of the Interior provide unparalleled recreation opportunities. Interior also provides leadership and coordination on recreation issues and serves as a catalyst for recreation efforts by State and local governments and the private sector.

We are committed to providing access to public lands and enhancing opportunities for everyone to enjoy the benefits of our Nation's heritage. Adequate funding of the national parks, wildlife refuges, and other public lands will continue to be a high priority. Increased entrance fees at many of the larger "destination" parks and recreation areas may begin to address the funding and infrastructure problems that persist.

Strategies: The Department will employ the following strategies to achieve the goal of providing recreation for America:

• Implement the Recreation One-Stop Initiative. The Administration's E-Government Task Force has identified 25 cross-agency Internet projects that will be the key elements in the President's E-Government initiative. Interior is the managing partner for the "Recreation One-Stop" initiative, which is one of these projects. The Recreation One-Stop service will expand on our existing Recreation.gov website (www.recreation.gov) and offer comprehensive recreation planning information, allowing users to locate Federal and State recreational areas on-line, generate on-line maps, and make reservations for popular services.

• Expand the use of volunteers. Actively enroll new volunteer groups and associations. Continue the devel-

opment and implementation of the new interagency website, www.volunteer.gov, which will provide access to volunteer opportunities for all Federal land management agencies.

- Establish partnerships and collaborative efforts to encourage protection of "areas of national significance," such as national trails, wild and scenic rivers, wilderness areas and heritage areas that cross jurisdictional lines.

- Help States, Tribes, territories, and non-profit groups promote recreation. Provide recreation management training and technical assistance, as needed, to States, Tribes, and localities. Provide grants to States, Tribes and localities for wilderness and developed recreation opportunities.

- Supplement appropriations through increased revenues and cost recovery for services.

- Know and understand visitor needs by conducting customer surveys to obtain a broad base of visitor information.

- Promote visitor safety by maintaining safe facilities, providing employee assistance, and educating visitors.

- Protect resources for others to enjoy by educating recreational visitors about the value of the land and its uses. Promote user ethics by helping people understand the value of the land and its resources and their responsibility to protect it.

- Increase concession revenue. Expand concession opportunities while ensuring that the returns the Federal Government receives reflect fair market value.

Objective: To better serve the recreational public, the NPS and the BLM have developed survey systems to measure visitor satisfaction and monitor public perceptions of agency recreation programs. The data are used to identify issues needing management attention and to compare agency performance to other recreation providers.

FY 2003 Annual Performance Goals: Interior's goal is to maintain the high level of satisfaction among recreational visitors. FY 2003 target levels are 95 percent satisfaction with facilities, services, and recreational opportunities for NPS visitors; and 94 percent satisfaction with recreation experiences for BLM visitors, for those responding to surveys.

Performance Indicator:
Percentage of visitors satisfied*

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
NPS	94	95	95	95	95	95
BLM	93	94	94	90	94	94

*NPS and BLM surveys use different survey instruments and methodologies. In addition, different types of recreation activities are allowed on NPS and BLM lands, and visitors may have differing expections.

Goal Description: NPS and BLM monitor visitor satisfaction through ongoing surveys of recreational users and visitors. NPS measures visitor satisfaction through findings of the NPS Visitor Services Project (VSP). The VSP is an ongoing research project that utilizes two main survey tools to provide the NPS with valuable visitor feedback — in-depth visitor studies and a customer satisfaction card. Since 1988, the VSP has conducted in-depth visitor surveys in 91 units of the National Park System. Approximately 10 studies are completed each year. Because more regular surveys are needed by park managers to effectively manage the visitor experience, the NPS adopted the Visitor Survey Card (VSC) as a means of assessing visitor satisfaction at all parks rather than at just a few each year. The results from the VSC Project are used by park managers to improve facilities and better support the visitor experience. The more in-depth VSP surveys will continue to be conducted to collect visitor information, determine policy issues, gauge visitor use trends, and determine current visitor needs.

BLM has experienced significant growth in recreational use of the public lands in recent years. As urbanization of the West continues and demand for recreational opportunities increases, BLM's recreation areas will continue to receive greater usage. This increased usage requires greater management attention in BLM recreation areas and will inevitably raise expectations regarding the quality of the visitor experience. BLM uses a national survey of recreation users to obtain information on customer satisfaction with the quality of their recreation experience.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal (NPS): In FY 2001, 95 percent of national park visitors responding to a survey are satisfied with appropriate park facilities, services, and recreational opportunities.

Report: Goal met. An assessment of visitor surveys completed during FY 2001 found that 95 percent of park visitors were satisfied with park facilities, services, and recreational opportunities in the parks.

Goal (BLM): In FY 2001, 94 percent of BLM recreation users responding to a survey are satisfied with their experience.

Report: Goal not met. BLM survey results in FY 2001 found that 90 percent of recreation users were satisfied with the quality of their recreation experience. The satisfaction with the quality of recreation experience was drawn from a sample of 1,100 respondents across 16 recreation sites, which indicates that overall satisfaction has declined slightly. BLM surveys also showed a slight decline in satisfaction with the quality of interpretation and environmental education efforts. BLM will devote more resources to these areas in an effort to achieve higher satisfaction in future years. BLM will retain the goal of 94 percent visitor satisfaction in FY 2003.

National Park Visitor Satisfaction

Planned Visitor Satisfaction
Actual Visitor Satisfaction

BLM Visitor Satisfaction

Planned Visitor Satisfaction
Actual Visitor Satisfaction

Baseline	NPS. Baseline is 95 percent established in 1998. BLM. Baseline is 93 percent established by visitor survey in 1999.
Data Verification	NPS. Data gathered from all parks are analyzed and a report containing the results for each survey category is compiled for each park. These results are then compared to the existing baseline to measure the percent of satisfied visitors. This procedure is also used at the regional and national levels. A group of 30 parks are selected as "audit parks" on an annual basis to ensure the validity of the data. BLM. Data will be auditable based on statistical standards for customer research. Representative sampling of selected recreation sites will be used to ensure statistical validity of the data.
Data Source	NPS. Visitor surveys are conducted through a cooperative research partnership between the NPS and the University of Idaho. Survey data are collected at all NPS units over several survey months. A mailback questionnaire allows a sample of visitors to rate various park facilities and services. Visitors are also asked to rate their overall satisfaction. BLM. The Recreation Management Information System (RMIS) provides data on the numbers of visitors to BLM recreation sites. A contractor provides customer research that is reported by the recreation program and displayed on BLM's Management Information System.
Data Limitations	NPS. Since visitor incident data are collected individually at each park unit, some variation in data quality and consistency from park to park is likely. Larger parks generally have a higher level of expertise available for data collection. BLM. The survey analysis is conducted by BLM's contractor. BLM does not have complete control of the data.
Planned Improvements	NPS. An NPS workgroup has developed a uniform management assistance and review checklist to be used in evaluating park operations and progress toward achieving goals. The checklist is being pilot-tested and is expected to serve as a means to integrate data verification and validation with routine review of park operations. BLM. BLM will implement findings of a recently-completed program evaluation of the recreation program and further assess this performance measure.

Long-Term Goal:
Provide for Safe Visits to Public Lands

Performance Measure:
Ensure Visitor Safety

Our Objective: Interior is committed to providing the millions of people who visit our national parks and other facilities each year a safe and enjoyable experience.

FY 2003 Annual Performance Goal: Reduce the NPS visitor accident/incident rate to 8.29 incidents per 100,000 visitor days or lower, a 12 percent reduction from the 1992-1996 baseline of 9.48 per 100,000 visitor days.

Performance Indicator:
Accidents or incidents per 100,000 visitor days

FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
7.24	5.14	8.72	8.64	8.53	8.29

Goal Description: Visitor safety is a high priority in national parks and other Federal facilities. To help provide for visitor safety, the National Park Service and other Interior bureaus conduct a variety of safety-related activities. These activities include identification and assessment of risks, sharing information about risk and safety, maintenance of facilities and grounds, security and law enforcement, health and sanitation systems, public education, and employee training. The National Park Service has a responsibility to provide an opportunity for a safe and healthful recreation experience for visitors. This undertaking requires an extensive, multi-faceted program that encompasses all employee and visitor activities.

NPS has established a Public Risk Steering Committee to develop a strategic plan for public safety, develop implementation goals, and develop a new policy dealing solely with visitor safety. In FY 2003, NPS will continue to address the highest priority health and safety projects identified and ranked in a revised 5-year plan of priority health and safety projects. Increases in repair and rehabilitation funding will increase resources available to parks, allowing them to ensure safe and enjoyable access to the Nation's park facilities. NPS repair

and rehabilitation projects are included in the Department's 5-year Maintenance and Capital Improvement Plan.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, NPS will reduce the visitor accident/incident rate by 8 percent from the NPS 5-year average (to 8.72 accidents/incidents per 100,000 visitor days).

NPS Visitor Accident/Incident Rate
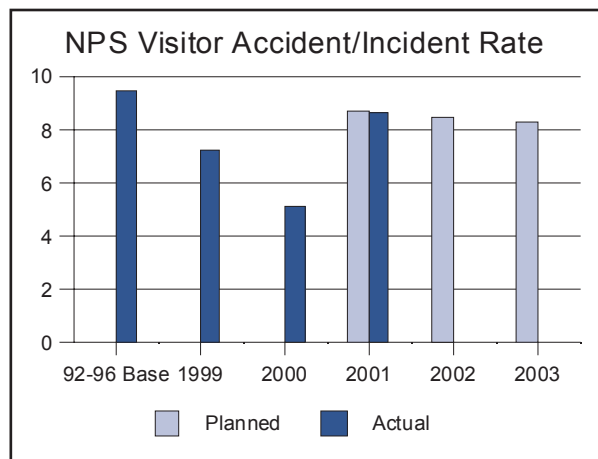
Note. NPS has identified data reliability problems for fiscal years 1999 and 2000 due to calculation methodology. Procedures and instructions have been revised and totals for fiscal years 2001 and beyond reflect a higher degree of accuracy.

Report: Goal met. The 1992-1996 average rate of accidents/incidents per 100,000 visitor days reported by the parks was 9.48. The parks reported a rate of 8.64 accidents/incidents per 100,000 visitor days in FY 2001, exceeding the target.

DATA VERIFICATION AND VALIDATION

Baseline	Baseline is 9.48 accidents/incidents per 100,000 visitor days established in 1996.
Data Validation	Visitor incident/accident data can be validated at park level.
Data Source	Visitor incident data are collected at the park level. The visitation data is reported electronically from the parks to the NPS Public Use Statistics office.
Data Limitations	Since visitor incident data is collected individually at each park unit, some variation in data quality and consistency from park to park is likely. Larger parks generally have a higher level of expertise available for data collection. NPS is continuing efforts to improve field expertise and provide regional office support for smaller parks.
Planned Improvements	NPS has established a Public Risk Steering Committee to develop a comprehensive plan, goals, and policy dealing solely with visitor safety. Consistent training across the Service will be a key component in improving the data about accidents. The Service is also improving its incident reporting system to collect data and information on accidents.

2.3 STRATEGIC GOAL 3:
MANAGE NATURAL RESOURCES FOR A HEALTHY ENVIRONMENT AND A STRONG ECONOMY

Key Outcomes: To meet the goal of managing natural resources for a healthy environment and a strong economy, the Department will achieve the following results:

Long-Term Goals	DOI Performance Measures
Ensure Environmentally Sound Development	• Help to Meet Water Resource Needs • Decrease Environmental Impacts From OCS Development • Meet Pacific Northwest Forest Plan • Authorize Sustainable Grazing • Achieve Energy Conservation, Waste Diversion and Green Product Improvements
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts	• Achieve Cost Effective Power Production • Maximize Power Generation and Enhance Revenues • Obtain Fair Market Value for Offshore Minerals • Ensure Compliance for Mineral Revenue Payments

Why These Goals are Important: The Department of the Interior manages a wide variety of natural resources for commercial activities when development can be undertaken in an environmentally responsible manner. These resources, produced from public lands — including energy and non-energy minerals, water, timber, grazing land, and electricity — contribute substantially to virtually all sectors of the American economy. In FY 2001 this production generated $11.3 billion in receipts. The Department's stewardship responsibility is to manage America's natural, as well as cultural, resources, while ensuring environmentally sound development and economic vitality.

How We Achieve These Goals: The Department of the Interior's principal land and economic resource management agencies are the Bureau of Land Management, the Bureau of Reclamation, and the Minerals Management Service. All are charged with responsibility for balancing the Nation's need for energy and non-energy resources derived from public lands against potential environmental impacts that may result from development.

The public lands administered by the Bureau of Land Management are an important component of the Nation's economy, providing economic stability and

growth for local and regional economies. Public lands also provide substantial returns to the American people. As illustrated in the table on the following page, these activities generated nearly $2.2 billion in revenue in FY 2001. Energy and mineral royalties, rents, bonuses, sales, and fees accounted for nearly 99% of the total. The market value of energy, mineral, and other production on the public lands amounted to an estimated $18.7 billion. The nature and scope of commercial activities have changed over time and will continue to evolve as new technologies are developed and as the population increases in the United States, particularly in the West. To accommodate future competing demands on limited resources, we will emphasize maintaining the health of the land as commercial use authorizations are approved. Measures to protect the environment will be strengthened at the planning and leasing/permitting stages. Compliance will be ensured through inspection and enforcement.

The Minerals Management Service (MMS) manages the Nation's natural gas, oil, and other mineral resources on more than 1.76 billion acres of the Outer Continental Shelf (OCS), and collects, accounts for, and disburses revenues from offshore Federal mineral leases and from onshore mineral leases on Federal and Indian lands. In addition to managing OCS mineral resources, the MMS

Public/Federal Land Commercial Activity	Value in FY 2001 (millions of $)	Revenue in FY 2001 (millions of $)
Oil and gas, geothermal, helium	13,693	1,747
Coal	3,090	391
Other leasable and salable minerals	805	44
Locatable minerals	931	19
Grazing	93	13
Timber	17	11
Realty	21	11
TOTAL	**18,650**	**2,236**

protects the marine environment by enforcing strict standards for pollution-free operations and worker safety through a strict compliance program.

Currently, the OCS supplies over 25 percent of the natural gas and oil produced in the United States. Since 1982, more than $119 billion in revenues from mineral activities on Federal and Indian lands has been distributed by the MMS to the U.S. Treasury, the States, the Land and Water Conservation Fund, the National Historic Preservation Fund, the Reclamation Funds, and to the Department's Office of Trust Funds Management on behalf of 41 Indian Tribes and 20,000 individual Indian mineral owners.

The Bureau of Reclamation is the largest supplier and manager of water in the Western U.S., delivering water to 31 million people for agricultural, municipal, industrial, and domestic use. Reclamation is also the Nation's second largest producer of hydroelectric power, generating more than 42 billion kilowatt-hours of energy each year from 58 power plants. Reclamation's multipurpose projects also provide substantial flood control, recreation, and fish and wildlife benefits. In cooperation with State, Tribal, local, and other interests, Reclamation encourages development of solutions to

water supply problems that are consensus based, cost effective, and environmentally sound.

The goods, services, and revenues produced on Federal and Indian lands are economically significant to the Nation and to many local communities, particularly in the western and Gulf Coast States. Interior is committed to fulfilling its statutory obligation and implementing the President's National Energy Policy to meet national needs while ensuring safety, protecting the environment, and receiving a fair return to the American taxpayer.

Strategies: The following strategies will be employed to achieve this goal:
- Forge partnerships and increase customer and stakeholder communications in order to identify ways to more effectively manage mineral and natural resources, and reduce administrative burdens for all parties.
- Engage customers and stakeholders more effectively in consensus building processes while striving to balance national, regional, and local interests.
- Develop interagency and intergovernmental approaches to permitting, improving customer service and more effectively sharing limited agency resources.

- Improve procedures for maintaining (and possibly increasing) the long-term health and productivity of renewable resources and conserving non-renewable resources.
- Improve procedures to ensure that the public receives a fair return for the use of publicly owned resources.
- Apply new technologies to support management objectives.
- Benchmark with other hydropower facilities to compare our operational effectiveness and seek best practices to efficiently and effectively deliver power.

Our Objective: Interior's objective is to provide for the appropriate commercial use and development of federally managed lands and natural resources in an environmentally sound manner. These resources, including water, contribute substantially to virtually all sectors of the economy.

FY 2003 Annual Performance Goal: Deliver and release approximately 25.6 million acre feet of water at Reclamation-owned and operated facilities, depending on precipitation and water availability.

Performance Indicators:
1. **Million acre-feet of water delivered**
2a. **Number of planned dam safety modifications completed**
2b. **Percent of scheduled site security improvements made**

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	31.3	30.0	28.0	29.1	27.0	25.6
2a	11	3	6	4	4	*
2b	87	10	100	93	100	*

* The dam safety and site security indicators have been discontinued for FY 2003. As such, no targets for 2003 are presented.

Goal Description: This goal addresses Reclamation's core mission to deliver water to customers, meeting the purposes for which projects were authorized. Because the amount of water available depends on the natural yearly water supply and variable weather patterns, the acre-feet delivered changes each year. However, effective management and operations maximize overall benefits from the water available by ensuring that systems deliver water in the most effective way possible. This goal will be accomplished by effectively operating Reclamation's facilities to store, deliver, and release the amount of water contracted for by the various users, subject to natural water supply and other physical and legal constraints. This goal applies only to facilities that Reclamation owns and operates.

Strategies: Research related to water and water resource management, watershed modeling, precipitation forecasting, delivery system enhancements, and technol-ogy research and development will lead to improvements in water delivery. Reclamation also evaluates and assesses existing water management practices, including water marketing, in order to improve the management and operation of our water resource projects.

During FY 2002, Reclamation will explore a potential benchmarking effort to determine best practices in water storage and collection operations. If such an effort is determined to be feasible and other entities are identified with similar operations, Reclamation will conduct surveys, interviews and site visits to learn more about the practices and processes implemented by others. As part of this effort, Reclamation may be able to identify performance indicators to measure effective operations and maintenance of water collection and storage facilities. If appropriate, these measures will be proposed as future long-term and/or annual performance goals.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal 1 (Deliver Water): In FY 2001, deliver or release the amount of water contracted for from Reclamation-owned and operated facilities, expected to be no less than 27 million acre-feet (MAF).

Report: Exceeds target. Reclamation provided 29.1 MAF of water during FY 2001, more than 2 MAF above the target level. Drought conditions in some parts of the West during FY 2001 reduced natural stream flow, resulting in increased demand for releases to ensure adequate flows for agricultural and other purposes. Reclamation managed water to achieve the greatest benefit while ensuring that its contracts were met.

Goal 2 (Dam Safety): Reduce risks to downstream public and resources by: 1) completing dam safety modifications at six dams or obtaining a decision not to complete an identified modification based on a further analysis of risk, and 2) implementing 100 percent of scheduled site security improvements.

Report: Goal not met. In FY 2001, Reclamation completed four of six planned dam safety modifications. Planned modifications were completed at Salmon Lake, Casitas, Cedar Bluff, and Anita dams. Planned modifications were not completed at Caballo and Avalon dams. In FY 2001, Reclamation completed 93 percent (158 of 184) of the planned site security modifications. A number of planned improvements were not completed because they were the responsibility of the districts to complete, as negotiated through a contracting mechanism, and were delayed through their internal approval process. Security improvements that were completed at administrative sites and dam and other water facilities to protect employees and the downstream public and resources.

As noted above, Reclamation will no longer use these dam safety indicators after FY 2002.

Baseline	Deliver Water. Baseline is 29 million acre-feet, established in FY 1999.
Data Validation	Deliver Water. Management has determined that this is an appropriate measure of our primary output of water. How much water we deliver indicates generally how much benefit was received by the public. The amount of water can be tracked and quantified. Dam Safety. Reclamation's managers determined that this goal measured an important step in reducing risk to the downstream public and environment. The completion of Safety of Dams modifications are linked to risk reduction. The goal is measurable, can be quantified and understandable. To measure the outcomes of this activity, Reclamation will phase into measuring the facility condition of dams in the future.
Data Source	Deliver Water. Water records and local databases. Dam Safety. Memo to Dam Safety Office; Construction Documentation, if available.
Data Verification	Deliver Water. Facilities track the amount of water released for project purposes. Data is kept in water records. Some regions have implemented monitoring and sensing devices to record actual acre feet of water. This data resides in various databases at the regional and area office level. Dam Safety. Dam Safety modifications are identified on a long-term and annual basis through the budget and priority setting process. Area and regional offices implement and monitor modifications. These offices inform the Dam Safety Coordinator in writing of completed modifications.
Data Limitations	Deliver Water. Amounts are approximations of water released and not necessarily how much reaches the water users. Dam Safety. None known.
Planned Improvements	Deliver Water. Implementation of systems to measure real-time flow data. Dam Safety. We have also developed a Dam Safety Information System that will begin to track the recommendations resulting from operation and maintenance reviews and the scheduling and completion of corrective actions. In future plans, we will phase in measurement of the condition of the facilities.

Long-Term Goal:
Ensure Environmentally Sound Development

Performance Measure:
Decrease Environmental Impacts of Offshore Oil and Gas Production

Our Objectives: While striving to help meet the Nation's demand for oil and gas resources, ensure that the environmental impact of production activities is minimized. MMS ensures environmentally sound development of OCS minerals through reviews of plans and projects for compliance with environmental laws, monitoring and follow-up, mitigation, regulations, and research.

FY 2003 Annual Performance Goal: Decrease the OCS environmental impact indicator to a value below the FY 1999 value of 8.10 and maintain an oil spill rate of no more than 10 barrels spilled per million OCS barrels produced.

Performance Indicators:
1. Value of MMS OCS environmental impact index
2. Barrels of oil spilled per million barrels produced from the OCS

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	8.10	5.02	< 8.10	No report[1]	< 8.10	< 8.10
2	6.9	5.35	10	No report[1]	10	10

[1] The environmental index and the oil spill data are collected on a calender year basis. The results have not been verified in time for publication. For FY 2001, there is no reason to believe that we will not achieve our annual target.

Goal Description:

Environmental Index. Over the last several years, MMS has evaluated how best to determine program performance by way of an environmental index, now termed the environmental impact indicator. The MMS environmental program assists in decision-making by assessing and monitoring biological and environmental resources to predict impacts of activities.

The challenge is to develop an environmental index that is entirely satisfactory for the three disparate areas— the shallow to deep, semitropical Gulf of Mexico, the waters off southern California, with its very narrow continental shelf, and the semiarctic and arctic Alaska waters. An indicator such as air quality is very important in California, and is also very important in the Gulf of Mexico in the vicinity of the Breton National Wilderness Area, a Class 1 Air Quality area. In other

OCS areas, where emissions from OCS resources are less likely to significantly affect the air quality of coastal States, this indicator is less important. The measurement of environmental quality parameters in California, with 23 platforms, all fairly close to shore, is in itself relatively difficult and expensive. However, measuring water quality in the Gulf of Mexico, with about 4,000 platforms, many of which are over 100 miles from shore, is a daunting task. Similarly, coastal community impacts in the form of economic benefits and employment are sought after in the coastal areas of Louisiana and Texas, but the opposite is true in Florida. Resource measurements that are meaningful in one region can be of little value in another, and issues that are deemed nationwide in scope exceed financial capabilities when the task of collecting the data in the Gulf of Mexico is considered.

In collecting data for predictive studies there are some occasions when we measure impacts on resources from past activities. However, measurements or monitoring needs change based on the 5-year leasing plan decision points, and the needs for the three regions vary considerably. Once a study is complete, funds are typically redirected based on the requirements for environmental information. Some of the difficulty in developing a nationwide index, therefore, has been determining common factors for all three regions and determining what data are available nationwide.

For the components of the current index, each OCS Region collects data on the number of actions in the planning area, including the number of post-construction reports submitted for projects in protected biological areas; air quality inspections carried out; platforms removed using explosive devices; and incidents of adverse environmental impacts observed during inspections of a specified sample of activities. The incidents are recorded by resource (see chart below). The number of incidents is divided by the number of OCS mineral development activities, to determine an environmental impact rate for OCS activities. Since it is not possible to measure all potential impacts in the marine environment, this rate is an indicator of environmental impacts, and should not be construed as the number of impacts per activity or a measurement of all impacts that could occur.

In 1999, MMS determined that the information for water quality could not be obtained because the Environmental Protection Agency (EPA) Region responsible for the bulk of the GOM could not provide the data in a way that it could be assigned to offshore platforms. Therefore, the 1999 and 2000 index results incorporate less data than 1998. At present, the indicators shown on the table below are used in the environmental index.

Resource	Indicator of Adverse Environmental Impact
Seafloor Resources	Contact with a sensitive seafloor resource the operator has been told to avoid (e.g., direct [anchor scarring] or indirect [muds and cuttings, oil] contact with hard/live bottom, archaeological resources, pinnacles, topographic features, or chemosynthetic communities).
Protected Biological Resources (Endangered Species, Threatened Species, and Protected Marine Mammals)	Non-compliance with Fish & Wildlife/National Marine Fisheries Service permit requirements.
Air Quality	Non-compliance with MMS/local air quality emission levels.

Further evaluation of the Evironmental Impact Indicator
Adverse environmental impacts can occur as a result of
one of two primary pathways:
(1) planned activities, and (2) accidents. The primary
accidents of environmental and societal concern are
large oil spills, either from production or transportation
of oil. MMS has a measure that monitors oil spillage
from OCS activities (see below). The environmental
index currently focuses on cumulative environmental
impacts from both permitted activities (by MMS and
other Federal regulatory agencies) and accidental
events. MMS is in the process of developing and evalu-
ating an index that will focus on MMS-permitted opera-
tions only (while maintaining the oil spill rate measure).
Focusing on MMS-permitted activities should alleviate
some of the data collection problems experienced in the
past.

The MMS-permitted OCS activities can affect the envi-
ronment or resources of concern via:
- Emissions (of air pollutants)
- Seafloor disturbances (of biological communities or
  historic shipwrecks or cultural sites)
- Explosive shock waves

Environmental impacts (both adverse and beneficial)
that might occur from an industrial activity at sea range
from trivial to extreme. A key concept is that accep-
tance or rejection of any given environmental alteration
is a value-based decision. In different social settings,
with different values, the reaction to a proposed envi-
ronmental alteration may not be the same.

Oil Spill Rate. MMS maintains a database of all oil
spills greater than 1.0 barrel in size resulting from OCS
mineral development activities. Oil spills include crude,
condensate, diesel, and other products such as drilling
muds. Since the amount of oil produced can vary from
year to year, and will have an influence on the amount
of oil that could be spilled, this measure takes into
account the amount of oil produced. This measure is
calculated by dividing the total number of barrels
spilled (for spills > 1.0 bbl) by millions of barrels pro-
duced for each year. Because oil spills are accidents,
this measure will fluctuate widely from year to year.
One factor to consider when analyzing this performance

measure is that pipelines often are the source of oil
spills. Vessels, which have historically been the source
of anchor or trawler drag of pipelines, are generally not
under MMS' authority to regulate. The primary way at
present for MMS to preclude large spills ($\geq$ 1,000 bbl)
from occurring is to ensure that the pipeline is shut
down immediately following an incident.

In FY 2001, OMM revised the baseline to maintain the
amount of oil spilled to a level below 10 barrels spilled
per million barrels produced (versus 5.06). Given that
offshore production is 500 million barrels or more per
year, this would equate to spillage of less than 5,000
barrels. Oil is a naturally occurring substance in the
ocean--an estimated 2,000 barrels of oil seep naturally
each day from the seabed or coastal areas into U.S.
marine waters. Natural seeps introduce 150-175 times
more oil into U.S. marine waters than do OCS oil and
gas activities.

The original baseline of 5.06 barrels spilled per million
barrels produced was based on the average of FY 1992
through FY 1996. In retrospect, it appears that two of
these five years were record lows in terms of barrels
spilled over the last 15 years. As a test, we calculated
an oil spill rate for each year FY 1985 – FY 1999. The
average for these 15 years was 10.91 barrels spilled per
million barrels produced. During this 15-year period,
the rate of 5.06 has been exceeded in 6 years (rates
ranging from 6.65 to 63.15). In each year, the rate was
exceeded, at least one large (greater than 1,000 bar-
rels) pipeline spill occurred. These spills were primarily
caused by anchor drag, trawl drag, or hurricanes, cir-
cumstances over which MMS has little or no control.
During the 15-year test timeframe the rate was less
than 5.06 for 9 years (rates ranging from 0.53 to 4.13).
Each year with one or more large pipeline spills exceed-
ed the target limit, while each year without a large
pipeline spill was below the target limits.

There have been no large platform spills since 1980.
From 1985 to 1999, OCS operators have produced over
6.3 billion barrels of oil. The amount of oil spilled
totaled about 68,000 barrels (0.001percent of pro-
duced) or about 1 barrel spilled for every 94,000 bar-
rels produced. Raising the baseline to 10 acknowledges

the fluctuation created by pipeline spills, caused primarily by vessel traffic not under MMS' jurisdiction. Four of the last 15 years exceeded the 10-barrel rate, so this baseline is not set exceptionally high.

To put the baseline of 10 into perspective, there were no documented serious environmental impacts from spills related to OCS operations during the 15-year test timeframe. This includes FY 1990 when the rate was 63.15 due to a 14,423 barrel pipeline spill (anchor drag) and a 4,569 barrel pipeline spill (trawl drag). In 1992, Hurricane Andrew was the cause of a 2,000-barrel pipeline spill, which occurred 6 miles from shore. This has been the only spill to contact shore between 1985 and 2000. Shore cleanup was performed, and no lasting impacts have been identified. Spills that stay offshore typically evaporate quickly or are diluted by the large volume of water in the ocean. This observation is specific to offshore production (platforms, pipelines) over which MMS has partial jurisdiction. The notable spill created by the Exxon Valdez in 1989 was a result of tankering Alaska State oil from Prudhoe Bay (onshore production).

The MMS program strives to ensure environmentally sound OCS activity by fostering compliance through inspections and enforcement; protecting seafloor resources and air and water quality; and protecting threatened and endangered species. We recognize the limitations in the data that we have been using for environmental performance measurement and are working to adjust the index and determine what information can reasonably be provided in a timely manner. Regulation of activities in the ocean arena is very complex, and responsibilities fall under several Federal agencies. MMS is committed to its role of contributing to the national energy supply by balancing the production of offshore energy with the protection of human, marine, and coastal environments.

Strategies: As stated in the discussion of the safety index, the increase in activity of the Gulf of Mexico Region has translated to additional workload for MMS staff. Additionally, new requirements to existing regulations, such as those under the Coastal Zone Management Act and the Marine Mammals Protection

Act, have added to MMS' environmental workload. Finally, MMS administers and tracks all bonding requirements. This includes tracking companies whose financial status exempts them from posting supplemental bonds for plugging and abandonment operations. This is extremely important to ensure all companies are able to meet their financial commitments to control wells, abandon and remove wells, and keep production facilities in safe and environmentally sound working order.

The Gulf of Mexico OCS Region faces steadily increasing workloads across the board in environmental assessment. These include areas of environmental review, coastal zone management review, and management of environmental studies. Environmental assessments now extend beyond planned oil and gas extraction activity to other types of activities that may involve new and technically challenging areas. These include EA's on Atlantic area gas pipelines (regassification of LNG), commercial waste disposal into salt caverns, and complex pipeline scenarios involving multiple projects and platforms.

MMS' environmental operations staff reviews plans to drill and produce to ensure that activities take place in accordance with the National Environmental Policy Act requirements. These reviews have become increasingly complex over the years, requiring the expertise of specialists in a wide variety of scientific disciplines. With the move into deeper water, the technological challenges to industry have increased considerably while the environmental considerations are less well understood. Additional resources are needed to adequately conduct the required environmental reviews in areas where environmental data are relatively scarce.

Other efforts underway to enhance the environmental program include:
- MMS just completed a 3-year meteorological data collection program in the Gulf of Mexico. Radar profilers placed on two OCS platforms collected the data. One platform is in shallow waters about 6 miles from the Louisiana shoreline; the other is in deep water about 100 miles from shore. The data will be used to improve our knowledge of the lower atmosphere over the Gulf, as well as provide input for future air quality modeling efforts in the Gulf.

Concurrently with this effort, MMS sponsored the atmospheric boundary layer study, which will integrate the data from the profilers with data being collected from other sources in the area, such as the NOAA buoys. This study should be completed in about a year.

- MMS has made the products of its Environmental Studies Program (ESP) and its Oil Spill Modeling Program (OSMP) easily available to its diverse customer base. Information concerning MMS' modeling efforts and prospective study plans, plus ongoing and completed research efforts, are accessible via an intuition-based new web page. The new system also includes a revision of the MMS' Environmental Studies Program Information System (ESPIS), which provides immediate access to all completed MMS ESP studies. Descriptions of all "ongoing" (i.e. yet to be completed) ESP studies are also available, providing for a complete information package.

- The Gulf of Mexico Region has developed an approach to streamline environmental reviews of oil and gas activities in deepwater areas. The western and central Gulf OCS deeper than 400m has been divided into a rough grid of environmental analysis areas, based on water depth and similar biologic communities (the "rows"), then subdivided into smaller areas manageable for environmental analysis by longitude (the "columns"). Comprehensive activity-specific and programmatic environmental assessments (EAs) are prepared for the first major proposed surface production facilities within grid areas (Grid EAs). Environmental reviews of subsequent plans for wells or facilities tier to the Grid EA, focus on the proposed activity, and can be prepared more efficiently. Additional requirements for surveys of well or production sites using submersible remotely operated vehicles (ROVs) provide information on the environment and biota of the deep Gulf, so that these remote areas are better understood.

- The ESP provides the environmental, social, and economic research needed to support development of offshore oil and gas resources in a safe and environmentally sound manner. MMS will maintain a strong

environmental research and monitoring program assessing the potential effects of OCS activities in all areas with active offshore programs.

- A Programmatic Environmental Assessment for Geological & Geophysical (G&G) Survey permits in the Gulf of Mexico has been undertaken to assess the impacts of marine G&G surveys on the environment, especially the impacts to marine mammals.

- MMS will be working with the State of Alaska on cleanup or prevention strategies should an oil spill occur during the broken ice season (periods of spring and fall in certain Alaskan waters). In addition, MMS continues to review oil spill contingency plans for Alaska offshore operations.

- The Federal OCS is expected to serve as a long-term source of sand borrow material for coastal erosion management, particularly when material is needed for the emergency repair of beach and coastal damage from severe coastal storms. MMS is working towards having procedures in place and having the proper environmental information available so as to expedite negotiated agreements with other Federal agencies, and State and local governments when necessary.

- MMS plays a major role in a Joint Industry Project to study and model the behavior of oil and gas that could be released in deep water environments. This is a large effort with 23 members that includes numerical modeling, laboratory work, and field programs.

- MMS supports oil spill research, oil spill prevention and response planning, financial responsibility, and activities in State waters. In fact, MMS is the principal Federal entity funding offshore oil spill response research. This research supports our goal of safe and environmentally sound operations by enhancing capabilities to detect and respond to an open ocean oil spill.

- MMS also manages the National Oil Spill Response Test Facility (Ohmsett). The facility is capable of

replicating various conditions at sea and testing full-scale equipment without going out into the ocean. Valuable performance data on equipment are provided to manufacturers and suppliers to develop new, or to improve existing, equipment. Industry personnel can be trained in the use of their equipment in a safe, controlled environment (as compared to the open sea).

MMS is extremely concerned with environmental protection, striving to provide domestic energy while protecting sensitive coastal and marine environments. The move into deeper water and the overall increased activity have increased both the level and complexity of monitoring OCS.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal 1 (Environmental Index): In FY 2001, show a decrease in the number of adverse environmental impacts per OCS mineral development activity below the 1999 baseline of 8.10.

Report: No report. The environmental index is calculated by calendar year because the data for the measures that are the basis of the index is collected by calendar year. OMM is continuing to gather the data for 2001. We hope to have the results by the middle of May 2002, and will post the results on our website. We have no reason to believe we will not achieve this goal.

FY 2000 Report Addendum. MMS did not report the FY 2000 environmental index result in last year's report because it was not available.

Goal: In FY 2000, show a decrease in the number of adverse environmental impacts per OCS mineral development activity below the 1998 baseline.

Report: Goal met. The environmental impact rate for the 1998 baseline was 10.25. That rate was based on calculations derived from data on four resource activities in the three OCS regions. The actual result for FY 2000 was 5.02, indicating a great improvement in performance.

This is only partially the case. Due to EPA not collecting the data in a way we can use it, MMS has dropped the collection of water quality data (non-permitted). (Water quality data were not included in the FY 1999 result of 8.10.) Also, in FY 2000, the Gulf of Mexico Region could not obtain air quality inspection or violation data. The initial air quality inspection exercise was developed as an experiment, but it was found to be too basic in its assumption that engine types that do not match permits result in air quality violations. This pilot experiment was completed, but the results indicated that further development is needed for a more valid air quality measurement technique. The Gulf Region does require air emissions reports by all operators within 100 km of the Breton National Wilderness Area on a monthly basis, and of all GOM operators on an annual basis, so that the Region can conduct modeling of the actual effects of OCS emissions on the air quality of the Breton NWA and of coastal areas Gulf-wide. The issues on EPA water quality data likely will not be settled in the near term as we strive to improve data collection. MMS will retain the 1999 calculation methodology, which includes air quality data but not water quality data.

However, there was improvement (a reduction) in environmental impacts between FY 1999 and FY 2000. In 1999, the Gulf of Mexico Region reported six contacts with hard bottoms or archaeological sites when reviewing completed projects. In 2000, perhaps because the industry realized that MMS was scrutinizing their activities more carefully, no contacts were reported, which was an improvement. Also, even though the number of explosive platform removals in the Gulf of Mexico rose from 53 to 112, the number of threatened and endangered animals harmed dropped from 1 to 0, another improvement.

Goal 2 (Oil Spill Rate Goal): In FY 2001, maintain the amount of oil spilled at a level below 10 barrels spilled per million barrels produced.

Report: No report. The 2001 rate can not be calculated at present because production has not been completely tabulated. Also, the calendar year 2001 annual review of oil spill data is currently being performed.

We hope to have the results tabulated by the middle of May 2002 and will post the results on our website.

FY 2000 Report Addendum.
Goal: In FY 2000, show a decrease in the amount of oil spilled to a level of 5.06 barrels spilled per million barrels produced.

Report: Goal not met. The FY 2000 rate was 2,927 bbl spilled/557.72 million bbl produced = 5.25 spilled per million bbl produced. Of the 2,927 barrels spilled, 2,240 were from one pipeline spill.

DATA VERIFICATION AND VALIDATION

Baseline	Environmental Index. The environmental index baseline is 8.10, established in 1999. Oil Spill Rate. The oil spill baseline is 10 barrels per million barrels produced, established in 2001, based on the 10.91 average from 1995 to 1999.
Data Validation	Environmental Index. Resources measures in the index are good indicators for the health of the environment; however, these resources have not been quantifiably measured before (determinations of impact are often matters of judgement). It will require several years of data compilation and evaluation to determine if the measures are meaningful as true indicators of the environmental performance of the agency. Oil Spill Rate. Oil spill data are quantifiable and measure one possible impact to the environment. All oil and chemical spills are required, by law, to be reported to the Coast Guard's National Response Center (NRC). The NRC forwards the information to the responsible Federal agency. The amount of oil spilled is compared to the amount of production to put the measure into perspective and make it more understandable.
Data Source	Environmental Index. For the index, the data for two resources, bottom disturbance and air, are collected by MMS scientists through examination of post construction reports ("as built" reports) and examination of equipment emissions plaques on structures during routine safety inspections. Data on endangered species are collected from reports on platform removals. Oil Spill Rate. Oil spill data are obtained from the MMS Technical Information Management System (TIMS). Spills of one barrel or greater are required to be reported by the operator to MMS. For major spills, a MMS 2010 Accident Investigation Report is prepared. For spills less than a barrel, the data is obtained directly from the NRC.
Data Verification	Environmental Index. The environmental index is still under development. For example, beginning with the FY 1999 results, it was determined that water quality data could not be obtained from the EPA in a way that it could be assigned to offshore platforms, so it had to be dropped from the index. The MMS is still testing to find out which resources are meaningful and what data exists that can be collected. Once it is determined which environmental measures are reflective of the agency's performance, procedures will be put into place to ensure that any new data are reliable and complete. Oil Spill Rate. The MMS cross references internal spill reports with reports submitted to the NRC. For major pipeline spills, an investigation panel is convened to study the spill and produce a report of the incident. A panel generally takes on the order of one year to complete its work. As the OMM corporate database, all TIMS data is subject to collection standards, quality reviews, and certification.

Data Limitations	<u>Environmental Index.</u> The Environmental Studies Program provides MMS with the environmental and social research needed to support development of offshore oil and gas resources; however, this measurement workload is new. The ocean is a multi-use area — many Federal agencies have jurisdiction on varying activities. The MMS will continue to work towards developing tested and reliable measures for activities under our jurisdiction. <u>Oil Spill Rate.</u> For oil spill data, MMS must rely not only on the operators to report that a spill resulted from their operations and data must also be provided by the NRC when a spill results from activities unrelated to oil and gas production (e.g., anchor drag or trawling accidents). Therefore, much of the data are dependent on outside sources and how diligent those sources are in reporting the spills and estimated volumes to the NRC. Spill volumes can be difficult to estimate. Some operators report very small spills on the order of teaspoon size or less. Small spills can dissipate quickly, and if it occurs at night or in rough weather, can be difficult to estimate visually. Panels studying larger spills may estimate spill volume using multiple methods and the results often conflict.
Planned Improvements	<u>Environmental Index.</u> MMS does not have the equipment and measurement techniques that fit a long-term monitoring program of environmental performance. Improvements in the environmental index will rely on our ability to identify resources for which reliable data can be found within established reporting requirements. For seafloor resources, an MMS team investigating the efficacy of seismic sensing for shallow seabed hazards and biological communities will publish a report this spring. For water quality data, we are contacting EPA to reconcile data collection procedures. For air quality, MMS is currently funding an emissions inventory study that will assess the offshore industry contribution to pollutants in the Breton Island Class I area. <u>Oil Spill Rate.</u> For more efficient oil spill reporting, MMS is testing electronic reporting via the web. The MMS continually coordinates with the Department of Transportation (for pipelines) and Coast Guard in all aspects of our work, including reporting data.

Objectives: The goal of the Pacific Northwest Forest Plan is to maintain and restore the health of Northwest forested lands through the protection of key watersheds and valuable old-growth forests, while providing for sustainable timber harvest and sales.

FY 2003 Annual Performance Goal: Offer 203 million board feet (MMBF) of timber for sale in the Pacific Northwest, and restore 35,700 acres of forested land.

Performance indicators:
1. Millions of board-feet of timber offered for sale
2. Acres of forested land restored

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	61.7	69.2	70	56.4	203	203
2	—	43,600	35,700	37,343	35,700	35,700

Goal Description: The majority of the Bureau of Land Management's timber volume offered is planned for sale under the Pacific Northwest Forest Plan. The success of offering timber for sale and ability to withstand legal challenges is dependent on in-depth assessments of the risks to the resources and comprehensive monitoring and assessment of the impact of timber harvest on resource conditions. Smaller volumes of timber are offered for sale in over 45 million acres of public domain forests outside the Pacific Northwest, as addressed by objectives in local Resource Management Plans. The Public Domain Forest Management Program places greater emphasis on essential reforestation and timber stand improvement work.

Increased urbanization is pressuring BLM to address the needs of local communities, as well as addressing the complexities of offering timber. As urban areas expand, more small tracts/home sites are adjacent or close to BLM lands, with the owners representing a vocal interest group with values that are often in direct opposition

to offering timber for sales. As part of this, completing Land Use Plans will help BLM managers in the field work with its customers and the public to set priorities and meet demand for timber and other commercial uses.

Strategies: The goal of conserving and restoring forest resources is supported by the principal performance measure of restoring forest lands. Conservation Plans allow for sustainable timber harvests and promote the local economy.

DOI will continue efforts to implement the Forest Plan by focusing more intensively on the survey and management of special status species. Efforts begun in 1999 by BLM will finalize survey and management efforts, as required by the Record of Decision for the Forest Plan, for over 400 endemic species thought to be rare. Efforts to improve fish and wildlife habitat on lands in western Oregon will be addressed on several levels. Approximately 300,000 acres of watershed analysis will be updated, assuring that the Federal government is

compliant with the Clean Water Act and that water quality meets the needs of anadromous fish species.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, consistent with established land health standards, offer 70 MMBF of timber for sale in the Pacific Northwest, and restore 35,700 acres of forested land.

Report: Goal not met. One performance measure was met and one performance measure was not met. In FY 2001, consistent with established land health standards we offered 56.4 MMBF of the planned 70 MMBF of timber for sale in the Pacific Northwest (81% of planned). The inability to offer the planned timber in the Pacific Northwest was due to litigation. The bureau is hopeful of being able to resolve the legal issues in FY 2002 and be able to offer the planned volume of 203 MMBF. The target of restoring 35,700 acres of forested land was achieved. Actual reforested acreage was more than 37,000.

DATA VERIFICATION AND VALIDATION

Baseline	Most of our timber offered for sale is under the Pacific Northwest Forest Plan (PNFP) which identified a planned decadal average of 211 MMBF. This has subsequently amended to 203 MMBF. With actual timber sales being limited to offering 60 to 70 MMBF over the past 3 years because of legal challenges, achievement of the decadal average may not occur. Nonetheless, the decadal average of 211 is a planning target stated in the PNFP and will remain the baseline. Pending resolution of the legal challenges, it is not unreasonable to anticipate more than the 200 MMBF being offered in future years.
Data Validation	The goal was reviewed by BLM staffs and managers from the field and headquarters, and its validity relative to desired outcomes was confirmed. The measure has been employed for a number of years and is understandable, realistic, and measurable with a high degree of accuracy. Meeting this goal will have a direct impact on providing commercial opportunities.
Data Source	Field offices enter data in the Timber Sale Information System (TSIS), which tracks the entire timber sale process — offering, sale or no-bid, administration, payments, and progress to completion, modification and termination. This measure will include salvage and forest health sale offerings prepared under the Forest Ecosystem Recovery Program fund (5900). This information is then added to the management information system (MIS) for State and national totals.
Data Verification	BLM offices responsible for collecting data for this goal used established written standards for data collection, entry, and reporting that are consistent across the bureau. Midyear and quarterly reviews provide an opportunity to verify data quality.
Data Limitations	No data limitations.
Planned Improvements	BLM is working on developing the interface between TSIS and MIS.

Performance Measure:
Authorize Sustainable Grazing

Objective: Interior's objective is to provide for the appropriate commercial use and development of federally managed lands and natural resources in an environmentally sound manner. These resources, including energy and minerals, water, timber, grazing land, and electricity, contribute substantially to virtually all sectors of the economy.

FY 2003 Annual Performance Goal: Authorize 1,200 livestock grazing permits or leases consistent with established land health standards (Fundamentals of Rangeland Health, established in grazing regulations). Cumulative total number of grazing authorization renewals that assure established land health standards is 9,571 permits.

Performance Indicator:
Number of grazing permits or leases renewed

	FY 1999 Actual	FY 2000 Actual[1]	FY 2001 Plan[2]	FY 2001 Actual	FY 2002 Plan[3]	FY 2003 Proposed
Annual (Cumulative)	3,872 --	4,190 (4,190)	2,740 (6,930)	2,601 (6,791)	1,580 (8,371)	1,200 (9,571)

1. The FY 2000 actual accomplishment includes 2,515 fully renewed permits, as well as 875 permits automatically extended and 800 permits transferred.
2. The FY 2001 planned target includes 1,885 expired permits and 855 automatically extended permits.
3. The FY 2002 planned target includes only expired permits.

Goal Description: We incorporate our renewal of grazing permits and leases with evaluations of land health utilizing the approved standards for rangeland health and guidelines for livestock grazing (by State). The permit renewal process includes NEPA analysis and an assessment of the fundamentals of rangeland health in each allotment to determine conformance with land use planning documents, to see if management changes are needed in renewed permits, and to provide for specific terms and conditions regarding grazing practices and resource conditions that must be met. New grazing decisions offering new grazing permits are made when ongoing monitoring reveals that rangeland standards and guidelines are not being met. The permit renewal process requires Section 7 consultation with the U.S. Fish and Wildlife Service and the National Marine Fisheries Service when grazing action may affect plant or animal species protected under the Endangered Species Act.

BLM will remain current with this workload; however, the grazing permit renewal review process is placing a heavy demand on resource management staff in BLM field offices. The permit renewal process also impacts the U.S. Fish and Wildlife Service and the National Marine Fisheries Service for Section 7 consultations under the ESA.

Strategies: Grazing permits are renewed every 10 years. The varying performance levels shown in the chart reflect anticipated renewals. Strategies to achieve targeted performanc include increasing the health and sustainability of federally managed range lands allotted for domestic livestock grazing. Implementing the Standards for Rangeland Health and Guidelines for Livestock Grazing initiative will help achieve healthy rangeland resources.

Grazing Permits/Leases Authorized
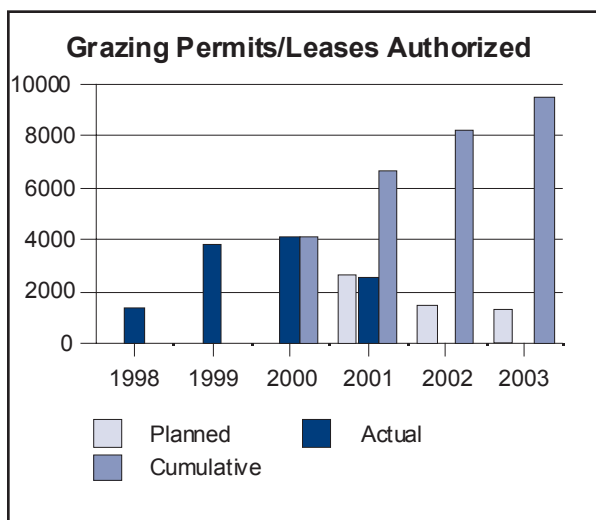
BLM is addressing the renewal of allotments through an implementation plan based on compliance with all applicable laws, regulations and policies affecting public land use management. Livestock grazing is also subject to BLM policy for conserving special status species of plants and animals, including the fundamental requirements for ecosystem health, and standards and guidelines for livestock grazing activities found in of the grazing administration regulations at 43 CFR, Subpart 4180.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, renew 2,740 grazing permits or leases consistent with established land health standards.

Report: Goal not met. In FY 2001, we issued 2,601 of the planned 2,740 grazing permits or leases consistent with the Fundamentals of Rangeland Health as established in the grazing regulations (95% of planned). The permits or leases not accomplished in FY 2001 will be done in FY 2002.

DATA VERIFICATION AND VALIDATION

Baseline	There are approximately 21,500 allotments in the 11 western states. Associated with these allotments are approximately 18,500 grazing permits, which are renewed for periods of 10 years. There tends to be a peak in permit renewal activity at the end and beginning of every decade, with approximately 10,000 permit renewals occurring during that period.
Data Validation	The BLM has measured grazing permits renewal for many years. The goal was reviewed for BLM staff and managers from the field and headquarters who concurred that this goal met tests for clarity, relevance, achievability, and ease of measurement. Meeting this goal will have a direct impact on providing commercial opportunities.
Data Source	Field offices enter data in the Grazing and Billing System (GABS), and this information is then added to the MIS system to compute State and national totals.
Data Verification	BLM offices responsible for collecting data for this goal use established written standards for data collection, entry and reporting that are consistent across the bureau. Midyear and quarterly reviews provide an additional opportunity to verify data quality.
Data Limitations	Currently GABS resides in a stand-alone PC-based environment. Data must be submitted nationally for review.
Planned Improvements	The OIG may review this goal as part of a Department-wide audit of the GPRA program. The review will include validation and verification methodologies. The GABS system may also become a national system that can interface with the MIS directly.

Long-Term Goal:
Ensure Environmentally Sound Development

Performance Measure:
Energy Conservation, Waste Diversion, and Green Product Use

Our Objective: With regard to its own facilities and operations, Interior will expand its use of renewable resources, recycle more products, prevent pollution, and efficiently manage its energy consumption.

FY 2003 Annual Performance Goals:

1. Promote energy efficiency and reduce energy consumption at Interior facilities by 25% from 1985 levels,

2. Through recycling and composting, divert 40 percent of solid waste from disposal in landfills, and,

3. Increase by 30 percent the use of nine, pre-selected, recycled content, environmentally preferable, and bio-based products (i.e. green products) at DOI facilities and in DOI equipment.

Performance Indicators:
1. Energy consumption at Interior facilities as compared with 1985 consumption data
2. Percentage of total solid waste generated that is recycled and composted
3. Percentage of nine, pre-selected, recycled content, environmentally preferable, and bio-based products used by DOI

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	N/A	N/A	-20%	-0.04%	-20%	-25%
2	N/A	30% (estimated)	40	50% (incomplete data set)*	40	40
3	N/A	N/A	+30%	**	establish baseline	+30%

* Partial data reported - DOI Main Interior Complex only. Baseline not fully established; will be established when FY 2001 data are collected for all DOI facilities.
** Data not collected during FY 2001. Baseline will be established during FY 2002.

Strategies:

<u>Energy Consumption</u>. Interior is implementing an Energy Management Leadership program (EML) to promote energy efficiency and the use of green technologies, including alternative and renewable fuels.

Interior is employing a variety of strategies to promote and implement practices and technologies that will conserve energy and increase energy efficiency. Strategies to be implemented at headquarters and the field include:

• Recognizing employee and organizational actions and accomplishments through awards;

• Training and education through workshops, the Internet and other media for managers and employees;

• Budgeting to support strategies that increase energy efficiency in facilities;

• Using Energy Star and other energy efficient products and services;

• Performing life cycle cost analysis and facility energy audits;

• Using partnerships and financing mechanisms to leverage resources;

• Adhering to sustainable design and construction standards;

- Including energy efficiency in building lease provisions;
- Using highly energy-efficient cooling, heating, and power systems; and
- Developing off-grid power generation through the use of photovoltaic systems, fuel cells and other means.

Importantly, Interior will continue to aggressively pursue the use of technological and other analytical tools for facilities to model energy use and to identify the potential use and feasibility of highly energy efficient systems that will reduce energy supplied over the grid.

The Department is also undertaking major steps to improve energy consumption data collection, reporting and analysis, such as:
- Including energy data reporting in systems for tracking maintenance and construction projects;
- Installing energy monitoring systems at larger Interior facilities nationwide to accurately track energy consumption on a real-time basis (managers can make immediate adjustments);
- Exploring the use of utility billing firms to consolidate billing information;
- Incorporating energy reporting in an Interior integrated, comprehensive financial management system; and
- Promoting establishment of a web-based Department of Energy-sponsored Governmentwide energy tracking system taking advantage of electronic billing capabilities of utility companies.

A significant example of the Department's efforts to reduce energy use will be realized through long-term modernization of the Main Interior Building (MIB). The Department, working with the General Services Administration, is currently transforming the MIB into a Department of Energy recognized energy showcase facility through a massive renovation of the building and its energy infrastructure.

Waste Diversion. Waste prevention and recycling goals will be attained through minimizing solid waste through waste prevention, commodity reuse and recycling efforts. Recycling efforts will be implemented at all DOI facilities, when cost-effective, for such commodities as

white paper, mixed paper/cardboard, aluminum, plastic, glass, scrap metal, fluorescent lamps, pallets, toner cartridges, carpeting, used oil, antifreeze and tires. Cooperative efforts among Interior facilities and with other local entities within a geographic cluster will make these efforts more cost effective. Every DOI facility with more than 5 personnel will designate a Recycling Coordinator.

Green Products. DOI green procurement and property management strategies will be implemented to purchase products that have the highest percentage of recovered materials practicable, considering product price, availability, and performance. Interior will focus this effort on products designated by the Environmental Protection Agency (EPA) for Federal procurement biobased product categories recommended by USDA and other commercially available environmentally preferable products. The indicator products that are vehicle-related include re-refined oil, retread tires, and reclaimed engine coolant. At Interior facilities, recycled-content and process-chlorine-free copy paper, paper towels and bathroom tissue will be used, as well as recycled plastic trash bags. Recycled-content or factory-refurbishable carpeting will be emphasized as will the use of biodegradable, bio-based lubricating and hydraulic oils.

Interior developed a 2-day training class on the use of environmentally preferable janitorial products in conjunction with NISH, a non-profit agency that employs persons with mental disabilities. NISH is the largest supplier of custodial services to the Federal government. The class was presented during FY 2001 twice to 50 participants.

Interior established a policy that only re-refined oil would be used in its vehicles and equipment. To ensure compliance with the policy, Interior requested that the Defense Logistics Agency substitute re-refined oil when virgin lubricating oil is ordered. This resulted in $60,000 of re-refined oil being purchased through this source.

Alternative Fuel Vehicle (AFV) Acquisition: In FY 1996 and 1997, with few AFV's on the market, limited fueling and no financing options, Interior fell short of the

Energy Policy Act (EPAct) of 1992's AFV acquisition requirement. Since FY 1998, thanks to increased AFV production by vehicle manufacturers, growth in the fueling infrastructure, and a creative financing arrangement with the General Services Administration, Interior has been able to meet or exceed the EPA requirements. During the past four fiscal years, Interior has been consistently one of the most successful programs in the Federal government, increasing its inventory of AFVs in the fleet from about 200 AFVs at the start of FY 1998 to almost 1,250 by the end of FY 2001. Individual bureau goals have not been established due to changing bureau vehicle acquisition requirements, the availability of funding for new vehicles, and the availability of new AFVs that meet mission needs. The use of AFVs, which are cleaner burning than conventionally fueled vehicles, are important to Interior's energy strategy for helping reduce the Nation's dependence on foreign crude oil.

The Government-wide Federal Automotive Statistical Tool (FAST) implemented in FY 2000 is evolving into an important vehicle for reporting AFV acquisition information and alternative fuel consumption. DOI is committed to work with the Department of Energy and the General Services Administration (GSA) on strengthening FAST. The FAST consolidates reporting of AFV-related information through a web-based system merging information generated by Interior, the bureaus and facilities nationwide, as well as GSA.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal 1 (Energy Consumption): In FY 2001, reduce energy consumption at Interior facilities by 20% from 1985 levels.

Report: Goal not met. In FY 2001, Interior's energy consumption of 87,126 British thermal units (Btu) per gross square foot was approximately equal to the FY 1985 adjusted base year consumption of 87,093 Btus per gross square foot. The calculated reduction in overall energy consumption relative to 1985 is -0.038%.
Historically, the baseline energy consumption rate for

Interior facilities has been very low relative to other Federal agencies. Interior was one of only four agencies to meet the mandated goal of a 20% reduction in the use of energy in buildings and facilities from 1975 to 1985. Meeting that goal set Interior's 1985 baseline energy use at a level of efficiency that poses a challenge for increased energy efficiency in energy management. Interior's 1985 adjusted baseline of 87,093 Btus per gross square foot is more efficient than the DOE Government-wide goal of 92,000 Btus per gross square foot that is set for FY 2010.

Relative to 1985, the actual source-specific consumption during FY 2001 was:

Fuel Oil	27.86% less
Coal	87.36% less
Natural Gas	9.77% less
Steam	68.63% less
LPG, Propane	5.89% more
Electricity	34.00% more

Among the energy sources reported, consumption increased most for electricity. Factors affecting variability of the data include:
- Improved data collection;
- Changing weather conditions;
- Increased numbers and use of electric devices;
- Increased plug load (i.e., demand)
- Changing mission requirements and use of buildings and facilities;
- Conversion to natural gas and switching from fuel oil to propane;
- Acquiring aged, inefficient buildings and facilities through land acquisitions; and
- Accurate separation of process energy from building energy use in buildings with only one electric meter.

Goal 2 (Waste Diversion): In FY 2001, establish baseline values for the amount of waste diverted from the Department of the Interior solid waste stream.

Report: Incomplete report. Waste diversion data for FY 2001 was collected and analyzed for DOI's largest office complex, The Main Interior Complex in Washington, D.C. However, these data are insufficient to establish the desired Department-wide baseline. Collection of FY 2001 data on waste diversion throughout the Department was suspended due to the loss of Internet connection. Once restored, data collection for FY 2001 will proceed as planned, and the baseline will be established and reported.

Facility managers at the Main Interior Complex with nearly 2,400 occupants worked very hard to increase the rate of waste diversion through recycling and source reduction. Whereas the diversion rate within the Main Interior Complex for FY 2000 was at approximately 30%, the diversion rate for FY 2001 reached 50%. Interior started recycled electronics in 2001 and this practice substantially reduced the volume of material going to the landfill. In preparation for modernization construction, Main Interior Building occupants cleaned out their offices. They recycled, and donated excess and gently used office supplies to District of Columbia Public Schools. The Office Spruce Up! campaign has provided office supplies worth an estimated $9,000 directly to ten area elementary and high schools.

The long term goal Interior-wide is to reach 50% waste diversion by 2010. By exceeding this goal nine years ahead of schedule, facility managers at the Main Interior Complex have demonstrated that reaching this target should be possible using cost-effective methods at facilities with comparable waste streams (primarily office waste) and situated in or near an urban center.

Goal 3 (Green Products): In FY 2001, increase the purchase rate of nine, recycled content, environmentally preferable, and bio-based products at DOI facilities and in DOI equipment by at least 30 percent.

Report: No report. The reporting system needed to track the purchase rate of green products at DOI facilities and in DOI equipment was not developed in time to collect data for FY 2001. However, a green product use reporting system is now integrated into a web-based survey system developed to collect waste diversion data. Data on green product use will be collected for the first time during FY 2002, and this data will be used to establish a green product usage baseline.

Although progress toward increasing green product use could not be quantified for FY 2001, green product use was promoted at Interior during that time. For example, DOI sponsored activities focused on raising the awareness of Interior personnel regarding the market availability of environmentally preferable products, and this has resulted in the acquisition of some green products. A specific example of Interior's effort to promote green product use was Interior's Conference on the Environment held in March 2001. The conference was attended by 650 people who focused on the themes of green products and sustainable practices.

Baseline	Energy Consumption. Baseline is 87,093 Btus per gross square foot; established in 1985. Waste Diversion. Baseline will be the percentage of solid waste diverted from the DOI facility waste stream during FY 1999. Data collection for FY 1999 is not yet completed. Green Products. Baseline will be the frequency of use at DOI facilities of nine specific types of green products during FY 2002.
Data Velidation	Energy Consumption. This goal is appropriate to the mission of Interior, measurable, understandable, and are directly related to the individual goal activity. Waste Diversion. Case studies of waste diversion for various types of facilities were reviewed during the development of this goal. Department of Defense and Department of Energy diversion goals and tracking systems were considered. State waste diversion goals were inventoried and considered. Goal is consistent with White House Task Force on Recycling's Strategic Plan establishing a minimum Federal-wide goal of 35% waste diversion. Green Products. Nine products were selected based on: common use at most Interior facilities; availability at competitive prices; performance; and environmental benefits that are consistent with Interior's natural resource conservation mission.
Data Verification	Energy Consumption. As required by the Energy Policy Act of 1992 (EPAct), data will continue to be collected annually on energy consumed by Interior buildings and facilities from power off the electrical grid or through renewable energy sources and by several fuel types (fuel, oil, natural gas, propane, coal, steam). The data reported by Interior bureau facilities nationwide are defined by annual DOE guidance to Federal agencies. The bureaus' reports are aggregated by the Department for submission to the Department of Energy and the Congress. In FY 2002, Interior representatives will initiate discussions with the Department of Energy to sponsor establishment of a web-based Governmentwide energy tracking system taking advantage of electronic billing capabilities of utility companies. Waste Diversion. Representatives from DOI facilities will be asked to use a web-based tool to input and calculate their diversion rate. This tool makes use of EPA-published conversion methods to normalize all data to pounds, regardless of the units of data. Diversion is a function of the weight of materials recovered through recycling and composting to the total weight of both landfill and recycled waste. Solid waste and recycling data also will be verified by incorporating waste diversion and recycling queries into the Department's Environmental Auditing Program. Adoption of suitable audit protocols into each of the bureau's existing environmental auditing programs will be verified in FY 2002. Green Products. Data on green product use at DOI facilities will be reported and tracked using a web-based tool. The Department's protocols for environmental audits of DOI facilities will be augmented to incorporate green product use standards.
Data Source	Energy Consumption. As required by the Energy Policy Act of 1992, data will continue to be collected annually on energy consumed by Interior building and facilities from power off the electrical grid or through renewable energy sources and by several fuel types (fuel oil, natural gas, propane, coal, steam). The data reported by Interior bureau facilities nationwide are defined by annual DOE guidance to Federal agencies. Waste Diversion. DOI facility managers maintain shipping bills, tipping fee invoices, and recycling sales receipts which document waste generated and materials recycled. For offices in a multi-tenant buildings, it is possible to estimate these data using information obtained from building management. Green Products. Facility representatives will need to identify whether there has been any use of nine products during the past fiscal year by checking with appropriate operations personnel at their facility.

Data Limitations	Energy Consumption. The reporting system will always depend on the ability of facility staff to accurately report energy usage as reflected in utility bills. While bureaus have established systems to make report-ing streamlined and more accurate, great variations in the data contained in, and the timeliness of utility bills hamper these efforts. Waste Diversion. The reporting system for waste diversion depends upon the participation of DOI facility managers and third party building managers. Bias may be present toward those facilities that are more conscientious in waste management, and, thus, in reporting. Green Products. The web-based survey mechanism requires self-reporting of product use. If non-use is the case for any of the nine products, the facility representative will be required to identify the reason for non-use. The system requests the input of a facility contact familiar with the use of product. Because a particular employee is to be identified with the affirmative measure and who could be contacted for con-firmation, it is less likely that erroneous data will be entered with this self-reporting mechanism. *Alternative Fuel Vehicle (AFV) Acquisition.* The Government-wide web-based Federal Automotive Statistical Tool system includes standardized edits for enhanced reporting and data accuracy. However, data collection and accuracy may be limited by system programming or user errors.
Planned Improvements	Energy Consumption. Interior is seeking solutions for improving energy reporting mechanisms. The Office of Acquisition and Property Management, the lead Departmental office on energy management, and the bureaus are working closely in undertaking the following steps in an effort to improve energy reporting: • Including energy data reporting in systems for tracking maintenance and construction projects; • Installing energy monitoring systems at larger Interior facilities nationwide to accurately track energy consumption on a real-time basis (managers can make immediate adjustments); • Exploring the use of utility billing firms to consolidate billing information; • Incorporating energy reporting in an Interior integrated, comprehensive financial management system; and • Promoting establishment of a web-based Department of Energy-sponsored Governmentwide energy tracking system taking advantage of electronic billing capabilities of utility companies. Waste Diversion. The effectiveness of the reporting system will be evaluated after its first year of use for possible improvements. Profiles of sustainable practices being implemented at DOI facilities will be avail-able on a DOI website for access by the public. Green Products. Data collection and reporting may begin during FY 2003 through a government-wide reporting system if proposed changes are made to the Federal Procurement Data System to collect infor-mation regarding the inclusion of clauses mandating the purchase of recycled content products by Federal contractors. *Alternative Fueled Vehicle (AFV) Acquisition.* Federal Automotive Statistical Tool (FAST) system data col-lection and reporting are monitored by the Office of Acquisition and Property Management. The office works closely with other bureaus, the DOE, GSA, and the DOE's FAST contractor to identify and correct system data collection and reporting issues.

Long-Term Goal:
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts

Performance Measure:
Cost-effective, Efficient Hydropower Generation

Our Objectives: Our objectives are to operate our hydropower facilities at low cost and to maximize power generation.

FY 2003 Annual Performance Goal: Deliver power at a cost that is as low as, or lower than, the cost of the 75th percentile for comparable hydropower facilities.

Performance Indicators:
1. Power production cost per megawatt from installed facilities
2. Power production cost percentile relative to comparable facilities

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	$5,879	$6,009	$7,100	$6,120	$7,300	$7,300
2	N/A	N/A	75th	75th*	75th	75th

* Complete cost of power production data are not yet available from the Energy Information Agency, but estimates show that we are within the 75th percentile of low cost facilities.

Goal Description: The Department of the Interior's Bureau of Reclamation continues to keep power production costs below the national average for comparable hydropower facilities. As its facilities age it will become more challenging to keep costs relatively low. Reclamation uses the latest technologies and operational practices to be able to provide power to its customers in the most efficient and effective way possible. Reclamation's goal is to keep costs stable, given a three percent increase in inflation in labor and equipment costs per year. The cost per megawatt capacity is an indicator of how well Reclamation operates its facilities and is used to benchmark our operational effectiveness against other private and public hydropower facilities.

Strategies: To determine how well Reclamation operates its facilities, it uses the cost of power production per megawatt of installed capacity of its facilities to compare with other public and private hydropower facilities. Reclamation compares annual results and seeks best practices to efficiently and effectively deliver power. Each year, Reclamation hosts and participates in workshops, conferences and training sessions to exchange ideas with internal and external peers on

implementing cost-effective and reliable operation and maintenance practices and procedures.

Through the Hydroelectric Infrastructure Protection and Enhancement Program, Reclamation is testing ways to maximize hydropower generation while maintaining system reliability. Through this program, researchers investigate power system diagnostics, modular Supervisory Control and Data Acquisition systems, power system stability, and machine condition monitoring to identify ways to improve service and reduce costs.

Reclamation has been working with the Power Marketing Administrations to optimize the electric products available for sale in order to reduce average costs. While Reclamation cannot increase revenues by marketing more products, it can reduce average costs.

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, attain power production costs per megawatt capacity that rank in the upper 25 percentile (ranked lowest cost to highest) for comparable hydropower facilities.

Report: Exceeds target. For FY 2001, Reclamation achieved a power production cost of $6,063 per megawatt of power. This result is below (better than) the target dollar amount and within the 25 percentile of lowest cost hydropower facilities.

This goal was revised slightly for FY 2002 and future annual performance plans to measure the percentile achievement of the lowest cost facilities. For example, Reclamation's percentile achievement for FY 2001 would be within the 75th percentile, which is easier to understand than the "upper 25th percentile" as the goal is currently defined.

Although the cost of power production has only been tracked as a performance measures since FY 1999, Reclamation has collected costs of power production data for many years. The data show that Reclamation's adjusted power production costs have remained fairly steady since 1991. The chart below shows the trend in the cost per megawatt of power production for the past 10 years, including the actual cost per megawatt adjusted for inflation. Through our performance goal, Reclamation tracks these data and reports it to the Congress and the public.

Cost of Power Production

Dollars per Megawatt

Actual   Planned

Baseline	The baseline is $5,650 per megawatt, which ranked in the 83rd percentile of the lowest cost hydropower facilities. Established in FY 1999.
Validation	Reclamation underwent a benchmarking study and this measure proved to be a useful benchmark to gauge our success in maintaining power production costs relative to other hydropower plants. Megawatt is the "nameplate capacity" or the total amount of power that can be produced from a plant, not necessarily the amount of power produced. This number replaces power generation in order to eliminate water and power as a changing variable each year. Megawatt capacity is constant from year to year unless a new plant comes on line. Because it does not change, costs per megawatt capacity can be compared from year to year and is a better indicator of changes in costs.
Data Source	Power and financial managers input and track power production costs in our financial system based on Power Operations and Maintenance (PO&M) 59 Reports. Power costs are defined in the Federal Energy Regulatory Commission's Form 1, main accounting codes 535-545. Megawatt capacity or "name plate" capacity is the maximum power production capacity for which a facility was designed.
Data Verification	Power and financial managers input and track power production costs in our financial system. Power costs are defined in the Federal Energy Regulatory Commission's (FERC) Form 1, main accounting codes 535 through 545. Power costs are extracted from the financial data and collected in a database in the Power Resources Office. A report of the power production costs per megawatt is distributed to regional office power managers for review and verification.
Data Limitations	Nameplate capacity can be misconstrued as the total amount of power produced when it actually refers to the maximum capacity of the facility.
Planned Improvements	None at this time.

Our Objective: Our power generation objectives are to operate our facilities at low cost and to maximize power generation.

FY 2003 Annual Performance Goal: Attain a 3 percent or lower forced power outage rate for Reclamation hydropower units.

Performance Indicator:
Percent of time power generation systems are in forced outage

FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1.17	1.3	1.5	≤3.0	1.6	≤3.0	≤3.0

Goal Description: A forced outage is an unplanned shutdown of a unit or facility, usually due to system malfunction or breakdowns. The amount of time in forced outage is a good indicator of facility reliability and how well the facility is maintained. A low forced outage rate indicates that the facility is operating well and producing the maximum amount of power. A three percent forced outage rate is the industry average.

Strategies: The ongoing maintenance and review, identification and correction of deficiencies is key to continuous and effective operations. Research helps identify additional technological improvements. For example, researchers have been applying water operation models to improve the efficiency of BOR dams and water release systems.

Information sharing is an important component of a successful maintenance program. Through the Intranet, we have established a message board for the Power Operations and Maintenance (O&M) program to answer questions from employees about their facilities. We provide answers to questions ranging from mechanical, electrical, data and policy issues. The message board improves communication and provides employees with the most recent information to resolve problems quickly.

We also publish a quarterly Water O&M bulletin to share lessons learned regarding cost-effective and reliable O&M practices.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, attain a 3 percent or lower forced outage rate for Reclamation's hydropower generating units where cost/benefit analysis justifies expenditures, considering water supply, environmental and power system limitations, and requirements.

Report: Exceeds target. The target was exceeded in FY 2001 with the achievement of a 1.6 percent forced outage rate, overall. Unplanned shutdowns of less than 2 percent indicate that facilities are well-maintained and reliable. The forced outage for FY 2001 is slightly higher than for prior years. Four generation units at Grand Coulee remain offline due to effects of a fire during FY 2000. However, these units provide power for plant operations and do not affect the amount of power provided to customers through the Bonneville power grid. The units should be repaired by early 2003.

Baseline	Two percent forced outage established for FY 1998.
Validation	Reclamation underwent a benchmarking study and this measure proved to be a useful benchmark to gauge our success in facility reliability.
Data Source	Power Operations and Maintenance (PO&M) 59 Report.
Data Verification	Facility managers at each power plant track and record facility and system breakdowns and report forced outages in monthly Power Operations and Maintenance (PO&M) 59 reports. Data reports are sent to and compiled by the Power Resources Office. Data on forced outage is retained by the database administrator in the Power Resources Office for benchmarking purposes.
Data Limitations	The number of outages are recorded both electronically and manually and may be subject to very slight error due to equipment calibration and user error.
Planned Improvements	None at this time.

Performance Measure:
Fair Market Value for Resources

Objectives: Minerals of the Outer Continental Shelf (OCS) are held in trust by the Federal Government. Our objective is the safe, environmentally sound, expeditious, and orderly development of these mineral resources with a fair return of value to the public.

FY 2003 Annual Performance Goal: In FY 2003, maintain the current high bids received for OCS leases to MMS estimated value ratio of 1.8 (+/- 0.4) to 1.

Performance Indicator:
OCS lease high bids value ratio

FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1.8 to 1	2.02 to 1	1.8* to 1	2.26 to 1	1.8* to 1	1.8* to 1

* 1.8 (+/- 0.4) to 1 ratio

Goal Description: The Minerals Management Service's current tract evaluation procedures are designed to ensure that the Federal Government receives fair market value (FMV) for leased tracts. We designed this measure as an indicator of our performance prior to 1995 and tested it during the period 1989 to 1995. The ratio varied over the years, but, with one exception on the high side, always fell within the range stated in the FY 2000, 2001, and 2002 goals. Internal and external reviews of our lease sale and evaluation procedures have concluded that the procedures effectively ensure that we receive fair market value. Based on these reviews, we have concluded that our procedures are effective and the range established during the test period gives us reasonable assurance we are receiving fair market value for leased tracts.

Synopsis of FMV Process. Immediately after a lease sale, MMS begins the two-phased process of determining whether a bid can be accepted and a lease issued. The first phase, designed to accept those high bids where the competitive market can be relied upon to ensure FMV, is conducted on a tract-by-tract basis and is normally completed shortly after the bid opening. Those high bids not accepted in Phase 1 receive further evaluation in Phase 2, where MMS geoscientists prepare detailed maps and estimates on the economic value of oil and gas resources on each tract. A computer model called MONTCAR uses a range-of-values technique for handling calculations with uncertain input data. It provides a means of handling a series of results for each variable, whether it be net pay, potential reservoir fill-up, porosity, or permeability. The net result of the MONTCAR runs is a resource economic value that is the mean of the range of values from more than 1,000 trials. The high bid on each tract is then compared to the government's value for that tract, and the ratio is developed based on the results.

MMS maintains a continuing effort to update all of our assessment and evaluation models in order to meet the long-term goal of accurate evaluations, be it in frontier or maturely developed areas. In addition, we are refining our information technology capability and continue to acquire updated and more refined geological and geophysical data for input into our assessment and evaluation programs. MMS evaluates acreage under Federal jurisdiction. As stewards of Federal lands, our goal is to ensure that the American public receives fair market value for its resources.

Strategies: MMS resource evaluation staff performs many functions that support revenue receipts to the Federal Treasury, including fair market value. To support field determinations and ensure the receipt of proper royalties for the U.S. Government involving hundreds of millions of dollars, additional resources are being requested in FY 2003.

The field determination process results in the proper placement of a "new producible lease" (a discovery) into a field. This has rapidly evolved into an important, resource intensive responsibility having a huge economic impact to both the Government and industry. MMS believes there could be discoveries on about 340 new deepwater leases in the next 10 years. These discoveries will be on leases that may be subject to royalty suspensions under the Deep Water Royalty Relief Act. The value of potential royalty payments impacted by deepwater field determinations resulting from potential discoveries on these leases could be in the range of $45 billion.

As deepwater development matures, the amount of new drilling adjacent to existing fields will increase. The level of complexity in each field determination and the potential for challenges by industry of MMS field determinations will likely increase as companies explore these more marginal accumulations.

To effectively manage OCS resources, MMS must effectively manage the massive set of technical data that exists about the Gulf of Mexico. This includes 225,000 well logs from 35,000 wells; 30,000 directional surveys; 30,000 velocity surveys; and analysis of well cores and production test data. Resources are required to collect, process, distribute, and archive technical data and records derived from industry exploration and production activities. In FY 2000, more than 1,300 new wells were drilled in the Gulf of Mexico, an increase of 40 percent from 1999. Our ability to keep pace with the technical data is becoming a daunting challenge. In a typical lease sale, the resource evaluation function has to consult 1,000 well logs to determine fair market value in evaluating the adequacy of bids by oil companies. On average, MMS purchases 3-D seismic data on approximately 1,600 to 5,000 blocks and about 60,000

line miles of 2-D seismic data during a year to evaluate lease sales.

While not a part of the fair market value performance measure itself, there are other areas within resource evaluation where we continually develop strategies to maximize the return on public resources. For example, the sand and gravel program is moving to an operational phase from what was purely a research phase; therefore MMS is requesting additional resources in FY 2003 for regional sand resource identification. In the seven-year period from 1995 to 2002, MMS worked with coastal states and other Federal agencies to convey 32.3 million cubic yards of OCS sand for shore protection projects. Hundreds of billions of dollars of property have been protected through these projects. The amount of OCS sand needed and being requested is increasing dramatically. By 2004, we anticipate that the amount of OCS sand requested and used for shore protection projects will at a minimum triple from FY 2001 levels. It is important to identify sand resources and conduct the studies necessary to ensure the public's resources are handled in an environmentally and fiscally sound manner.

MMS uses Geologic Interpretive Tools (GIT) to evaluate qualified high bids on tracts for fair market value. The GIT objectives are to keep pace with the technology being used by industry to acquire and analyze geologic and geophysical data and to enable MMS to make better, more accurate estimates of monetary values. The GIT tools have proven to be very valuable for MMS. The MMS program is constantly seeking efficiencies in its Information Technology Program in order to help deal with a mounting workload that is occurring from shallow water activity, deepwater activity, rising production, and increased consultation with States and Federal agencies.

MMS' electronic government initiative will catalog applications that support MMS' business operations. The storage and analysis of geological and geophysical data for use in FMV determination is a significant user of the information technology base of MMS. The analysis tools needed for determination of the value of a tract (potential reserves balanced against the projected

development costs) are complex and expensive to build. Efficiencies derived from the electronic government initiative will enhance FMV determination.

MMS has converted its modern seismic database into a digital form usable by its computer workstations. MMS currently is converting its older seismic data into digital form, a project that will take several years at current funding levels. Digital seismic data are now the industry state-of-the-art, and upgrading the MMS database to this form will allow us to achieve the seismic interpretation capabilities now common within the oil and gas industry, so that we see what industry sees when evaluating bids to determine FMV.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: Maintain the current high bids received for OCS leases to MMS estimated value ratio of 1.8 (+/- 0.4) to 1.

Report: Goal not met. This goal was not met because the FY 2001 ratio was 2.26 to 1, which slightly exceeded the range. However, the result is well within the measure of variation that we would expect to observe given the uncertainties of market factors from year to year.

DATA VERIFICATION AND VALIDATION

Baseline	The FMV baseline of 1.8 to 1 was established in 1995.
Validation	MMS resource evaluation program managers reviewed this goal for consistency with future plans and capabilities. This goal was viewed as logical and attainable, measurable and directly related to the goal activity. The goal is also widely recognized and accepted by our constituents, employees, and others who review our budgets and strategic plan.
Data Source	Data for the FY 2003 goal will be obtained directly from MMS's Mean Range of Values (MROV) compiled for lease sales conducted during the year. In addition, data from the bureau's geological and geophysical data inventory are used in the derivation of the MROVs. This data inventory is continually updated and added to each fiscal year through prelease exploration permits issue to companies and the associated requirements of the permit allowing for acquisition of copies of the data by MMS.
Data Verification	The data and information used are reviewed for accuracy by regional management and by program personnel responsible for consolidating the data and reporting to bureau management. These data and procedures were validated and verified through a thorough management control review on bid adequacy in 1994.
Data Limitations	The data are highly accurate and extremely reliable because they are retrieved directly from MMS resource evaluation databases. The choice of inputs into each parameter of the models being used is subjective, but consistent.
Planned Improvements	During each fiscal year, through its Resource Evaluation program, MMS reviews and revises bid adequacy procedures and the tract evaluation process by constantly analyzing and updating, where necessary, our tract evaluation and economic models.

Our Objective: The objective of this goal is to improve the accuracy and timeliness of each company's initial royalty payment submissions by the due date.

FY 2003 Annual Performance Goal: Payments are within the expected payment range at the due date for 75 percent of royalties associated with converted properties.

Performance indicator: Ratio of actual royalty payments to expected revenues for properties transitioned into the 3-year CAM process					
FY 1999 Actual (for CY 1997)	**FY 2000 Actual (for CY 1998)**	**FY 2001 Plan (for CY 1999)**	**FY 2001 Actual (for CY 1999)**	**FY 2002 Plan (for CY 2000)**	**FY 2003 Proposed (for CY 2001)**
.9809	.9730	.9775	.9835	.9775*	75%

* In FY 2002, we are using our compliance index as the measure that most closely relates to this goal. The compliance index is program-wide, based on total dollars. Before MMS calculates this index, we must wait 1 year for industry to make adjustments to their royalty and production reports and payments. For example, in FY 2001 we calculated the Calendar Year 1999 index.

Goal Description: Working with companies to achieve this goal not only will enhance MMS' ability to provide funds earlier to recipients, but it also will increase our capability to ensure compliance within 3 years. Our newly reengineered compliance and asset management (CAM) process will utilize an asset profile, which will contain analyzed data that establish the "expectation parameters" that will be used in the in-value process to forecast expected revenues. During FY 2002, we will revisit the methodology in the current compliance index and incorporate the asset profile information in a revised calculation methodology. However, in FY 2002, we will continue to use our program-wide compliance index, based on total dollars, as the measurement most closely aligning with this goal.

Beginning in FY 2003, we will measure actual payments compared to expected values for converted properties (properties that have been transitioned into the 3-year end-to-end CAM process).

Although our new CAM process focuses on properties, this goal focuses on royalties because our mission is to provide cost effective mineral revenue collection and disbursement services. Therefore, it is important to measure royalties for this goal. However, we will continue to focus on properties as a strategy toward ensuring compliance, and will continue transitioning properties into the 3-year compliance cycle.

Strategies:

Implement New Systems and Processes. The new systems infrastructure builds on our experiences with a prototype system. Once new CAM systems are fully implemented--including a relational database, data warehouse, and a variety of technology tools--the systems will enhance our ability to focus on expected value by properties, and to coordinate with companies to resolve issues and improve timeliness and accuracy of future reporting.

Streamline Reporting Requirements. In preparation for new systems and processes, MMS has simplified reporting requirements. We developed and incorporated revised reporting requirements which will reduce the volume of lines reported and processed, minimize errors

and related error correction workloads, simplify reporting, and lower costs for both industry and MMS. The new reporting forms were implemented in October 2001, and will improve our ability to ensure accurate and timely company reporting and payments.

Publish Valuation Regulations. We have successfully implemented the new Indian gas valuation rule, which was effective January 1, 2000. MMS also has implemented a Federal oil valuation rule, published in final on March 15, effective June 1, 2000. Additionally, MMS published a supplementary proposed Indian oil rule on January 5, 2000. In FY 2002, our intent is to publish a final Indian oil valuation rule and develop training for the new rule for industry, MRM, and the Indian community. MMS believes that the new rules strike a responsible balance between the interests of the oil and gas industry and the Government's absolute obligation to ensure a fair return for the public's mineral resources. MMS held several no-cost training sessions designed to assist companies in understanding the new valuation regulations. These new valuation regulations will enhance our ability to ensure accurate reporting at the due date.

Royalty-in-Kind (RIK) Pilot Projects. MMS has a three-year strategy for evolving its future RIK asset management processes. Current RIK activities include the Small Refiner Oil Program and three pilot projects involving the competitive sale of oil and natural gas. MMS is continuing its pilot approach to further evaluate and refine its RIK asset management processes and develop supporting technology solutions. Expansion of the competitive RIK program in terms of properties and sales volumes will be guided by the results of pilot program evaluations. Lease-specific opportunities will be pursued by MMS when the RIK option can be effectively utilized. For properties where we determine RIK makes the best business sense, a market-sensitive price will be set up front in the contract, providing greater certainty of expected value for these properties.

Transition Properties into the 3-year end-to-end CAM process. This goal will measure properties that we have converted into the 3-year property-focused CAM process. Initially during our operational models, we included properties with a variety of attributes in the 3-year CAM process. In FY 2002, we converted additional properties, focusing on those encompassing at least 50 percent of all royalties. In future years, we will incrementally increase the universe of converted properties and associated royalties. Our goal is to have all offshore properties fully transitioned into the 3-year CAM process by the end of 2005. However, converting onshore properties will take longer due to the substantial number of properties. As we convert additional properties, the associated royalties included in this measure will also increase.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, achieve a compliance index of .9775 for calendar year (CY) 1999.

Report: Goal exceeded. In FY 2001, we calculated the index for CY 1999 as .9835. In comparison, the FY 2000 index (for CY 1998) was estimated to be .9730, the FY 1999 index (for CY1997) was estimated to be .9809, the FY 1998 index (for CY 1996) was estimated to be .9610, the FY 1997 index (for CY 1995) was estimated to be .9695, and the FY 1996 index (for CY 1994) was estimated to be .9500.

Throughout FY 2002, we will continue to use the compliance index, drawing on expected value information gathered from Compliance and Asset Management teams, as the measurement most closely aligning with this goal. During FY 2002, we will determine a new compliance measurement methodology to best reflect this goal. As with the current compliance index, the new measure will continue to compare expected value with actual reports and payments.

Baseline	The baseline compliance index is 0.95, established in 1996.
Data Validation	This goal, focused on improving the accuracy and timeliness of company payments, is closely aligned to both financial and compliance reengineering. Working with companies to achieve this goal will not only enhance MMS' ability to provide funds earlier to recipients, but it also will increase our capability to ensure compliance within 3 years. Once new systems are implemented, we will revisit the methodology in the current compliance index and incorporate the asset profile information in a revised calculation methodology to measure the results of how well companies are achieving timely and accurate compliance.
Data Source	Data for this goal will be obtained directly from asset profile databases interacting with data from the reengineered CAM and financial systems. The information in the asset management profile database will be obtained from analysts and auditor research, mineral management units, and areas of interest. Sources of company information will include company web sites, Securities and Exchange Commission filings, and interviews with company officials.
Data Verification	Employees with specialized understanding of the calculation methodology review the results of the current compliance index. Compliance managers then review the results for accuracy. Once new systems are operational on October 1, 2001, CAM teams will compare actual reported data against forecasted expected values. The CAM teams will resolve variances with companies to enhance accuracy of future reporting.
Data Limitations	The current compliance index can be calculated only for a random sampling of leases. Also, for the current compliance index, we must wait 2 years to calculate the index to allow for adjustments. Index prices are widely used in the oil and gas industry to set contract prices, and we believe they are adequately reliable for purposes of calculating the current compliance index. MRM implemented new systems November 1, 2001, and we will need to work with these systems before we know of any data limitations for this measure.
Planned Improvements	Once we have become familiar with new systems we believe we can make this measure contemporaneous. Once the majority of properties are transitioned into the 3-year end-to-end process, we will be able to include a substantial percentage of all revenues, instead of a random sampling. We will develop written procedures for collection and consolidation of performance data. MRM also will perform periodic internal reviews to ensure data integrity.

Our Objectives: The objectives of this goal are to meet statutory requirements for disbursing mineral revenues, and to improve disbursement timeliness by providing recipients access to mineral revenues by the end of the business day following the day of MMS receipt.

FY 2003 Annual Performance Goals: 1) Disburse 98 percent of revenues to recipients by the end of the month following the month received, and 2) Provide access for ultimate recipients of 30 percent of revenues within one business day of MMS receipt.

Performance Indicators:
1. Percent of revenues disbursed to recipients by the end of the month following MMS receipt
2. Percent of revenues accessible to recipients within one business day following MMS receipt

	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002* Plan	FY 2003 Proposed
1	98.7	98.15	98.5	98	98.4	98	98
2	N/A	N/A	N/A	N/A	N/A	10	30

* The recipient accessibility goal is new for FY 2002.

Goal Description: One business day was set as the target, rather than our "stretch" goal of 24 hours, to allow for holidays and weekends.

Regarding earlier recipient access, the FY 2002 targets are not overly aggressive because we are in a learning mode with the new systems, as are companies. The FY 2003 and FY 2004 targets, however, will move us incrementally closer to achieving 90 percent of funds accessible within one business day of MMS receipt. We anticipate that the greatest benefits will be to States that elect to take their distribution earlier so they can deposit funds into interest bearing accounts.

In addition to providing earlier access, we will also continue to monitor and ensure that we disburse funds timely as required by law, by the end of the month following receipt. Over the past year, we have consistently disbursed at a rate higher than 90 percent. However, due to resource requirements needed to educate industry on our new reporting requirements and to implement

the new systems, we will continue to use 98 percent as our FY 2003 disbursement target.

While our long-term and annual goals are built around our "receipt date," the mission goal is to build around the "due date." Measuring our performance against the receipt date brings focus to optimizing our disbursement process. Our ultimate objective, however, is not only to speed our disbursement but also to improve timeliness of company payments and reporting to MMS. Only by comparing against due date will we marry the effectiveness of the disbursement process with the effectiveness of compliance efforts. The overall mission goal will be achieved when every company pays on time and every payment is processed timely.

Strategies:
Implement New Systems and Improve Processes. MMS implemented the PeopleSoft core software for the new financial system on November 1, 2001 and will phase in other components in early FY 2002. Although MRM

performed substantial testing and provided extensive training during FY 2001, MRM and companies are in a transition phase with the new systems. Once we are further along in our transition, our new financial systems and processes will expedite efficient management and timing of MMS disbursements and recipients' access to funds.

Streamline Reporting. We revised reporting formats to align industry reporting with the new re-engineered processes and systems. These revised forms were implemented October 1, 2001. Many of the changes were based upon extensive outreach with industry groups. Once all companies have completed transition to the new reporting formats, we anticipate decreased reporting burden, reduced or eliminated data duplication, decreased error rates, and increased processing efficiency, which in turn will improve our ability to provide earlier revenue access to recipients.

Use Incentive Tools. Our targets also are based on contractor capability to ensure increased electronic payments and reporting by companies. In FY 2001, 90 percent of royalty reports were submitted electronically. However, with the implementation of new systems, we anticipate transition issues that temporarily may reduce electronic reporting. MMS is coordinating with Perigrine Corporation to convert companies to electronic reporting using the newly designed and approved royalty and production report forms. Electronic reporting will allow MMS to process and verify reports more quickly and to expedite fund access and disbursement.

Additionally, the Royalty Simplification and Fairness Act of 1996 (RSFA) provided for assessments for chronic erroneous reporting. During FY 2002, after new systems are implemented, MMS will monitor company reporting history and consider reporting and procedural changes that will impact the definitions and thresholds in a chronic erroneous reporting regulation. Based on those findings, we plan to publish a proposed rule in the Federal Register by September 2003. Once implemented, the regulation will be designed to encourage companies to report accurately, enhancing our ability to provide funds earlier to recipients.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: By the end of FY 2001, disburse 98 percent of revenues to recipients by the end of the month following the month received.

Report: Goal exceeded. The FY 2001 actual percentage was 98.4. The dollars and information provided timely to States and Indians is based on the average of monthly Federal disbursements and monthly Indian distributions of information. The Federal disbursements to States achieved 98.5 percent. Indian distributions reached 98.2 percent. Note that the FY 2002 annual goal pertaining to recipients' access to funds was not a goal in FY 2001. FY 2002, following new system implementation, is the first year we will measure that goal.

MMS implemented the new PeopleSoft core software for the new financial system on November 1, 2001.

Baseline	The baseline on-time disbursement percentage is 93 percent, established in 1996.
Validation	Providing recipients access to funds within one business day of MRM receipt is a goal that aligns with our financial reengineering. When MRM managers reviewed this goal in relation to future system capability, they determined it was attainable, even though it contained some inherent risks. It is important to continue to ensure that we disburse funds as required by law – by the end of the month following the month of receipt.
Data Source	Data for this goal will be obtained directly from MRM's new Financial Management System began operation on November 1, 2001. The re-engineered financial system will utilize automated internal controls and accounting processes to ensure funds are disbursed to the correct recipients.
Data Verification	Data will be accurate and reliable because it will be retrieved directly from the new financial system. MRM management verified system data for accuracy prior to reporting data externally. New system software will be compliant with the Joint Financial Management Improvement Program recommendations for core financial system management, general ledger management, receipt management, and financial reporting.
Data Limitations	A potential risk of this measure is the possibility that insufficient funds may be available to pay the recipient on a daily basis. Due to company reporting adjustments, a recipient may be paid amounts that are later found to be due another recipient.
Planned Improvements	Senior managers have developed business rules for the new system to mitigate the risk mentioned above. Written procedures will be developed or modified for collection and consolidation of data as the new systems are developed. Periodic internal reviews will also be conducted to ensure data integrity.

2.4 STRATEGIC GOAL 4:
PROVIDE SCIENCE FOR A CHANGING WORLD

Key Outcomes: To meet the goal of providing science for a changing world, the Department will achieve the following results:

Long-Term Goals	DOI Performance Measures
Add to the Environmental and Physical Science Knowledge Base	• Data collection and management efforts will be maintained and improved and large data infrastructures will be supported • Systematic analyses and investigations will be conducted • Decision support systems or predictive models will be developed or improved and delivered
Increase Natural Hazard Knowledge and Warning	• Improve Monitoring and Prediction of Hazardous Events

Why We Need Good Science: As a Nation, we face serious questions concerning the environment and human influence upon our natural resources. Answers can be provided through solid scientific principles and research that add to our knowledge of the physical and natural environment. Collecting, analyzing, and disseminating the scientific information needed to answer these questions and providing the critical science for resource management decisions are major responsibilities of the Department.

How We Achieve These Goals: How can we ensure an adequate supply of critical water, energy, and mineral resources in the future? Are we irreversibly altering our natural environment when we use these resources? How has the global environment changed over geologic time, and what can the past tell us about the future? How can we predict, prevent, and mitigate the effects of natural hazards? These are but a few of the complex questions for which scientific research can provide better understanding for sound land management decisions.

The U.S. Geological Survey (USGS) is the Nation's primary provider of natural science information related to natural hazards, certain aspects of the environment, and mineral, energy, water and biological resources. The national databases of the USGS are essential foundations for scientific research and daily decision-making by Interior and other government agencies, industry, and the public. These databases, which characterize conditions from ocean depths to planetary frontiers, are relevant to public safety, environmental restoration, natural resources planning, policy making, and economics. Many of the databases represent joint efforts and partnerships with other agencies and are applied to societal needs as they arise. Containing unbiased observations of physical, chemical, and biological phenomena, the strength of these databases lies in their breadth, consistency, long-term maintenance, and innovative delivery using CD-ROM and the Internet.

Much of the scientific information provided by the USGS today to assist the Nation in solving problems is a product of a conscious decision made in years past to invest in research and monitoring aimed at providing new knowledge and insights into varied and complex processes that are not well understood. The emphasis of these research activities changes through time, reflecting the emergence of promising new areas of inquiry and the demand for new tools and techniques with which to address complex ecosystem issues. As a result, USGS scientific research contributes to improving the health and welfare of the American people, helps to resolve the Nation's environmental issues, and formulates sound Federal land management and natural resource policies.

Strategies: The Department will employ the following strategies to achieve this goal:

- Participate in interagency and intergovernmental programs to assess, document, and monitor ecological and socio-economic conditions and trends, including development and implementation of information needs assessment procedures.
- Focus scientific research programs on understanding, assessing, and monitoring ecosystems to provide scientific data and understanding and technologies needed to support sound land and resource management decisions.
- Help society understand the ecological, geologic, chemical, and hydrologic processes that govern the environment's responses to management actions.
- Provide scientific information and technical assistance to understand the interaction of natural and human systems, protect the environment, understand the effects and risks of natural hazards, control wildlife diseases, assess energy and mineral resources, and ensure the preservation, conservation, and sustainable use of natural resources and the restoration of habitats.
- Develop technology to increase efficiency and expand collection of natural science data and establish and maintain national Earth and biological science databases for use by Federal, State, and local land management and regulatory agencies.

Long-Term Goal:
Add to the Environmental and Physical Science Knowledge Base

Performance Measure:
Improve Environmental and Natural Resource Information

Our Objective: Our environment is constantly changing as natural processes and human actions affect it. Changes in demographics also affect the competition for and use of the renewable and nonrenewable natural resources needed to sustain life, and to maintain and enhance our Nation's economic strength. As land and resource management issues become increasingly complex, both physical and natural sciences are needed to guide decisions, predict out-comes, and monitor results. Our objective is to develop and deliver the high quality science needed by Interior and other Federal, State, local, and Tribal governments and the public to support solving the Nation's complex land and resource management problems.

FY 2003 Annual Performance Goals: Provide and improve long-term environmental and natural resource informa-tion, systematic analysis and investigations, and predictive options for decision-making about natural systems by:
1) Providing essential information to address environmental and natural resources issues by maintaining 46 long-term data collection and data management efforts and supporting 2 improved and large data infrastructures managed in partnership with others;
2) Delivering 957 new systematic analyses and investigations to our customers; and
3) Improving or developing 8 decision support systems and predictive tools for decision-making.

Performance Indicators:
1. Number of long-term data collection efforts maintained, plus the number of large data infrastructures maintained
2. Number of new systematic analysis and investigations delivered
3. Number of decision support systems and predictive tools developed

	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	40	40	46	46	47	47	48
2	865	959	1,113	1,146	1,018	1,008	957
3	5	7	7	7	7	7	8

Goal Description: These measures typify the effort needed to continue providing science to customers in support of solving the Nation's complex land and resource management problems. These databases, analy-ses, and predictive models and supporting systems allow managers and decision-makers to evaluate conse-quences of management choices under different scenar-ios. Such information can fundamentally improve man-agement decision-making processes and results.

Strategies: The environment and natural resource pro-grams of the USGS focus on data collection and under-standing, modeling and predicting how multiple forces affect natural systems. Stakeholder meetings will be held with customers, cooperators, and the public who have a major role or interest in environment and natural resource issues to help us define needs and program priorities.

Long-Term DataCollection/Management

A bar chart titled "Long-Term DataCollection/Management" showing values for years 1998–2003. Y-axis ranges from 0 to 50. Legend: Actual (light), Planned (dark).
- 1998: Actual 40
- 1999: Actual 40
- 2000: Actual 46
- 2001: Actual 46, Planned 46
- 2002: Planned 47
- 2003: Planned 48

The USGS has data gathering, monitoring, and research efforts that are expected to deliver nearly 1,000 new systematic analyses to customers—Interior bureaus, other Federal agencies, States, Tribes, local governments, and the public.

The USGS will deliver to its customers eight new or improved decision support systems or predictive tools. These support systems will include at least one per discipline including biology, geology, mapping, and water resources, plus integrated systems. These decision support tools and predictive models will be broad in scope, robust, and yield either quantitative predictions about natural resources or the environment or quantitative options for land and resource management. These tools are intended to be used regularly by managers for informed decision-making.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, provide and improve long-term environmental and natural resource information, systematic analyses and investigations and predictive options for decision-making about natural systems by:
1. Providing essential information to address environmental and natural resources issues by maintaining 44 long-term data collection/data management efforts and supporting 2 large data infrastructures managed in partnership with others;
2. Delivering 1,146 new products from systematic analyses and investigations to our customers; and
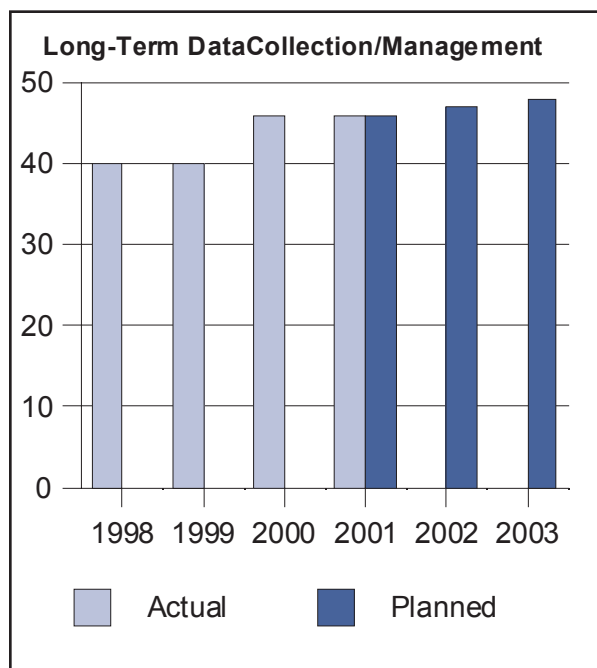3. Improving and developing seven new decision support systems and predictive tools for decision-making.

Report: Goal not met. USGS met the data collection and management and decision support system targets, but did not meet the new systematic analyses and investigations target. An emphasis on consolidation of studies into projects reduced the number of analyses reported. The evolution of the definition resulted in guidance being issued for FY 2002 to count completion of projects rather than tasks as "systematic analyses and investigations" and targets.

USGS customers also are being surveyed to determine their satisfaction with key USGS environment and natural resource information products. Product usefulness is being evaluated on the basis of customer requirements, such as media, format, and timeliness. Customer satisfaction baseline activities concluded in FY 2001 to produce a satisfaction index for all USGS products.

Baseline	Baselines used for all three indicators are actual data for 1998.
Data Validation	<u>Data Collections.</u> The recently published National Research Council (NRC) evaluation recognized that USGS is a "vitally important provider and coordinator of information related to critical issues in the natural sciences" and often refers to the USGS' future role as a "natural science and information agency." <u>New Analyses.</u> The recently published NRC evaluation validated this performance measure in its recommendation that multi-scale, multi-disciplinary, integrated projects that use system modeling are the best way to address the Nation's complex natural resource problems. <u>Decision Support Systems.</u> For mapping models, the senior program advisor for Geographic Research and Applications validates delivery and use by customers. For geologic models, validation is conducted by program councils and stakeholder representatives. For water resources models, a technical memorandum is issued for each model. For biological models, validation occurs through national program element reviews of individual research centers. Ultimately customers validate that the systems and models are acceptable and useful. The recently published NRC evaluation validated this performance measure in their recommendation that multi-scale, multi-disciplinary, integrated projects that use system modeling are the best way to address the Nation's complex natural resource problems.
Data Source	<u>Data Collections.</u> Data are collected by project scientists at research and field centers and are reported through an automated, electronic system. <u>New Analyses.</u> The USGS compiles a list of new publications monthly and makes it available on the Internet. <u>Decision Support Systems.</u> Data on development, delivery, and use of decision support systems and predictive models are monitored and reported by project scientists at research/field centers through automated, electronic systems.
Data Verification	<u>Data Collections.</u> For geospatial databases, reports provided by the Federal Financial System and the Sales Data Base verify the amount of maps, data, aerial photographs and satellite images available in the various databases and inventories. For geologic data bases, certification is made by a program coordinator. For water resources data collection, certification is made by each District Chief and the Office of Surface Water. For biological databases, validation occurs through national program element reviews and reviews of individual research centers. <u>New Analyses.</u> Accuracy of new reports listing can be confirmed by each internal organization's reports tracking system. <u>Decision Support Systems.</u> For mapping models, the Senior Program Advisor for Geographic Research and Applications verifies delivery and use by customers. For geologic models, verification is conducted by program coordinators and stakeholder reps. For water resources models, a technical memorandum is issued for each model. For biological models, verification occurs through national program element reviews and reviews of individual research centers. Ultimately customers validate that the systems and models are acceptable and useful.

Data Limitations	Data Collections. None reported. New Analyses. None reported. Decision Support Systems. None reported.
Planned Improvements	Data Collections. Performance data are tangible entities that were counted and verified by in-house sources. A pilot automated system to aggregate and associate these data with other program data is being planned. New Analyses. Performance data are tangible, countable entities that were counted by in-house sources. A pilot automated system to aggregate and associate these data with other program data is being planned. Decision Support Systems. Performance data are tangible countable entities that were counted by in-house sources. A pilot automated system to aggregate and associate these data with other program data is being planned.

Performance Measure:
Improve Monitoring and Prediction of Hazardous Events

Our Objectives: Hazards are uncontrollable natural events that, by their nature, may expose our Nation's population to the risk of death or injury, and may damage or destroy private property, infrastructure, and agricultural or other developed land. Our objective is to develop and deliver the high quality science needed by civil authorities and the public in support of minimizing the loss of life and property from natural disasters.

FY 2003 Annual Performance Goals: Develop, maintain and improve monitoring networks and techniques of risk assessment by maintaining the average number of streamgages delivering real-time data on the Internet at 5,441, and increasing by 50 (to a total of 499) the number of improved earthquake sensors to deliver real-time information on potentially damaging earthquakes to minimize loss of life and property.

Performance Indicators:
1. Quarterly average number of streamgages delivering real-time data on the Internet
2. Cumulative number of improved earthquake sensors delivering real-time data
3. Number of natural disaster risk assessments delivered to customers

	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	---	4,500	4,872	5,374	5,280	5,574*	5,441
2	100	120	201	329	329	449*	499
3	16	16	17	8	26	**	---

* Revised target for FY 2002.
** Indicator discontinued in Departmental Overview (see USGS performance plan/report).

Goal Description: These measures typify the effort needed to continue providing science to customers in support of minimizing the loss of life and property from natural disasters. The information can be used to deal with potentially devastating consequences of flood, drought, and earthquake as well as to improve assessment of risks from these natural events and help improve rescue, recovery and reconstruction efforts.

Strategies: The USGS hazards mission activities deal with describing, documenting, and understanding natural hazards and their risks. These activities include long-term monitoring and forecasting, short-term prediction, real-time monitoring and communication with civil authorities and others during a crisis. Other significant

Real-time Streamgages on the Internet
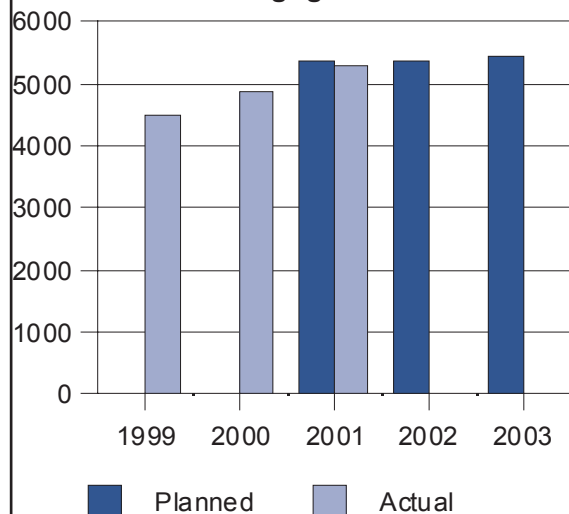
activities include post event analysis with scenario formulation to develop strategies to mitigate the impact of future events and coordinated risk assessments for regions vulnerable to natural hazards.

The USGS will enhance its ability to characterize and monitor hazardous events in near real-time and in real-time by adding earthquake sensors capable of delivering this information nearly instantaneously.

The USGS Strategic Plan projected installment of 100 earthquake sensors per year within base funding. Our Stakeholders and partners in the Advance National Seismic System (ANSS) initiative have recommended that some of the funds for FY 2003 be spent on developing communication links and data analysis procedures to deal with the increased data flow from the new instruments installed in the previous three years; therefore 50 rather than 100 sensors will be installed. USGS will also continue to improve real-time delivery of streamflow data but will reduce the number of streamgages reporting on the Internet in FY 2003 due to a proposed budget reduction.

Scientific data vital to both emergency response and to analysis of earthquake or other hazard risk will continue to be collected and maintained through current monitoring networks.

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Goal: In FY 2001, deliver to customers 8 risk assessments of areas particularly vulnerable to natural disaster to mitigate loss, increase to 329 the cumulative number real-time earthquake sensors, and increase the quarterly average number of streamgages delivering real-time data on the Internet by 500 to a total of 5,374.

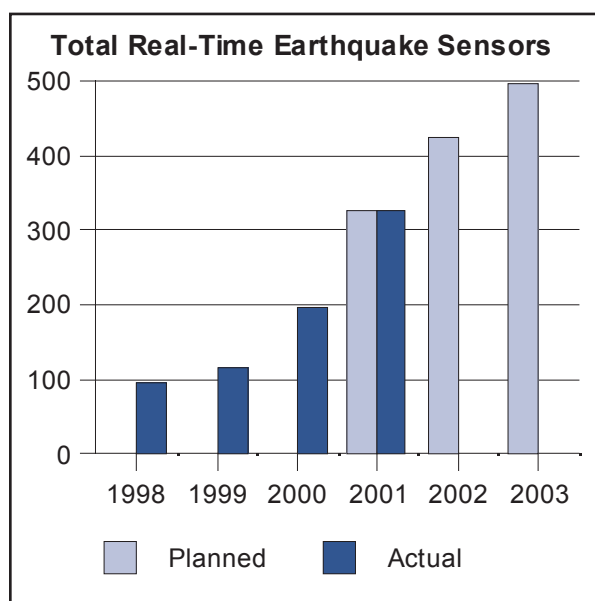**Report:** Goal not met. The USGS met its real-time earthquake sensor target, and exceeded by 18 the planned number of natural disaster risk assessments delivered to customers. However, it did not meet its target to increase the quarterly average number of streamgages delivering real-time data on the Internet by 500 to a total of 5,374.

Streamgages. USGS made a transition from the old decentralized computer systems that served real-time data to the public and to other government agencies via the Internet, to a new centralized web-based National Water Information System (NWIS). At the beginning of the fiscal year, real-time data were served on the Internet from nearly 50 individual servers located in every USGS district office. At the end of FY 2001 these data were uploaded from the District Office servers and served to the Internet from the NWIS-Web server. Each real-time streamgaging station reporting data to be cleared/approved before its data could be uploaded to NWIS-Web. This process caused some delays in getting some real-time streamgaging sites in the NWIS-Web database, and created the appearance that the GPRA targets for this metric were not met. The problems apears to have been solved, as a check made on November 7, 2001 revealed more than 6,000 real-time streamgaging sites serving data from NWIS-Web.

Risk Assessments. Note that use of the risk assessment indicator in the Departmental Overview was discontinued in FY 2002. The USGS will continue to present this indicator in its annual performance plan and report.

Total Real-Time Earthquake Sensors

Legend: Planned, Actual

Baseline	Baselines used are actual data for 1998 (earthquake sensors) and 1999 (streamgages).
Data Validation	<u>Real-Time Streamgages.</u> Performance measure must support specific decisions about future improvements to the streamgaging network, otherwise performance data will not be collected, compiled or analyzed. Customers and stakeholders are engaged in the strategic planning of performance goals. <u>Earthquake Sensors.</u> Performance measure must support specific decisions about future improvements to the streamgaging network, otherwise performance data will not be collected, compiled or analyzed. Customers and stakeholders are engaged in the strategic planning of performance goals.
Data Verification	<u>Real-Time Streamgages.</u> A robot program was developed which queries each District office website daily to determine how many sites are delivering real-time data at that moment. This query results in an aggregated number of sites for which real-time data are being delivered over the Internet at a specific moment. All daily values are collected by the program and averaged for each quarter of the fiscal year. The Headquarters Water Resources Webmaster certifies the data. <u>Earthquake Sensors.</u> The Seismic Network Manager certifies the status of installation efforts reported by the regional network operators. The coordinator of the Earthquake Hazards Program certifies the data and transmits to the Director's Office.
Data Source	<u>Real-Time Streamgages.</u> USGS developed a "robot" program that queries each District Office Web site daily to determine how many sites are currently delivering real-time data. At the end of the quarter, all daily values collected are averaged and compared to the target quarterly average. <u>Earthquake Sensors.</u> USGS seismic network operators report installation status to the Seismic Network Manager who reports to the Earthquake Program Manager.
Data Limitations	<u>Real-Time Streamgages.</u> No significant limitations identified. <u>Earthquake Sensors.</u> No significant limitations identified.
Planned Improvements	<u>Real-Time Streamgages.</u> For FY 2000 USGS implemented a revised GPRA metric on the basis of V&V efforts of the previous year. No further improvements are planned until sufficient performance data are collected to allow for identification and analysis of trends. A pilot automated system to aggregate and associate these data with other program data is being planned. <u>Earthquake Sensors.</u> USGS continues to explore alternatives to the earthquake sensor measure to better capture our ability to deliver hazards data to those who need it and automate the performance tracking process. A pilot automated system to aggregate and associate these data with other program data is being planned.

2.5 STRATEGIC GOAL 5:
MEET OUR TRUST RESPONSIBILITIES TO INDIAN TRIBES AND OUR COMMITMENTS TO ISLAND COMMUNITIES

Key Outcomes: To fulfill our goals for meeting our trust responsibilities to Indian Tribes and our commitments to island communities the Department will achieve the following results:

Long-Term Goals	DOI Performance Measures
Protect Indian Trust Assets	• Protect natural resource assets • Fiscal resources protected for Tribes and Indians
Improve the Indian Quality of Life	• Improve facilities and services • Improve Indian education
Improve Management of Island Communities	• Improve government services

Why This Goal is Important: Today, there are 558 federally recognized American Indian and Alaska Native Tribal governments in the United States. Each possesses inherent governmental authority derived from its original sovereignty, a long recognized principle of U.S. Constitutional law. The Federal Indian Trust responsibility is a legal duty on the part of the United States to protect Indian land and resources, fulfill treaty obligations, and carry out the mandates of Federal law for the benefit of American Indian and Native Alaskan Tribal members.

The Secretary's responsibilities require the Office of Insular Affairs to provide financial and technical assistance to insular governments, to coordinate with other Federal agencies in developing insular policy positions, and to enunciate the Administration's position in discussions with the Congress and the insular governments. The insular governments for which the Secretary has varying responsibilities include American Samoa, Guam, the Commonwealth of the Northern Mariana Islands, and the U.S. Virgin Islands, all of which are U.S. territories; as well as the Republic of the Marshall Islands, the Republic of Palau, and the Federated States of Micronesia, which are sovereign Nations linked with the U.S. through Compacts of Free Association.

INDIAN TRUST

How We Achieve This Goal:

Bureau of Indian Affairs
The bureau currently provides Federal services to approximately 1.4 million American Indians and Alaska Natives who are members of 559 Federally recognized Tribes in the 48 contiguous United States and in Alaska. The bureau's purpose is to promote and support Tribal decisions on their future paths through self-determination with less administration by the bureau in non-Trust areas.

Under the self-determination and self-governance policies, Tribes are increasingly assuming day-to-day management responsibilities over Trust assets. Achievement of self-determination demands a Federal commitment that invests sufficient resources over the long-term to assist Tribes to develop self-government, an economic base, and social and educational institutions while preserving the Tribal culture. In FY 2001, the bureau received $2,187,617,000 in direct appropriations which included $356,618,000 for construction. We try to ensure that Tribes have the resources to exercise self-determination in recognition of their sovereign authority.

The BIA provides services directly, or through agreements with Tribes, to improve and enhance the quality of life in Tribal communities, and to protect and preserve trust lands and trust resources. The extensive scope of BIA programs covers virtually the entire range of State and local government services including:

- elementary, secondary education for more than 48,000 students;
- post-secondary education through 25 Tribally controlled community colleges;
- social service programs for children, families, the elderly, the disabled;
- management of natural resources on nearly 56 million acres of trust lands, including forests, minerals, water, fisheries, and farmland;
- economic development programs and business loans,
- law enforcement, judicial courts, and adult and juvenile detention facilities;
- land and heir records;
- Tribal government support; and
- maintenance of roads, bridges, irrigation and power systems, and housing.

BIA programs are funded and operated in a highly decentralized manner. More than 90 percent of all appropriations now are expended at the local level, increasingly by Tribes and Tribal organizations operating under contracts or self-governance compacts. In addition, the BIA administers more than 45 million acres of Tribally-owned land held in trust, more than 10 million acres of individually owned land held in trust, and more than 300,000 acres of federally-owned land.

Office of the Special Trustee

In 1996, the Office of the Special Trustee (OST) was established to oversee trust management reforms to make the Department more effective in meeting its Indian trust responsibility. This office assists Interior bureaus and offices in implementing Indian trust reforms as required by the American Indian Trust Fund Reform Act of 1994. In 1997, a strategic plan to reform the trust fund management system was submitted to the Administration and the Congress by the Special Trustee, as required by the Reform Act.

Eliminating Indian trust management deficiencies continues to be one of the highest priorities for the Department. To evaluate Interior's progress and help us meet our expectations for improving trust management, the Department issued a revised and updated High Level Implementation Plan (HLIP) in March, 2000. The HLIP describes eleven subprojects in completing trust management improvements, and lays out the major steps that must be taken to reach the reform goals and objectives established in the plan. The Department has concluded that the HLIP milestones have become increasingly disconnected from the overall objectives of trust reform. In FY 2002, the senior management team will coordinate the development of a new management strategic plan to replace HLIP.

Interior Bureaus

In addition to the work on resolving these decades old trust fund management issues, the Department's broad trust responsibility extends to all of Interior's bureaus and offices. Each bureau has special jurisdiction and expertise that helps Tribes in managing their various trust assets. The individual bureau Annual Performance Plans and Reports each have goals or measures related to their work with Tribes. For example, the Department's Long-Term Goal to Protect Indian Trust Assets has an annual goal based on BLM's goal to provide technical assistance to Tribes for mineral operations, and BOR's goal to assist Tribes in developing and managing their water resources. These goals are included in this overview as representative of many other supporting programs provided by each of Interior's other bureaus. These include:

- OSM assistance to Tribes with surface coal mining operations;
- MMS collection and distribution of mineral revenues to Tribes;
- USGS scientific analysis assistance on biological and geological resources;
- FWS partnerships with Tribal governments to protect and enhance fish and wildlife resources;
- NPS partnerships with Tribes to protect historic and cultural resources on Tribal land.

Strategies:

To meet its responsibilities to American Indians, the Department works to:

- Strengthen the trust relationship with Indian Tribes, enhancing self-determination, encouraging self-governance, and supporting Tribal efforts to improve economic opportunities for Native Americans;
- Resolve Tribal and individual Indian trust management issues;
- Facilitate the transition of Indian programs and services from Federal to Tribal delivery systems by implementing self-determination and self-governance policies;
- Consult on a government-to-government basis with Tribal officials to ensure that the Department is an effective and responsive trustee;
- Support policies that favor the principles of negotiation and mutual cooperation within the context of the government-to-government relationship;
- Facilitate coordination of the Federal role in Indian affairs to help interdepartmental initiatives increase the quality of life in Tribal communities as much as possible;
- Foster increased Tribal and parental direction of Indian education and continue to facilitate increased overall quality of education for Indian children;
- Support private and public partnership initiatives to enhance Tribal economic growth and opportunity.
- Reduce barriers and impediments to contracting and/or compacting of BIA programs;
- Provide the support necessary to improve the economic status of Tribes through improved human capital and the promotion of self-sustaining businesses;
- Improve public safety in Indian communities through improved law enforcement services that reduce crime rates;
- Develop conservation and management plans to protect and preserve the natural resources on Tribal lands;
- Teach and preserve Indian language, history and culture.

SERVING ISLAND COMMUNITIES

How We Achieve This Goal:

The Department of the Interior has had a long relationship with the four U.S. territories and three affiliated, autonomous nations. The Secretary of the Interior has responsibilities to the islands that are mandated in law and through Executive Orders. These are carried out by the Office of Insular Affairs (OIA). Four areas of responsibility are:

- providing insular areas with financial assistance for government operations and infrastructure development;
- providing technical assistance and advice to island governments;
- coordinating with other Federal agencies in providing services and developing policies; and
- representing the Administration's policies and positions in discussions with Congress and four territorial governments.

The OIA programs are funded through discretionary and mandatory appropriations. More than eighty percent of the OIA budget is mandatory. OIA infrastructure improvement programs help ensure that island governments can construct, operate, and maintain schools, libraries, health care facilities, port facilities, roads, power, water, wastewater facilities, prisons, government buildings, parks, recreation facilities, and libraries. Technical assistance programs help island governments provide adequate public services and conduct efficient government operations, including financial management, data management, health care, education programs, public safety, economic development, environmental protection, and disaster relief.

Strategies:

To meet its commitments and responsibilities to island communities, the Department works to:

- Streamline internal procedures and create external incentives to accelerate use of grant monies;
- Provide multi-year planning project management and other technical assistance to help island communities initiate and complete infrastructure construction;
- Help island governments implement and institutionalize good operations and maintenance needs;

- Provide financial and technical assistance to support long-term financial planning by island governments to improve fiscal management;
- Promote effective communications between island governments and other Federal agencies to improve governmental relations;

- Use survey and assessment tools to assess and monitor how satisfied island governments are with island-Federal governmental relations.

Performance Measure:
Protect Natural Resource Assets

Objective: Natural resource trust assets include the lands, waters, forests, minerals, and other resources that are vital to the economic and social interests of Tribes. Through this goal, Interior meets its trust responsibility to Tribes to ensure the protection, wise use, and management of these resources, and where necessary, their restoration.

FY 2003 Annual Performance Goals: In FY 2003, a cumulative total of 22 dams will have rehabilitation construction completed, 5,100 post-lease technical assistance actions on Indian energy and mineral leases will be processed; 30 technical assistance activities will be completed to increase Tribal opportunities to develop, manage, and protect their water resources.

Performance Indicators:
1. **Cumulative number of dam rehabilitations (BIA)**
2. **Number of post-lease technical assistance actions (BLM)**
3. **Number of technical water-related assistance activities (BOR)**

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	14	15	17	17	19	22
2	---	4,100	4,500	4,692	5,000	5,100
3	---	---	30*	38	34	30

* New goal in FY 2001

Strategies: Interior provides services and technical assistance to Tribes through a number of programs. BIA's Safety of Dams program encompasses the rehabilitation construction (improvement) and maintenance of all 115 dams within the BIA inventory. BLM ensures that the required NEPA analysis related to oil and gas and mining exploration, development, and production have been completed, and conducts operational and enforcement inspections. BOR, along with other Interior bureaus, provides technical expertise and resources to the departmental Indian water rights settlement program, and conducts studies or provides Tribes sufficient technical data to advance Tribal capabilities to construct, operate, and maintain their water systems.

Bureau Programs:

BIA. There are currently about 100 bureau dams requiring rehabilitation and repair to alleviate risks to the population and surrounding environment. Of this number, there are 24 dams requiring urgent repair and maintenance. The entire inventory of 115 dams requires annual recurring maintenance to prevent deterioration. The Dam Safety program has a backlog of approximately $410 million to complete the rehabilitation and repair activities. In FY 2002, BIA will execute and monitor the Safety of Dams and Survey and Design Programs to increase the number of dams that complete their repair construction and conduct inspections to meet this goal. The program activities include inspections, technical evaluation of dam conditions, conceptual and final designs and rehabilitation construction.

Dam Rehabilitation Projects

Cumulative Number of BIA Dam Projects

■ Actual Dams Repaired
□ Planned Dams Repaired
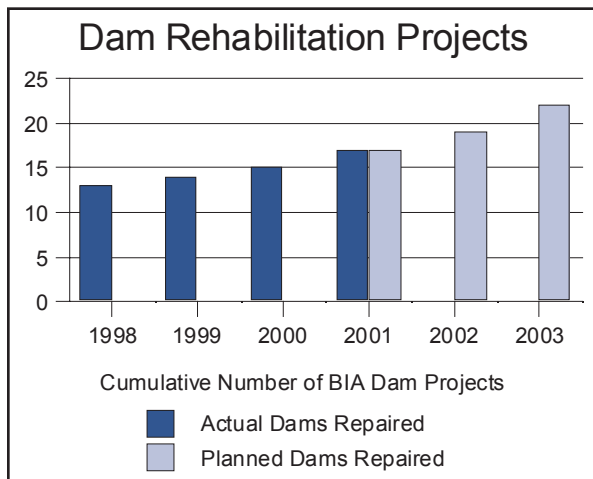
BLM. BLM supports the Nation's need for domestic sources of minerals and energy and other resources found on Indian lands. When the Tribes and BIA issue mineral leases and permits, the BLM has a trust obligation to facilitate the activities on Indian lands while protecting and enhancing environmental values and minimizing future liabilities. BLM provides technical assistance to Tribes by supervising post-lease mineral operations on 56 million acres of Indian trust lands. BLM supports six coal leases in three States and 107 other solid mineral operations in nine States.

BOR. Most Western Indian Tribes have a critical need to develop and manage their water resources, a problem

exacerbated by a lack of water resources infrastructure. Many Western Tribes with strong fishing traditions have a need to restore and manage in-stream fishery trust resources. The outcome of this goal is to assist federally-recognized Indian Tribes to develop, manage, and protect Tribal water resources, a key trust responsibility. The BOR supports projects that help Tribes assess, develop and manage their water resources, and promotes economic self-sufficiency and opportunities to help increase living standards.

FY 2001 ANNUAL PERFORMANCE REPORT

Goals: In FY 2001, 17 dams (cumulative) will have repair construction completed, 4,500 technical assistance actions on Indian energy and mineral leases will be completed, and 30 water-related technical assistance activities will be performed.

Report: Goal met. Rehabilitation projects at the Many Farms and Black Rocks Dams were completed during FY 2001. Completing this work enabled BIA to meet its dam rehabilitation target and bring the total number of rehabilitations to 17. The BLM was able to complete 4,692 requests for technical assistance for mineral operations on Indian lands. The BOR responded to 38 requests from Indian Tribes for water-related technical assistance during FY 2001. The BOR worked with Native American Indian Tribes to improve drinking water systems, install well and stock tanks to increase water availability, assess water intake for fish hatcheries, conduct ground water studies, and implement water conservation practices.

Baseline	BIA. The baseline for dam rehabilitation is 13 and was established in FY 1998. BLM. For technical assistance actions the baseline is 4,100, which represents the number taken during FY 2000. BOR. The baseline is zero and was established in FY 2000.
Data Validation	Each of these goals has been reviewed by staff and managers in the three bureaus to determine that these are goals appropriate to their mission and are the proper things to measure.
Data Verification	BIA. The Regional Safety of Dams Officer oversees the construction activity and reporting (construction completion reports and inspection reports). BLM. Data are collected and aggregated using established standards. Program evaluations are periodically conducted by program staff and national office evaluation teams. BOR. Area Office Native American Affairs Coordinators will establish a network with Tribes and report on completion of technical assistance requested and received by the Tribes. Regional Office Coordinators review requests for assistance and establish priorities for budget requests on technical assistance.
Data Sources	BIA. Area Office staff review and evaluate industry practices to establish required construction and inspection needs. Construction data comes from construction completion reports, funding documents, and inspection reports. BLM. All inspection activities are documented in the Automated Fluid Minerals Support System in accordance with the guidance on oil and gas inspection and enforcement documentation. BOR. The Native American Affairs Office tracks assistance agreements and annual reports.
Data Limitations	BIA. Data on construction is from field observations and from technical measurements from calibrated instruments, both of which are subject to human factors. BLM. Differentiating Tribal from non-Tribal workloads requires the use of specific project codes which can affect reporting accuracy. BOR. Some definitions for completed technical assistance are subject to interpretation.
Planned Improvements	All bureaus are working to upgrade their goal definitions, and will be participating in Interior-wide self assessment tests of a data verification and validation processes.

Performance Measure:
Fiscal Resources Protected for Tribes and Indians

Our Objective: Interior's objective is to effectively manage and accurately account for the fiscal trust assets of Indian Tribes and individual American Indians.

FY 2003 Annual Performance Goal: In FY 2003, facilitate growth of Trust income by processing 42,000 trust transactions for Tribal and individual Indian landowners.

Performance Indicators:
1. Cumulative number of trust transactions
2. Annual and (cumulative) numbers of High Level Implementation Plan (HLIP) milestones completed
3. Annual and (cumulative) numbers of Breach of Trust milestones completed

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	35,000	35,400	37,000	37,000	37,000	42,000
2	---	74 (159)	48* (207)	33 (192)	**	**
3	---	25 (25)	16* (41)	14 (39)	**	**

* During FY 2001, the HLIP target was divided into 2 parts: HLIP milestones; and Court-identified breaches of trust. Also, 2 HLIP milestones were added. As a result, the FY 2001 total milestones target is 64.
**The FY 2002 and FY 2003 goals will be established upon completion of a new management plan to replace HLIP.

Strategies:

Trust Transactions. Multiple program functions are performed in BIA's Real Estate Services programs to facilitate trust transactions that result in income production from trust property. The BIA ensures that Tribes and individual Indian owners of trust lands receive the maximum economic return from these lands. Other trust programs help determine property rights by supporting dispute resolution processes. The BIA is striving to increase income and transactions by decreasing the time it takes to process transactions.

High Level Implementation Plan. The Secretary of the Interior, through the OST, maintains approximately 1,400 accounts for 290 Tribal entities with assets in excess of $2.8 billion. Each year, more than $800 million passes through the Tribal trust funds system. The OST also maintains approximately $400 million in over

248,000 IIM trust fund accounts through which over $300 million passes each year. The High Level Implementation Plan (HLIP) for Trust Management Improvement lays out specific steps that need to be taken to resolve trust management issues. The Department has concluded, however, that the HLIP milestones have become increasingly disconnected from the overall objectives of trust reform. Some milestones have been achieved; some have not been achieved; some have been reported as complete, but little seems to have been accomplished; some have been changed; some need reevaluation; others should have been changed but were not; and in hindsight, trust beneficiaries would have benefitted from inclusion of some elements of trust asset management that were not included. The senior management team will coordinate development of a new management strategic plan to replace the HLIP.

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Goal: In FY 2001, the BIA will facilitate the growth of trust income by processing a cumulative total of 37,000 trust transactions, and OST complete 64 milestones of the 11 sub-projects in the High Level Implementation Plan (HLIP) and the Court identified breach of trust.

Report: Goal not met. The trust transaction goal of 37,000 was achieved. However, the HLIP milestone and breach of trust goals were not met. A total of 47 HLIP milestones were completed during Fiscal Year 2001. The missed milestones were spread over 7 sub-projects, with some actually completed early in FY 2002. However, for the reasons mentioned above, the HLIP milestones do not provide an accurate picture of the status of trust reform. The Department will identify new measures to manage trust reform and assess progress.

DATA VERIFICATION AND VALIDATION

Baseline	BIA. The baseline for trust transactions is 33,000 and was established in 1998. OST. The HLIP baseline is the actual milestones completed in 2000.
Data Validation	These goals have been reviewed by staff and headquarters managers who determined that these are goals appropriate to their mission and are the proper things to measure.
Data Verification	BIA. Each of the 12 regional offices collects and reviews the data for this goal, and it is reviewed and verified at the headquarters level. The data are certified by the Division Chief and by the program director prior to submission. Numbers reported in the Annual Caseload Report will be compared with data from other systems. OST. Progress on HLIP milestones are reported on a quarterly basis to the U.S. courts. All data are reviewed in OST and at several levels in Interior to ensure compliance with court mandates. System accuracy is verified by GAO and internal audits, and by client surveys.
Data Sources	BIA. Regional offices compile data on the number of transactions processed from information collected for the Annual Report of Caseloads, Acreages under BIA, and Surface Leasing. OST. All the program data are collected by offices in BIA and OST from original office reporting sources.
Data Limitations	BIA. The data from regional offices may in automated systems or manually compiled. In each case there may be inaccuracies in initial reporting, in manual tallies, or in data entry. OST. The HLIP milestone data are reported from individual OST, BIA, and other Interior offices involved in accomplishing the milestones. OST must rely on the reporting accuracy and progress assessments of reporting entities.
Planned Improvements	All bureaus are working to upgrade their goal definitions, and will be participating in Interior-wide self assessment tests of a data verification and validation processes related to GPRA goals.

Objective: Interior provides a broad range of services to Tribes and Indians. Our objective is to continually improve the lives of Indians by improving their capacity to provide services themselves, or to deliver services to them.

FY 2003 Annual Performance Goals: In FY 2003, 2,767 housing applicants will receive repair and replacement work on homes, 7,070 miles of existing BIA system roads will be maintained, and 75 Tribes will operate comprehensive welfare plans.

Performance Indicators:
1. Number of housing applicants receiving home repair or replacement
2. Miles of BIA roads maintained to a safe standard
3. Number of Tribes operating welfare plans

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	800	1,240	1,896	1,597	2,182	2,767
2	5,682	11,500	12,000	7,070	7,070	7,070
3	16	35	45	65	70	75

Programs and Strategies:

Housing. There is a substantial amount of substandard housing in Indian Country. The BIA's Housing Improvement Program (HIP) provides repair and renovation work to existing housing or provides housing, which may include construction of new modest housing in the form of a "grant for services." The BIA will provide repair or replacement work to 2,767 eligible housing applicants.   These services are provided to no- or low-income Indian families and individuals who have limited resources and who do not qualify for or cannot receive assistance from other Federal or State programs.

Housing Repair

Cumulative Housing Repair

■ Planned Housing Repair or Replacement
■ Actual Housing Repair or Replacement
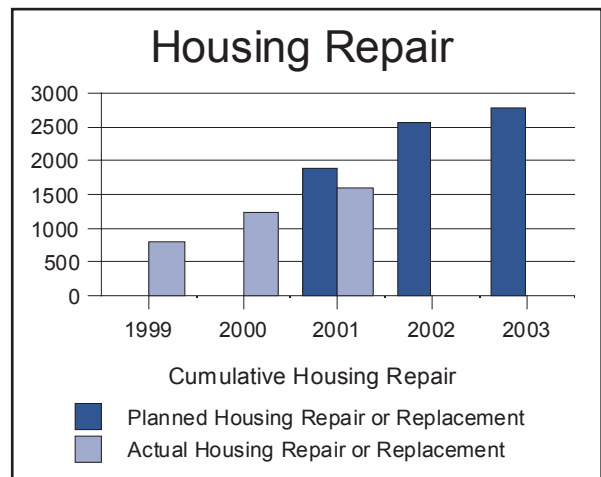
Roads. The BIA is responsible for the maintenance of 23,500 miles of BIA system roads. Of these roads, 5,900 are paved miles and 17,600 are unpaved miles. The 23,500 miles fall within the 49,000 miles of roads covered by the Indian Reservation Roads program jointly administered by the BIA and the Federal Highway Administration. Roads are maintained to a condition that provides safe and adequate transportation to and within Indian reservations, Indian lands, and Native American communities. Road Maintenance program funds will be utilized to address road deficiencies, conduct routine and preventive maintenance activities including smoothing roadway surfaces, cleaning ditches, removing snow and ice, filling potholes and repairing pavements.

Road maintenance targets for FY 2002 and 2003 have been revised downward to correct a previous reporting error. In prior years data included maintenance completed, even if the overall road condition remained unsatisfactory. New data will reflect only roads that are maintained to a safe, passable condition.

BIA Roads Maintained

Miles of Roads Maintained

Actual Miles of Roads
Planned Miles of Roads
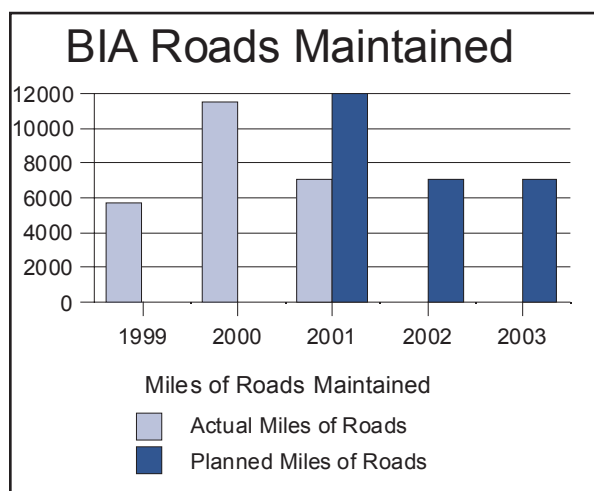
Note. Road maintenance goals for FY 2002 and 2003 were adjusted to account for earlier road maintenance data reporting errors. See text for further explanation.

Welfare. The BIA works closely with Tribes that have been given authority under Public Law 93-638 to redesign their human services programs to comply with Welfare to Work reforms. The steps to goal completion consist of identifying general assistance recipients and providing training, skills and other support services to enable them to become economically self-sufficient.

The BIA has improved regulations that provide Tribes the flexibility to successfully redesign their programs with less difficulty. The BIA works closely with the Tribes by providing them advice and direction in preparing comprehensive welfare plans.

Tribes Operating Welfare Programs

Cumulative Number of Tribal Welfare Program

Actual Welfare Programs
Planned Welfare Programs

FY 2001 ANNUAL PERFORMANCE REPORT

Goals: In FY 2001, 656 (1,896 cumulative) of the 4,775 eligible housing applicants will receive repair and replacement work on homes, 12,000 miles of BIA roads will be maintained, and 45 Tribes will operate comprehensive welfare plans.
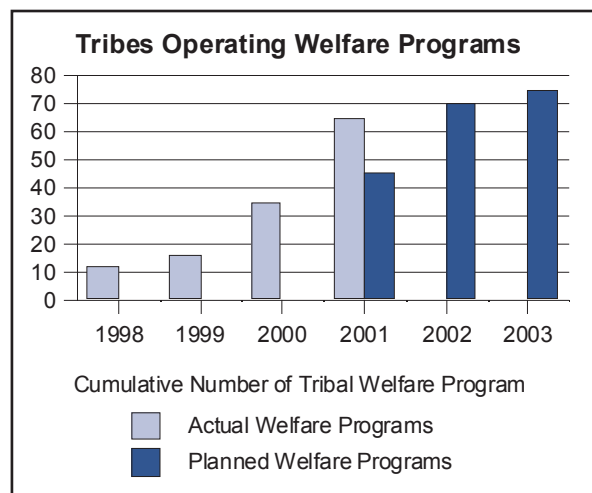
Report: Goal not met. The BIA was able to exceed only one out of the three performance targets. While there was success in part, overall the goal cannot be considered to be met. The housing goal was not achieved as a cumulative total of only 1,597 houses were repaired or replaced. Funds were again distributed under a new method that again delayed distribution until late in the fiscal year. The housing target has been revised to reflect prior years performance. The BIA expects to meet its projected performance targets for FY 2002.

The BIA did not meet its road maintenance goal of maintaining 12,000 miles of BIA roads. Only 7,070 miles were maintained. The road maintenance targets for FY 2002 and FY 2003 have been revised downward to correct a previous reporting error. The BIA is pre-

pared to achieve its FY 2002 target and is working to achieve greater consistency in collecting and reporting road maintenance data. BIA exceeded the welfare program goal by having 65 Tribes, an additional 20 above the target, operating welfare programs. Part of this

increase is due to the Welfare-to-Work reforms in Public Law 102-477, increasing Tribal interest in the welfare program. As a result of this success, the BIA has increased the performance targets for FY 2002 and FY 2003.

DATA VERIFICATION AND VALIDATION

Baseline	Housing. The baseline of 800 housing applicants was established in FY 1999. Welfare. The baseline of 12 welfare programs was established in FY 1998. Roads. The baseline is 5,682 miles was established in FY 1999.
Data Validation	These goals were reviewed by BIA management and staff from the field through headquarters levels using a set of validation criteria. It was concluded that these goals have direct bearing on improving the quality of life in Indian communities.
Data Verification	Housing. Regional Housing Officers collect and aggregate data using established data collection, entry, and reporting requirements that are consistent across BIA. Data is reviewed and certified by managers. Welfare. The Office of Tribal Services collects and maintains copies of all Tribal comprehensive welfare plans. Roads. Road Inventory updates and Work Accomplishment and Pavement Rating reports will be the source for paving.
Data Source	Housing. Regional Housing Officers report annually, and the Annual Housing Inventory is an additional source of data. Welfare. Copies of comprehensive welfare plans are maintained in The Office of Tribal Services. Roads. About 70 percent of the data comes from Tribal government contractors and from local governments operating under memorandums of agreement with BIA.
Data Limitations	The data on housing is provided by Tribal contractors and BIA field offices, and despite controls and guidelines errors in reporting are possible. Much of the road maintenance data comes from Tribal offices and local governments. The BIA has limited control as to the timing of reporting and the quality of the data.
Planned Improvements	The BIA is requiring quarterly submission of data regarding housing recipients and Tribal Work Plans to ensure proper funding and track activities. For roads, the BIA is changing existing procedures for data collection and training staff involved in reporting. Also, the BIA is changing contracts with Tribes and agreements with local governments on data reporting requirements.

Performance Measure:
Improve Quality of Education

Objective: It is Interior's objective to provide quality education opportunities from early childhood through life, in accord with the Tribal needs for cultural and economic well being.

FY 2003 Annual Performance Goals: In FY 2003, 100 percent of schools will be accredited, 54 percent of students will be proficient in math, and 54 percent of students will be proficient in language arts.

Performance Indicators:
1. Percent of schools accredited
2. Percent of students proficient in math
3. Percent of students proficient in language arts

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	98	96	100	96	100	100
2	43	50	54	50	52	54
3	41	48	52	50	52	54

Goal Description: These education goals address the intent of Executive Order #13096 for American Indian and Alaska Native Education to improve the academic performance of American Indian and Alaska Native students. Federally-mandated content and performance standards instituted within schools across the country will challenge schools by reforming the current education process. The implementation of the Educate America Act and the Improving America's Schools Act of 1994 have enhanced BIA reform efforts. BIA schools are the only "State" in the union where all schools have developed School Reform Plans. Based upon the availability of resources and FY 2001 achievement (see below), the BIA has adjusted downward its student math and language proficiency targets to reflect more realistic expectations for FY 2002 and FY 2003. However, the BIA still expects to achieve its current long-term proficiency goals.

Strategies:
Accreditation. Schools operated by BIA or Tribes have to meet standards established by Regional accreditation associations or State Departments of Education. Both Tribally- and BIA-operated schools have faced many challenges including providing adequate facilities, and attracting well qualified educators to live and work on remote Indian reservations. The three accreditation requirements most difficult to meet are providing library services and specialized instruction staff (e.g., reading specialists), and meeting counseling standards. Plans for improvement by the Office of Indian Education Programs (OIEP) include recruitment of highly qualified teachers, streamlining the hiring process, and improving delivery of services to increase employee satisfaction and retention rates.

Indian School Accreditation

Percent of Schools Accredited

Actual Accreditation · Planned Accreditation
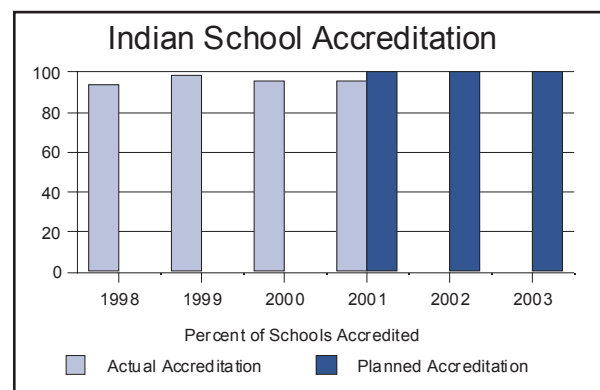
Proficiency in Math and Language. The implementation of the Educate America Act and the Improving America's Schools Act of 1994 have enhanced BIA education reform efforts. School reform plans address student achievement, behavioral goals, parental involvement goals, and staff development strategies to improve teaching and learning. The BIA is implementing data collection programs to allow better tracking of student achievement and the quality of services provided. Federally-mandated content and performance standards will challenge schools by reforming the current education process.

FY 2001 ANNUAL PERFORMANCE REPORT

Goals: In FY 2001, to improve the quality of education, 100 percent of schools will be accredited, 54 percent of students will be proficient in math, and 52 percent will be proficient in language arts.
Report: Goals not met.

The BIA was able to achieve a 96 percent school accreditation rate in FY 2001. Accreditation deficiencies were noted in several areas, and BIA will continue to focus training and technical assistance at schools that are failing to meet accreditation standards. The math and language arts proficiency goals for

FY 2001 were not met. Actual proficiency rates in both math and language arts were 50 percent. Seventy percent of the bureau/Tribal schools were located in States that did not have fully approved state-wide assessments in place. A policy was developed for the States that required them to report only the norm-referenced portions of their state-wide assessments. This variance in reporting may have affected the statistics used to report on this goal. Based upon the availability of resources and FY 2001 achievement, the bureau has adjusted the projected targets for this goal to reflect more realistic targets for achievement in FY 2002 and FY 2003. The bureau expects to have the goal back at its projected level by FY 2005.

The primary mission of the Center for School Improvement, which was relocated to Albuquerque, NM, during School Year 2000-01, is to provide technical assistance and training to promote quality education opportunities. During FY 2002, the Center and the bureau staff will facilitate the administration of improved education and training programs in an effort to achieve the necessary benchmarks to improve math and language arts proficiency.

Baseline	The baseline for school accreditation is 94 percent and was established in FY 1998. The baseline for math proficiency is 41 percent and was established in FY 1998. The baseline for language proficiency is 41 percent and was established in FY 1998.
Data Validation	These goals were reviewed by BIA management and staff from the field through headquarters levels using a set of validation criteria. It was concluded that these goals have direct bearing on improving the quality of life in Indian communities.
Data Verification	Data on accreditation and math and language proficiency are obtained directly from BIA and Tribal schools and is verified at BIA headquarters. All reports are certified by program directors before submission.
Data Source	Schools provide data through their Annual Reports and Consolidated School Reform Report Cards and Indian School Equalization Program Reports.
Data Limitations	Tribal schools under contract to BIA are not required to provide performance reports until 90 days after the close of their contracts.
Planned Improvements	The OIEP plans to fully automate the reporting process to provide for more timely submissions from the field.

Long-Term Goal:
Improve Management of Island Communities

Performance Measure:
Improve Government Services

Objective: The Office of Insular Affairs (OIA) helps island governments improve their governmental operations to deliver better and more cost effective programs and services to their people.

FY 2003 Annual Performance Goals: In FY 2003, financial management improvement plans will be completed for all 7 of the insular governments, and the ratio of OIA-funded technical assistance projects completed to projects started will increase to 1.1.

Performance Indicators:
1. Number of financial management improvement plans completed
2. Ratio of technical assistance projects completed to projects started

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	4	5	6	5	6	7
2	.39	.51	1.0	0.78	1.1	1.1

Goal Description: By 2003, OIA intends to complete financial improvement plans for all insular governments. Good management in the insular governments, as demonstrated by sound financial management practices, is essential to developmental goals and the protection of the taxpayers' money. OIA cannot require island governments to develop financial plans, but it can offer expertise and other incentives if the governments will make the effort. OIA, in conjunction with the USDA Graduate School, has assembled a team of experts with significant experience with Federal financial management, governmental and public auditing, and island financial systems and practices. To date, the program has been quite successful, specifically in terms of cooperation from insular governments. Completion of this goal may require 11 plans, as opposed to 7 plans for capital infrastructure. The reason is that services, financial management and accountability in the Federated States of Micronesia (FSM) occurs at the state level. Each of the four FSM states has variations, sometimes

significant, in the financial procedures and policies employed.

A related island management goal tracks project starts and completions. The island government's ability to spend money quickly and effectively is another measure of good governance. The ability of OIA to move money quickly and keep work in action also reflects on its management. The OIA will use the incentives at its disposal to move grants more quickly from award to project completion, or to terminate grants that are not commencing in a timely manner or that have come to a halt. A grant that is terminated is also considered complete because it frees up funds to be re-obligated and used for valid projects.

Strategies: The OIA helps the insular governments improve their governmental operations in two ways. One way is to provide direct subsidies to make up the difference between local revenues and the funding

needed to adequately provide basic governmental services. Only 1 of the 7 governments, the Commonwealth of the Northern Mariana Islands, receives no subsidy. Of the remaining 6, only the American Samoa Government receives a subsidy from discretionary appropriations. The other 5 governments receive mandatory and permanently appropriated operational subsidies based on Federal legislation and negotiated agreements.

The second way OIA helps improve governmental services is through technical assistance programs. One program that supports this goal emphasizes financial management improvements. OIA also assists by monitoring programs and projects to ensure that funds are being spent timely and work is completed. A more general technical assistance program provides grant funding or Federal expertise to help the insular governments improve health care, education, public safety, data collection and analysis, and economic development.

FY 2001 was unrealized. However, a draft financial management plan for Pohnpei was completed in October, 2001. In addition, OIA believes it is on target or ahead of schedule to achieve the goals for FY 2002 and FY 2003.

The FY 2001 goal related to technical assistance projects also was not met. The actual ratio of projects completed to projects started was 0.78 to one. The goal was created during FY 1999, which made it difficult to set a standard with no comparative history, and it is similarly difficult to analyze data and changes in the short run. We suspect there will be a large number of projects completed in FY 2002 as older projects are terminated and cleared out. Project completion is defined as the cessation of work on the project and final payment has been made. Usually, this means the full scope of the grant and subsequent contract by the insular government has been met. However, termination of a project for cause or by mutual consent is also considered completion.

Project Completions

Ratio of Project Starts to Completions

Planned Ratio   Actual Ratio

FY 2001 ANNUAL PERFORMANCE REPORT

Goals: In FY 2001, complete 1 insular government financial management improvement plan to increase the total number to 6, and increase the ratio of technical assistance projects completed to projects started to 1.0.

Report: Goals not met. The goal to complete one financial management improvement plan during

Baseline	The baseline for the financial management plan completion goal is 2, established in 1998. The project completion baseline is based on an OIA estimate of 0.39 for projects started that were actually completed during FY 1999.
Data Validation	<u>Plans.</u> The number of plans completed is a rather simple but effective measure of the insular government's good governance and their capability to properly and effectively use Federal (U.S.) assistance. The decision to use this goal and data was made by senior management of OIA in consultation with higher level Departmental officials. <u>Projects.</u> These goals were developed by senior management in OIA following consultation with officials from the DOI Office of the Assistant Secretary for Policy, Management and Budget. It is relatively easy to track. It reflects work output by the Insular governments using OIA funding, but does not require gathering data outside OIA's control.
Data Verification	<u>Plans.</u> Because of the simple nature of these data, it is not difficult to determine their reliability and accuracy. There is a small and finite number of insular governments, and only one plan is required for each. <u>Projects.</u> The data are fully within OIA's control and OIA has collection standards and other criteria for ensuring that the data are reliable and accurate.
Data Source	<u>Plans.</u> The data are obtained from the insular governments by obtaining copies of completed plans. <u>Projects.</u> While these goals are a reflection of insular output, all data are developed within OIA. OIA issues the grant and makes final payment that determines grant completion.
Data Limitations	<u>Plans.</u> The performance data capture only the number of plans completed, not the quality of plans or the degree of sustained effort to implement them. Because of the high caliber team working with the insular governments to produce the plans, OIA is comfortable with the quality factor. Implementation, however, will be a long and slow process, and the level of implementation will be quite subjective in many cases. <u>Projects.</u> We are measuring output from a rather small and finite population. Uncontrollable events can dramatically skew the results. For this reason, an analysis of what has transpired and the reasons for changes, particularly changes that do not follow anticipated trend lines is important.
Planned Improvements	<u>Plans.</u> No improvements are planned. The logical next step for OIA would be to develop a system, as quantified and objective as possible, to track implementation of the plans. <u>Projects.</u> We are not planning any improvements at this time, but will continue to evaluate the data process over the coming year.

2.6 STRATEGIC GOAL 6: MANAGE FOR EXCELLENCE AND ACCOUNTABILITY

> I have set forth policies that capture my vision of government reform. They are guided by three principles: government should be citizen-centered, results-oriented, and wherever possible, market-based.
>
> *Governor George W. Bush, June 9, 2000*

Implementing the President's Management and Performance Agenda

On August 25, 2001, the Office of Management and Budget released the President's Management Agenda, an integrated plan to reform the Federal Government. The agenda sets out specific steps to accomplish reforms through five government-wide initiatives and nine program-specific initiatives. Additionally, the agenda launches the President's "Freedom to Manage" plan to remove barriers to high performance. The five government-wide management reforms include:

- Strategic Management of Human Capital
- Competitive Sourcing
- Improving Financial Performance
- Expanding Electronic Government
- Budget and Performance Integration

> To be a responsive, dynamic, and relevant government agency that serves its citizens, we must focus our attention on citizen-centered governance.
>
> *Secretary Gale A. Norton*

The Secretary's Management Vision

Secretary Norton has outlined a vision for effective program management at Interior that is organized around the "Four C's:" Conservation through Cooperation, Consultation, and Communication. The Secretary has also developed a management reform strategy that is based on four key principles:

- **Customer Value** – Ensuring that all of our activities add value and ensure the effective use of resources.
- **Accountability** – Establishing clear performance measures and holding our managers and employees accountable for results.
- **Integration** – Identifying opportunities to avoid duplication and achieve economies to enhance customer service and efficiency.
- **Modernization** – Using technology to work smarter and provide single points of access to our services.

Interior's Integrated Management Strategy

In support of the President's Management Reform Agenda and the Secretary's vision for management excellence, the Department has developed an integrated strategy to improve performance and reduce inefficiency and duplication. Interior's management reform strategy closely follows the President's Management Reform Agenda, tailoring it to the unique mission of the Department.

As we implement change, we will seek additional opportunities to better advance our mission, identify roadblocks to their achievement, and build accountability for results. The Secretary is committed to customer service and management excellence and has encouraged senior managers to seek creative approaches to make the Department a more responsive, dynamic, and citizen-centered agency.

The Secretary has set in motion several reforms that will help to ensure integrated planning, leadership, and assessment of the Department's programs:

Effective Leadership and Management Oversight

The Department has established a Management Excellence Council, which is chaired by the Secretary and includes the Deputy Secretary, Assistant Secretaries, and bureau heads. The Council will provide leadership, direction, and accountability to implement the Administration's goals and provide overall direction and oversight of the Department's management reform activities. To support the Management Excellence Council, a set of senior-level teams have been established that are linked to the five government-wide initiatives. These cross-Departmental teams, which are

chaired by the Assistant Secretary for Policy, Management and Budget, her Deputies, or the Chief Information Officer, will ensure that all Departmental management reform efforts are collaborative and coordinated.

Charting a New Direction Through an Integrated Strategic Plan

Interior will develop an integrated Department-wide strategic plan by March 2002, replacing the current suite of nine bureau plans and a Departmental overview. In addition to allowing us to set consistent, multi-agency performance goals, the unified approach will:

- Set an agenda for Interior that reflects the Administration's and the Secretary's priorities;
- Communicate, collaborate, and coordinate with key stakeholders and constituents on future directions for the Department;
- Make Interior more "results-oriented" and accountable to citizens; and
- Provide the means to hold organizations and managers accountable for results.

Evaluating Program Effectiveness

As a companion to the strategic planning process, the Department will review its core missions to determine how essential functions can be improved and non-essential functions can be eliminated, devolved, or transferred. This review will be a key component in developing a comprehensive approach to maximizing performance and use of available resources. The mission reviews will address specific questions, including:

Is this something that we should be doing?

- What are our significant functional processes and services?
- What is the statutory basis for the mission, program or function?
- Is the activity mandatory or discretionary?
- Is the activity inherently governmental and Federal?
- Are we expending existing resources in a way that enhances services and provides the best value to the Nation?

- Does the program or activity help the Department meet one of its programmatic missions, while achieving excellence and accountability?
- How do the functions relate to Administration objectives?
- How should non-core functions be relinquished?

If so, how should we be doing it?

Bureaus and offices will examine their programs and identify opportunities to address the following issues:

- **Communication**. Are we communicating, collaborating, and cooperating with key customers – both public and private – to ensure desired outcomes?
- **Cooperation**. Does the program or activity expand opportunities for partnerships – both public and private – in ways that leverage Departmental resources toward efficient solutions?
- **Consultation**. How are consultation and stakeholder interests factored into mission goals?
- **Accountability**. Are we carefully accounting for costs by activity and outcome?
- **Change**. Does the program or activity help foster technological, management, or structural innovations that increase our effectiveness?

Assessing Organizational Effectiveness

The Department has developed an assessment tool called Interior's Performance Challenge (IPC). The IPC is a standardized instrument for evaluating organizational effectiveness, providing meaningful, actionable feedback for management improvements, while imposing a minimum time burden on the participating organization. The instrument is extremely flexible and can be tailored to individual organizational needs, and because it is standardized, it allows the organization to make comparisons with other Interior organizations, as well as with other public and private sector organizations. The IPC has been successfully piloted in several Interior offices and will be deployed more widely across the Department.

Key Outcomes: To meet our objective of managing for excellence and accountability, the Department will achieve the following results:

Long-Term Goals	DOI Performance Measures
Lead People to Succeed	• Increase workforce diversity • Implement workforce planning and management delayering • Expand training and development programs
Use Information Technology to Better Manage Resources and Serve the Public	• Implement information technology architecture strategy • Implement information technology security strategy • Implement an E-government strategy • Expand on-line procurement and electronic Government
Ensure Financial and Managerial Accountability	• Achieve unqualified (clean) audit opinions • Resolve material weaknesses and management risks • Reduce erroneous payments
Provide Safe and High Quality Places of Work	• Ensure effective facilities maintenance and capital improvements • Complete environmental audits
Ensure Efficient and Effective Business Practices	• Expand amount of purchase card transactions • Inventory Museum objects • Make greater use of performance-based service contracting • Expand A-76 competition and conduct more accurate Federal Activities Inventory Reform (FAIR) Act Inventories • Establish a streamlined and simplified grants administration process

Performance Measure:
Increase in Workforce Diversity

FY 2003 Annual Performance Goal: Diversity in Interior's workforce should increase by 4.1 percent from the 1997 levels.

Performance Indicator:
Cumulative increase in workforce diversity

FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
0.6%	1.4%	2.0%	3.1%	2.4%	3.1%	4.1%

Goal Description: We will achieve our diversity goal through continued innovative awareness, education, recruitment, quality of life and retention initiatives. The Department's diversity efforts have been implemented within the parameters of the Federal merit system. The measurement of our success is based on the general increase of diversity in the workforce, not on quotas, numeric targets, or the targeting of specific vacancies. The percentages are calculated against the portion of the total workforce, rather than the numeric increase of specific Race, National Origin and Gender (RNO/Gender) groups. For example, if a group's representation increases from 5 percent to 6 percent, this increase is reported as 1 percent of the total workforce versus a 20 percent gain within the group. Thus, an increase of 1 percent is significant progress when we consider DOI's reduced hiring goals and limited attrition.

The general strategy for achieving our long-term goal has been to involve the bureaus and offices at every juncture in implementing the Strategic Plan for Improving Diversity. The sequence of initiatives commenced with the signing of the Strategic Plan in 1997, which established the base of our goal, the identification and correction of impediments to recruitment, placement and retention and our enhanced focus on quality of life issues. The Department has also awarded a multi-year contract to a private recruiting firm to aug-

ment the efforts of our bureaus and offices to increase diversity in various applicant pools. The rate of progress is heavily dependent on workforce attrition, hiring authority, general labor market conditions, and DOI's success in attracting talent.

The Department's workforce diversity initiatives serve as a linchpin between enhanced workforce development, productivity and organizational performance. Recent demographic projections reported by the Department of Commerce's Bureau of Census indicate significant increases of minorities and women in the Nation's Civilian Labor Force (CLF) over the coming years. Hispanics in particular are the fastest growing demographic group in the country. The projected demographic make-up of the CLF and the "war for talent" create a compelling case for assuring that our diversity initiatives meet the challenges of the 21st century. We have taken these issues into consideration in our policy initiatives to compete effectively for talented human resources in the future.

In consideration of the challenges presented by projected retirements and attrition, we are very mindful of the need to enhance the diversity of our workforce. We also recognize that our diversity initiatives must be a cornerstone of our workforce planning, in order for us to be a competitive employer of choice in the future, as well as

to become more citizen-centered. Thus, we believe that it is imperative that the demographic make-up of DOI's workforce reflects the rich diversity of our Nation.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, diversity in Interior's workforce should increase by 3.1 percent from the 1997 levels.

Report: Goal not met. In FY 2001, diversity in Interior's workforce increased by 2.4 percent from the 1997 level – 44.57 percent to 46.95 percent. Two of the barriers associated with not achieving the goal

include 1) fewer opportunities to hire due to budgetary and FTE level constraints; and 2) separations offset the increase in the number of hires.

While there has been a slight increase in diversity since 1997, hiring barriers continue to exist. Hiring and retention strategies are being implemented to overcome these barriers. The Department conducts targeted recruitment and monitors applicant pools to ensure selection certificates are diverse. The FY 2002 performance indicator was adjusted to reflect the existing hiring barriers.

DATA VERIFICATION AND VALIDATION

Baseline	The RNO/Gender baseline data is based on DOI's employee on-board count as of October 1, 1997. This represents the baseline used in the current DOI Strategic Plan for Improving Diversity.
Data Validation	Validation through certification from appropriate officials at bureau and office level. Statistical analysis conducted covering all RNO/Gender groups. Deviation analysis performed using generally accepted statistical techniques.
Data Verification	All data are verified by Human Resource and EEO officials.
Data Source	Obtained through central personnel files (Federal Personnel Payroll System using EEO reports).
Data Limitations	Bureaus and offices vary on the quality of data input. Some instances of incorrect RNO/Gender data are observed.
Planned Improvements	The Department is testing a highly sophisticated Human Resource/EEO data system that could potentially reduce the error rate well below any statistically significant levels.

Performance Measure:
Workforce Planning and Management Delayering

FY 2003 Annual Performance Goal: Complete workforce plans for all Interior bureaus.

Performance Indicator:
Implementation of workforce planning and management delayering

FY 1999 - 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
N/A	Complete Departmental Policy	Developed workforce analysis and issued policy on 10/30/01	Complete Departmental 5-Year Workforce Plan*	Complete individual bureau workforce plans

* Complete workforce planning training and submit first Departmental 5-year Strategic Human Capital Management and Restructuring Plan.

Goal Description: Workforce planning at DOI is getting "the right number of people with the right competencies in the right jobs at the right time." This shorthand definition covers a comprehensive process that provides managers with a framework for making staffing and training decisions based on an organization's mission, strategic plan, budgetary resources, and a set of desired workforce competencies.

The Department must plan for future workforce needs to ensure critical skills are maintained long before individuals leave. In 2000, the Department issued "Right People, Right Place, Right Time: A Guide to Workforce Planning in the U.S. Department of the Interior" that sets the Department's guidelines for workforce planning – the linkages, key participants, and outcomes of the workforce planning process. In FY 2002 and 2003, the Office of Personnel Policy will continue to market the Department's Workforce Planning guide and its Workforce Planning Training Manual issued in September 2001, as the Department's official workforce planning guidance. The Office of Personnel Policy will also assist bureaus in completing their own workforce planning processes. The Department and bureaus will

continue to train managers and employees (human resources professionals, budgeteers, strategic planners) on workforce planning approaches and techniques. This will allow bureaus to begin their own workforce planning efforts, customized to the unique needs of their organizations. In both FY 2002 and 2003, the Department will update the workforce analysis completed in June 2001 and develop 5-Year Restructuring and Strategic Human Capital Management Plans for the entire Department. Individual bureau workforce plans should be in place by the end of FY 2003. Individual bureau workforce plans will contain a level of detail not available in the Departmental Restructuring Plan and will better support bureau budget requests and performance plans.

Organizational Delayering: Using workforce planning methodology and each bureau's workforce planning approach, we will continue to identify areas where organizational delayering will improve structure and efficiency.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, complete the Department-wide Workforce Planning Policy.

Report: Goal met. In FY 2001, the Office of Personnel Policy led the development of the Department's first Workforce Analysis, which was submitted to the Office of Management and Budget on June 30, 2001. The workforce analysis addressed numerous strategic human capital management issues facing the Department over the next 5 years. The Office of Personnel policy also completed the development of the Department-wide Workforce Planning Policy. The policy was completed in early September; however, events on September 11, 2001 delayed the actual policy issuance until October 30, 2001. The Departmental Workforce Planning Policy requires that all bureaus develop comprehensive 5-year workforce plans by the end of FY 2003 to support the President's Management Agenda, the Department's Strategic (GPRA) Plan/Goals, and future budget submissions. The plans will address all areas of strategic human capital management and will include information on critical mission skills and competencies, retirement and attrition projections, workforce shaping requirements; and budgetary projections on required recruitment, intern, retention, training and development, and relocation programs.

DATA VERIFICATION AND VALIDATION

Baseline	Quantitative baselines will be developed, as appropriate, as specific workforce goals and targets are established.
Data Validation	The goal was reviewed by officials and staff within the Office of the Secretary. Data will be collected by the Department through a review of policy and program guidance issuances and the review of bureau records. The goal is measurable, understandable, and is directly related to the goal activity.
Data Verification	Data are validated through Departmental and bureau certification and, where appropriate, Inspector General audits.
Data Source	Data are collected from policy and guidance issuances by the Office of Personnel Policy and records of bureau activities.
Data Limitations	Data limitations have not yet been identified in this early stage of performance data development. We will continue to monitor bureau workforce planning activities and develop appropriate evaluative approaches.
Planned Improvements	There are no identified limitations or inadequacies in the performance data, so no improvements are planned at this time.

Long-Term Goal:
Lead People to Succeed

Performance Measure:
Training and Development Programs

FY 2003 Annual Performance Goal: Develop policy and standards for one new Departmental training program, and continue operating eight existing Departmental training and development programs.

Performance Indicators:
1. Number of completed policies and standards for new Departmental training programs
2. Number of Departmental training and development programs operated

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	1	1	1	1	1	1
2	N/A	N/A	---	---	7	8

Goal Description:

New Training Programs: In order to meet our mission responsibilities, it is vital that we have an effective, well-trained work force: the right people with the right skills in the right places at the right time. As we work toward this end, we will concentrate on further developing and implementing effective training and development policies and frameworks that emphasize life-long learning to help keep pace with changing needs, foster career management among our employees, enhance the Department's human resources management skills, identify further opportunities to out-source functions, and investigate ways to delayer our management structure.

In FY 2003, we will add one new training and/or development policy/framework to those developed for Department-wide use over the past few years. Each new policy/framework will also bring us closer to achieving our goal of having numerous programs available to employees throughout their career, tailored to provide the competencies required for performing our missions. An inter-bureau training workgroup assists with the determination of what programs should be developed and the appropriate program requirements. It is important that we continue our efforts to develop and implement training and development programs to enhance workforce productivity and provide employees with new competencies associated with changing missions and strategic goals. Once we have the correct training programs developed and implemented, we will be well on our way to ensure that the Department has the right people with the right skills in the right place at the right time.

Ongoing Training Programs: In support of the established policy/framework, the Department of the Interior University (DOIU) will deliver, in conjunction with the bureaus, a wide variety of on-line training and classroom training at four locations: Albuquerque, NM, Anchorage, AK, Denver, CO, and Washington, DC. Annual customer needs will be assessed in each location to determine the coming year's curricula. In addition, DOIU and bureaus will continue to deliver the following Departmental programs:

- Executive Forum/Speaker Series - Authors of recently published books share ideas with DOI senior executives and the public in Washington, DC. In FY 2002 a new series will be started in Denver, CO.
- Government-wide Career, Balance and Diversity Forum Series - Produced with Federal partners, this

program targets entry and mid-level employees on topics of broad interest.

- Senior Executive Service Candidate Development Program - Prepare pipeline of future leaders from selectees at the GS-14 and GS-15 level.
- Team Leadership Program - Prepare pipeline of future leaders from selectees at the GS-11-14 level.
- New Employee Orientation - Acculturate new employees to Interior's mission and work environment.
- Supervisory Training - Provide knowledge and competencies to carry out personnel management responsibilities.
- Executive Assistant Certification Program (EACP) - Designed to produce highly competent, well-motivated, administrative support staff. Target audience GS-7 & GS-9 DOI employees. Successful graduates will receive 5.5 CEU's from George Mason University.
- Online courses. Provide low-cost, effective training through the Internet to reach employees at remote locations with few other cost effective training opportunities.
- Intern Programs – Designed to develop qualified candidates
  - Government-wide Acquisition Management Intern Program
  - DOI Financial Management Intern Program
  - Office of the Secretary Management Intern Program

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, complete one policy and standard for one new Departmental training program, and develop and deliver at least one new Departmental training program.

Report: Goal met. During FY 2001 a Departmental training program was developed for all employees involved with workforce planning (managers, human resources professionals, strategic planners, budget analysts, EEO specialists, financial analysts, etc.). In FY 2001, a workgroup comprised of bureau/office representatives identified the need for training on workforce planning and assisted with the development and editing of the workforce planning instruction manual. The manual provides detailed "how to" information on work-

force planning, identifies specific approaches and outputs to the process, and contains sample forms and checklists that can be used by employees engaged in workforce planning. The manual was published in August 2001, and distributed and posted on the Internet in September 2001.

The DOI University, in partnership with bureaus and agencies, sponsored Government-wide Forums on Career, Balance and Diversity and featured six authors of recently published books. In FY 2002, the Forums will expand to Denver, Colorado, with three events planned. The Executive Assistant Certificate Program held its first graduation in Washington, DC, and the program will be expanded to Denver, Colorado, in FY 2002. In FY 2001, online learning courses increased from 750 to 1,200.

Baseline	Baseline is zero for policy and standard development (est. FY 1998) and zero for training and development programs delivered (est. FY 2001).
Data Validation	The goal was reviewed by officials and staff throughout the Office of the Secretary. Data were collected by the Department through a review of policy and program guidance issuances. The goal is measurable, understandable, and is directly related to the goal activity.
Data Verification	Data are validated through Departmental certification and, where appropriate, Inspector General audits.
Data Source	Data are collected from policy and guidance issuances by the Office of Personnel Policy.
Data Limitations	No limitations identified.
Planned Improvements	There are no identified limitations or inadequacies in the performance data, so no improvements are planned.

Performance Measure:
Implement Information Technology Architecture Strategy

FY 2003 Annual Performance Goal: To improve information technology (IT) strategic planning by maturing the Information Architecture process at the Department and bureau levels, as measured in an applied Capabilities Maturity Model (CMM). All Interior organizations will strive to achieve a Level 2 on 100 percent and Level 3 on 33 percent of the established CMM measurements.

Performance Indicator:
Maturity level of Interior Information Architecture as measured in an applied Capability Maturity Model (CMM)*

FY 1999 - 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
N/A	Level 2 on 33% of measurements	Level 2 on 69% of measurements	Level 2 on 80% of measurements	Level 2 on 100% and level 3 on 33% of measurements

* adapted by META Group, Inc.

Goal Description: Currently, IT planning is conducted on a program or bureau-centric basis. The Interior Architecture Project focuses on meeting the requirements of the Clinger-Cohen Act of 1996 to establish an enterprise-wide analysis of business, information and technology practices. This analysis provides a basis for identifying and managing crosscutting business, information and technology requirements. Toward this end, the Interior Chief Information Officer has established a repeatable methodology to conduct the information gathering and analysis. The outcome of this analysis is a target Interior Information Architecture for crosscutting business, information and technical issues. The implementation plan is the outcome of a gap analysis comparing existing information architecture within Interior to the desired target Interior Information Architecture.

The progress (i.e., maturity) of closing the gap between the existing information architecture and the target Interior Information Architecture is measured through an applied CMM. The CMM assists organizations in maturing their people, process, and technology assets to improve long-term business performance. The Carnegie Mellon Software Engineering Institute (SEI) has developed CMMs for software, people, and software acquisition, and assisted in the development of CMMs for Systems Engineering and Integrated Product Development. The CMM is a widely accepted measurement practice in the IT industry. The SEI has developed CMMs for Software, Systems Engineering and Integrated Product Development. META Group has adapted the CMM process for information architecture. Again, this is commonly used within the information architecture arena.

This measurement, conducted by the bureaus in concert with the Information Architecture Working Group (IAWG) and Interior Information Architecture (IIA) Program Management Office, gauges the organizational maturation of the information architecture process. The outcomes of the implementation plan, developed in FY 2002, are projects focused on specific crosscutting issues identified in the desired target Interior Information Architecture. In FY 2003, projected improvements for crosscutting business functions, identified in target information architecture, will be achieved through the Interior Architecture Project imple-

mentation plan. Cost avoidance in IT will result from improved efficiency, effectiveness and responsiveness through better management of crosscutting business, information and technology requirements. Cost avoidance will be achieved through use of common contracting vehicles for crosscutting technical requirements identified in target architecture and implementation plan. IT Security is a crucial aspect of the Interior Architecture Project.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: Complete a target Departmental Enterprise Information Architecture (EIA) Plan and implementation plan to be used as a guide for the future development of Interior's information systems. All Interior organizations will strive to achieve a Level 2 on 33 percent of the established CMM measurements.

Report: Goal Exceeded. The plan for development of the Interior Information Architecture (IIA) was updated to reflect an accelerated approach utilizing META Group Consulting as advisors and facilitators. This effort will result in creation of a high-level IIA implementation plan by the end of calender year 2002. An assessment was also conducted of the progress made within Interior on architectural process maturity. The result for FY 2001 was that CMM Level 2 was attained for 69 percent of the measurements. This exceeded the goal of 33 percent by 36 percent.

Baseline	The baseline is determined by surveying the bureaus within Interior to determine their level of information architecture process maturity as measured against the Applied SEI Capability Maturity Model (CMM), as adapted by META Group.
Data Validation	All plans and recommendations will be reviewed by the affected bureaus and Departmental offices for reasonableness, accuracy and utility. Acceptance of plans and recommendations will be indicated by surnames/signatures, and agreement to proceed. The Applied SEI Capability Maturity Model (CMM), as adapted by META Group, will be utilized by the Department and bureau staffs to assess progress made toward achieving a mature information architecture process.
Data Verification	The Applied SEI CMM, which details five levels of process maturity (initial, repeatable, defined, managed and optimized), will be used to measure the level of maturity achieved by Interior through application of information architecture. The FY 2002 target is to achieve Level 2 for 80% of the ten measurement categories shown below: • Mission Linkage • Line-of-Business Participation • Architecture Development • Governance • Holistic Enterprise Architecture • Management Involvement • Architecture Process Definition • Architecture Communication • Enterprise Program Management • Technology Investment and Procurement Measurement of the maturity will be completed and reviewed by the Department and bureau staffs and approved by the bureau CIOs and the Interior CIO. Final approval of all plans and recommendations will come from Interior's CIO.
Data Source	In developing and maintaining the information architecture, information will be gathered from business strategies, information requirements, technical requirements and status, at both Department and bureau levels.
Data Limitations	Interior's Information Architecture Project is staffed and operated in cooperation with the bureaus and Departmental management offices. The information used to assess the reasonableness, accuracy and utility of information architecture plans and recommendations is dependent upon timely and accurate information from the involved parties.
Planned Improvements	As we become more experienced in this methodology, leading to full implementation of the Interior Information Architecture, we will continuously refine our measurement process.

Performance Measure:
Implement Information Technology Security Program

FY 2003 Annual Performance Goal: Implement an Agency-Wide Information Technology Security Program. Achieve a rating of Level 3 on the Federal Information Technology Security Assessment Framework for all National Critical Infrastructure Systems, all National Security Information Systems, and for all Interior Mission Critical Systems.

Performance Indicator:
Level of Maturity of Security Program and Controls over DOI Systems based on the Federal Information Technology Security Assessment Framework

Systems	FY 2001** Planned	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
National Critical Infrastructure (3)	Level 1	Level 1	Level 2	Level 3
National Security Information Systems (14)	Level 1	Level 1	Level 2	Level 3
DOI Mission Critical Systems (90*)	Level 1	Level 1	Level 2	Level 3

* Estimate based on Y2K reporting, but may be revised during programmatic implementation.
**First Year for this goal was FY 2001. Thus, data for prior years is not applicable.

Goal Description: Implement an agency-wide Information Technology security program focused on ensuring that the most important systems are protected first, and which fully meets the requirements of public laws, Executive Branch directions, Federal standards, and Interior's policies. Interior will programmatically implement agency-wide computer security requirements for all information and information systems categorized as National Critical Infrastructure or National Security Information, and a portion of Interior Mission Critical. This approach adopts Federal doctrine that application of computer security measures should be (1) risk based, (2) implemented uniformly and consistently, (3) applied commensurate with the potential for loss, and (4) quantifiable. Programmatic implementation will embody defined, repeatable processes that incorporate the means for measuring results against predetermined criteria. Guidance put forth in OMB A-130 will be used to determine quantitatively how many systems of a particular category meet the minimum requirements for ensuring adequate security. The Federal Information Technology Security Assessment Framework will be used as the metric to determine the quality of programmatic

implementation. The Framework was developed by an interagency security group and is endorsed by Federal agencies as a Federal measurement standard.

During FY 2002, we expect Interior to achieve compliance with Level 2 of the framework. Level 3 will be achieved in FY 2003 for all systems categorized as either National Critical Infrastructure or National Security Information, and the Interior's Mission Critical Systems. We plan to achieve compliance with Level 5 for the mentioned categories of systems in FY 2005. The framework provides for the following five levels of program maturity:

Level 1   Documented policies and standards in the form of an Interior Information Technology Security Plan that provides the basis for meeting computer security requirements stated in public laws, Executive Branch directions, and Federal standards.

Level 2   Documented procedures that include structured methodologies with examples of proven processes to enable implementation of the policies provided in Level 1. Examples include

proven Risk Assessment and System Security Accreditation processes.

Level 3   Implemented procedures and controls in the form of demonstrated security operating capabilities specific to the agencies policies, standards, and procedures. Examples include security life cycle planning, incident handling, system access controls, and capital planning.

Level 4   Tested and reviewed procedures and controls to include certified security plans and appropriately accredited (approved to operate) systems.

Level 5   Fully integrated procedures and controls that clearly reflect Interior management's determination of acceptable risk, security priorities, and willingness to apply resources towards the appropriate level of risk mitigation. Interior will achieve this through the use of Asset Valuation procedures that result in systems being considered for security implementation based on their relative importance to national, public, and agency interests.

Programmatic implementation of security measures for only a portion of Interior's Mission Critical systems each year reflects an Interior risk management determination that not all systems are of equal importance and that Interior will focus on the most important systems first. Keeping with the three-year review cycle specified by OMB A-130 Appendix III, programmatic implementation of the security program for one-third of the Interior Mission Critical Systems will take place during FY 2002, with the remaining systems being prioritized evenly across FY 2003 and FY 2004 thus covering all Mission Critical systems over the three year period.

According to the Government Information Security Reform Act, Interior will continue to be assessed and graded as one unit in determining and reporting the adequacy of its computer security program. Congress, Office of Management and Budget, and Interior's Office of Inspector General have reinforced this determination. Consequently, we must focus on meeting a uniform level of compliance across all of Interior. While it is important that all systems have adequate protection, achieving uniform levels of compliance is critically linked to

agency-wide management priorities, workforce capabilities, and available resources.

Our approach will be to focus on Interior's most important systems first and proceed to systems of lesser importance only as clear results are achieved and resources are made available. Interior has categorized and prioritized its systems as follows:

1. National Critical Infrastructure
2. National Security Information
3. Interior Mission Critical
   a. Indian Trust Management
   b. Financial Management
   c. Other Mission Critical and High-Risk
4. All Other Sensitive

Projected time periods to achieve maturity is dependent on the receipt of required funding.

Strategies: The Chief Information Officer (CIO) plans to continue development and implementation of the agency-wide Information Technology security program begun during FY 2000. This program embodies the following key actions:

• Implementation of an agency-wide computer security program, based on the Interior Information Technology Security Plan (ITSP) to be completed, reviewed, and approved during FY 2001. The ITSP provides the minimum uniform requirements applicable for all information and information systems categorized as National Critical Infrastructure, National Security Information, and Interior Mission Critical.

• Implement uniform asset valuation standards to directly reflect senior management's determination of the relative importance of information and information systems. This standardized asset valuation is an essential step to ensuring that security resources are applied to the most important systems first.

• Implement an institutional training program to enable successful security program implementation for Interior's managers, auditors, security managers, system administrators, and system users.

• Use the Interior Management Initiatives Team and Management Controls and Audit Follow-up Council as

forums to ensure senior management's awareness of the progress in meeting programmatic goals. This technique was proven effective during the Y2K remediation process and can readily be applied to reporting the progress of computer security implementation.

Goal: In FY 2001, complete a National Critical Information Technology Infrastructure Protection Plan. Achieve a rating of Level 1 on the Federal Information Technology Security Assessment Framework for all National Critical Infrastructure Systems, all National Security Information Systems, and for all Interior Mission Critical Systems.

Report: Goal Met. Under the GSA SAFEGUARD Program, SAIC delivered the completed Interior IT Security Plan in September 2001. The Plan was implemented September 2001. A maturity Level 1 was achieved for the Infrastructure and both systems.

Baseline	Ongoing Security Assessments were begun in FY 2001 to establish baseline data.
Data Validation	This goal was reviewed by senior officials as being necessary for DOI to meet statutory and practical requirements that accompany the use of Federal information and information systems. The data to be collected matches the information and information systems security requirements specified in public laws, Executive Branch directions, and Federal standards. Specific data to be gathered include: - Number and type of information systems categorized by criticality - Systems operating under adequate security policies - Systems with appropriately certified security plans - Systems with capital planning included across the life cycle - Systems implemented with demonstrable training programs that address all level of associated personnel - Systems with adequate and tested contingency plans - Systems with adequate security accreditation and management approval to operate
Data Verification	Data collection for this goal is achieved using written procedures for reporting types of systems and their assessed security state. In accordance with existing Interior policy, bureaus are required to provide the CIO annual reports on the number and types of systems including their security state. The information required in these annual reports will be expanded to include that noted above in Data Validation. Opportunistic sampling of reported systems will be employed along with certifying statements from reporting officials, including bureau directory, office directors, and program managers.
Data Source	All data noted in Data Validation is collected from Departmental and bureau sources. Aggregation of data is primarily the responsibility of the Chief Information Officer.
Data Limitations	All data collected is from Interior Departmental and bureau sources that the agency has quality control authority. Data type, validation, verification, and source are all factors to be controlled through administrative means within Interior.
Planned Improvements	Based on experience gained through implementation on the IT Security Program, data collection and verification procedures will be reviewed and modified as appropriate.

Performance Measure:
Implement an E-Government Strategy

FY 2003 Annual Performance Goal: Move on-line all of the appropriate paper-based transactional services identified through a baseline inventory of all DOI transactional services, both electronic and non-electronic, by the end of FY 2003.

Performance Indicator:
Percentage of transactional services provided on-line

FY 1999 - FY 2001	FY 2002 Plan	FY 2003 Proposed
N/A (New goal in FY 2002)	Electronic access is provided for 50% of appropriate Interior services	Provide on-line processing for all appropriate Interior services consistent with GPEA

Goal Description: At present, the Department of the Interior provides information to customers, stakeholders, and partners using paper-based, as well as electronic mechanisms. With increasing use of the Internet and changing expectations of our customers for faster, more responsive access to our services, we need to ensure that all appropriate transactional services are available on-line. The Government Paperwork Elimination Act (GPEA) requires agencies to make all appropriate transactional services available on-line by the end of October 2003. In support of this goal, the following actions have been taken:

- Completed an assessment of 284 OMB-approved information collections, and identified those that are eligible for conversion to electronic processing by October 21, 2003. The review identified 79 candidates for on-line conversion (including transactions subject to the Paperwork Reduction Act (PRA), as well as non-PRA transactions). Twenty-one of the activities were identified as fully electronic transaction, demonstrating progress made within Interior toward realizing electronic government goals. Efforts in FY 2002 will focus on determining how many of the remaining 58 candidates are appropriate for on-line conversion.

- Completed a baseline inventory of 150 current interactive electronic government activities.

- Submitted a GPEA Progress Report to OMB in October FY 2001. The new on-line GPEA database, developed by GSA, was used to update the information in the original inventory. This was accomplished via a real-time, on-line data input process. Agency access to the GPEA database was turned off immediately after the October 26 due date and access was just reinstated to agencies on December 5, 2001. On December 5, DOI's Internet access was shut down by Court order. Internet access is still prohibited; therefore, an analysis of our GPEA update for FY 2001 has not been possible. The CIO's office is in the process of obtaining a special "workaround" certification that will permit access to the Internet from non-Interior computers. When the certification is obtained, an analysis of our FY 2001 performance can be conducted.

In support of the President's management reform initiative to expand electronic government, DOI has embarked upon a comprehensive enterprise wide E-Government initiative to provide our internal and external customers electronic access to DOI services. A

senior level E-Government Leadership Team has been formed to implement the President's E-Government initiative. Project-specific roles and responsibilities for the team include:

- Developing and maintaining policy, guidelines, and strategy for the implementation of Public Key Infrastructure (PKI) electronic signature technology, and ensuring that the records and management program is aligned with GPEA and the National Archives and Records Administration (NARA);
- Addressing the security concerns associated with the Department's E-Government initiative to develop a coherent, risk-based Department-wide program to improve information security and ensure that broader E-Government activities occur within a secure environment;
- Integrating and developing strategies for the continuous development, improvement, and support of cross-agency web portals;
- Developing an E-Government Strategic Plan to establish a Department-wide governance/policy for multi-agency E-Government initiatives;
- Providing the guiding principles and strategies for the development and implementation of the E-Government Program Plan that addresses the use of E-Government in enhancing DOI operating efficiency, and improving all transactions with citizens and other uses; and
- Evaluating the Interior Department Electronic Acquisition System - Electronic Commerce (IDEAS-EC), a web-based electronic commerce module that allows buyers to issue solicitations, receive quotes, and issue awards over the Internet.

An IT Strategic Plan that includes the E-Government strategies the Department will deploy to better service its customers has been completed. The five primary components of the Department's E-Government Program are:

- **Customer Relationship Management (CRM).** The methodologies, technologies, and capabilities that help the Department identify customers, determine what customers want, and how to meet and continuously improve customer service. CRM helps to prioritize E-Government projects.

- **Organizational Capability (OC).** The policies, plans, people, and management processes that are required to develop, implement and sustain a high level of digital services in support of the Department's mission. OC helps to select E-Government projects and ensure successful management and delivery of the projects.
- **Interior Information Architecture (IIA).** The explicit description and documentation of the current and desired relationships among business processes and management processes and information technology. The IIA describes the "current" architecture and the "target" architecture. The IIA helps to identify E-Government opportunities and provide the infrastructure to support E-Government initiatives.
- **Information Assurance (IA).** The integrated planning framework and unified approach to developing and implementing security policies, procedures, and plans, including the analysis of threats and vulnerabilities, as well as risk mitigation and management. IA helps to create a safe environment for E-Government transactions.
- **Information Management (IM).** The development and management of an electronic records management strategy and implementation plan. IM also includes formulating FOIA and privacy act policy and guidance. IM helps to ensure overall information privacy, exceptional records management, and that current and future policy is consistent with the requirements of FOIA and Section 508.

The Administration is advancing the E-Government strategy by supporting projects that offer performance gains across agency boundaries. The Administration's "Quicksilver" E-Government Task Force has identified 25 cross-agency Internet projects that will be the key elements in the President's E-Government initiative. Interior is the managing partner for two of these cross-government projects:

- **Recreation One-Stop Service.** This project will expand on our existing Recreation.gov website (www.recreation.gov) and offer comprehensive recreation planning information, allowing users to locate Federal and State recreational areas on-line, generate on-line maps, and make reservations for popular services.

- **Geospatial Information One-Stop Service.** This initiative will provide better coordination of numerous Federal investments in geospatial information and provide new services to citizens. The project will include a new clearinghouse of data collected by Federal agencies and allow us to collaborate with State and local governments to reduce duplication and produce savings.

These E-Government initiatives will improve the services we provide to the American people and result in more effective management of our information technology investments. The projects will be initiated in 2002 and will provide improved service to the public in 2003.

FY 2001 ANNUAL PERFORMANCE REPORT

Report: No report. New goal in FY 2002.

DATA VERIFICATION AND VALIDATION

Baseline	Baseline inventory of interactive (e-gov) activities is estimated at 150.
Data Validation	Copies of the baseline inventory records and aggregated report summaries have been shared with principals at Departmental bureaus and offices and reviews have been made for accuracy.
Data Verification	A web-based tool was used to facilitate data collection in a paperless, rapid, and uniform manner.
Data Source	Information about transactional services has been collected from the Department's offices and bureaus by the Office of Planning and Performance Management and the Office of Information Resources Management using a prescribed inventory format. All data are collected from Interior bureaus and offices and have been aggregated as a single inventory document by the Office of the Secretary. No modifications have been made to the data collected; data are presented within the compilation document as they were received.
Data Limitations	Since data are collected from Interior bureaus and offices, integrity of the data are dependent upon the accuracy of data entered into respective inventory forms by submitting offices and bureaus.
Planned Improvements	Not applicable. New goal for FY 2002.

FY 2003 Annual Performance Goals: In FY 2003, 1) Expand Electronic Government to include use of the Central Contractor Registration (CCR), an existing on-line database, as the single validated source of data on vendors doing business with the Government, 2) beginning October 1, 2003, stop collecting Standard Form 129, Solicitation Mailing List Applications.

Performance Indicators:
1. Use the CCR as the single validated source of data on vendors doing business with the Government (New goal)
2. Beginning October 1, 2003, stop collecting Standard Form 129, Solicitation Mailing List Applications (New goal)

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002* Plan	FY 2003 Proposed
1	N/A	N/A	N/A	N/A	N/A	See #1 above
2	N/A	N/A	N/A	N/A	N/A	See #2 above

* The FY 2002 goal to post on the Government-wide point-of-entry website (www.FedBizOpps.gov) all notices of acquisitions valued over $25,000 for which widespread notice is required, and all associated solicitations unless covered by an exemption in the Federal Acquisition Regulation was achieved in FY 2001.

Goal Description: Expanded on-line procurement solicitation, competition, and contract award processes benefit the Government and taxpayer by increasing competition, reducing transaction processing time, and being much more economical and efficient than paper-based contracting processes.

FY 2003 budget guidance issued by the Director, Office of Management and Budget on June 19, 2001, directs that in FY 2003 agencies will:
• use the Central Contractor Registration (CCR), and existing on-line database as the single validated source of data on vendors doing business with the Government; and
• cease to collect the Standard Form 129, known as the Solicitation Mailing List Application, effective October 1, 2003.

IDEAS-EC, a web-based electronic commerce module of the Interior Department Electronic Acquisition System (IDEAS), allows contracting personnel to issue solicitations, receive quotes and issue awards over the Internet. It is also indexed to FedBizOpps.gov, designated as the single source for Federal Government procurement opportunities that exceed $25,000. After October 1, 2001, all agencies must use FedBizOpps to provide the public with access to notice of procurement actions over $25,000.

In addition, IDEAS currently interfaces with the CCR. Through IDEAS, the CCR is used by Interior acquisition and finance personnel as a source of a wide variety of vendor information, including product/service data, addresses, and payment information.

Through local and nationwide outreach efforts, the Interior contracting community has, and will continue to provide information on the CCR to vendors. Policies will be issued by October 1, 2002, to ensure that contracting personnel will (a) use the CCR as the single validated source of data on vendors doing business with Interior; (b) encourage local and small businesses with which they regularly do business to register with the CCR; and (c) no longer accept or maintain the paper-

based registration forms (SF 129, Solicitation Mailing List Application) as a source of vendor information.

Report: No Report. New goals in FY 2003.

DATA VERIFICATION AND VALIDATION

Baseline	Not applicable.
Data Validation	These are Government-wide goals set by OMB Memorandum of June 19, 2001. The goals are measurable, understandable, and directly related to the goal activity.
Data Verification	Policy will be issued implementing the above requirements.
Data Source	Data regarding CCR use should be collected by the CCR system.
Data Limitations	Additional data collection and reporting capabilities may be required to capture comprehensive data on Government use of the CCR as the single validated source of data on vendors doing business with the Government.
Planned Improvements	Coordinate with IDEAS support services and provide bureaus with implementing instructions in a timely manner so that contracting personnel can advise vendors of their options well in advance of target date.

Performance Measure:
Number of Unqualified (Clean) Audit Opinions

FY 2003 Annual Performance Goal: In FY 2003, a) obtain unqualified (clean) audit opinions for Interior's eight bureaus, the Departmental Offices, and the Department's consolidated financial statements, and b) receive no more than 6 noted exceptions from the auditors on the Report on Internal Controls (maximum of 4 exceptions), and the Report on Compliance with Laws and Regulations in the Department's Accountability Report (maximum of 2 exceptions).

Performance Indicators:
1. **Unqualified Audit Opinion on the Consolidated Financial Statement in the Department's Accountability Report**
2. **Number of unqualified audit opinions on bureau and Departmental offices financial statements.**
3. **Number of exceptions noted as a material weakness in the auditor's Report on Internal Controls in the Department's Accountability Report.**
4. **Number of exceptions noted in the auditor's Report on Compliance with Laws and Regulations in the Department's Accountability Report**

	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2	7 of 8	7 of 8	8 of 9	9 of 9	8 of 9	9 of 9	9 of 9
3	---	---	11	10	6	6	4
4	---	---	5	5	3	3	2

Goal Description: Provide timely and reliable financial and performance information allowing decision-makers to track progress and evaluate the results of Interior's programs.

Key laws, such as the Chief Financial Officers Act, the Government Management Reform Act, the Government Performance and Results Act, the Debt Collection Act, and the Federal Financial Management Improvement Act, have established new standards and high expectations for government operations. In response to these new laws and other initiatives, such as the implementation of Federal Accounting Standards Advisory Board (FASAB) pronouncements, the Department continues to reshape the way it conducts business. To comply with the new standards and to meet these high expectations, timely and reliable financial and performance information will permit stakeholders and decision-makers to track progress and evaluate the results of Interior's programs.

The benefits of financial statement audits and, in particular, obtaining unqualified opinions are twofold: (1) providing quality data to external parties, and (2) ensuring that the books and records used by management can withstand the rigors of the audit process. Unqualified opinions provide independent assurance to external users that the information being provided is

reliable. Moreover, the discipline required to produce annual financial statements and audits demand that proper management attention and direction is being paid to improving agency financial management and complying with applicable laws and regulations.

Opinions on financial statements issued by auditors also include a report on internal controls and a report on compliance with laws and regulations. Maintaining internal controls over Departmental operations and ensuring that the Department complies with applicable laws and regulations is critical to maintaining financial and management accountability in the Department. Therefore, the Department has separated the performance measure related to the Departmental audit opinion (required under the Government Management and Reform Act and included in the Department's Accountability Report) into its component elements: (1) opinion on the financial statements, (2) exceptions noted in the audit report on internal control, and (3) exceptions noted in the audit report on compliance with laws and regulations. In addition, a separate performance measure has been established for audit opinion on financial statements for bureaus and the Departmental offices.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, a) obtain unqualified (clean) audit opinions for Interior's eight bureaus, the Departmental offices, and the Department's consolidated financial statements, and b) receive no more than 15 noted exceptions from the auditors on the Report on Internal Controls (maximum of 10 exceptions), and the Report on Compliance with Laws and Regulations in the Department's Accountability Report (maximum of 5 exceptions).

Report: The goal was not met. One bureau, the U.S. Geological Survey (USGS), received a qualified auditor's opinion on its financial statements. The Department will work with USGS to address the deficiencies and correct them during FY 2002. All other bureaus, departmental offices, and the Department's consolidated financial statements received unqualified (clean) audit opinions. The performance measures related to the number of exceptions noted as a material weakness in the auditor's Report on Internal Controls, and the number of exceptions noted in the auditor's Report on Compliance with Laws and Regulations in the Department's Accountability Report exceeded the planned targets (i.e, there were fewer exceptions noted than planned).

REVISED FY 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, obtain unqualified (clean) audit opinions for Interior's eight bureaus, the Departmental offices, and the Deparmental's consolidated financial statements.

Report: Goal not met. The number of unqualified (clean) audit opinions has been revised from seven to eight. One additional unqualified (clean) opinion was received after the FY 2000 Annual Performance Report was prepared.

Baseline	The baseline is the Department's FY 1998 Accountability Report.
Data Validation	This goal demonstrates the reliability and verifiability of financial data available to management and demonstrates improvements in the quality of financial systems. This goal is objective and measurable. Independent audits are routinely used in the private sector to attest to the reliability of financial data.
Data Verification	The OIG/independent CPA firm independently attests to the reliability and reasonableness of the bureau and Departmental financial statements. The goal will be tracked through standard Government-wide reporting systems, i.e., FedBizOpps and Federal Procurement Data System (FPDS) award data.
Data Source	The primary sources of the data included are bureau and Department Financial Management and Performance Measurement Systems. Audit opinions are received from the Office of the Inspector General (OIG) or independent CPA firms.
Data Limitations	Financial statement audits are as of a particular point in time at the end of the fiscal period and, as such, are not intended to be used in daily management decision-making. The data contained in the reports and the audits of the report attest to the validity and reliability of the data provided and the systems, controls and processes used to generate such data which adds credence to supporting financial reporting for management purposes.
Planned Improvements	(1) Increase analyses of interim data, including preparation of quarterly financial statements, to assist in the analysis of financial information throughout the year. (2) Improve technical tools, including update of the Department-wide financial data consolidation software to ensure that the same data is used for bureau financial reports, consolidated Department reports, and FACTS I and FACTS II reporting to Treasury.

Long-Term Goal:
Ensure Financial and Managerial Accountability

Performance Measure:
Timely Correction of Material Weaknesses and Implementation of Audit Recommendations

FY 2003 Annual Performance Goal: Timely implementation of OIG and GAO audit recommendations and timely completion of corrective action plans for material weaknesses by their original target date.

Performance Indicators:
1. Percent of OIG and GAO audit recommendations implemented
2. Percent of corrective plans for material weaknesses completed

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1	61%	77%	75%	63%	75%	75%
2	50%	33%	80%	50%	75%	75%

Goal Description: The timely implementation of OIG and GAO audit recommendations, and completion of material weakness corrective actions, are essential to improving the efficiency and effectiveness of the Department's programs and operations, and for achieving fiscal, accountability, and integrity goals. To achieve the desired targets, Interior will employ the following strategies:

Increase Progress Monitoring: In July 2001, the Department implemented a new automated management control and audit tracking system. The new tracking system provides improved functionality and ad hoc reporting capabilities. Beginning in FY 2002, the Department plans to institute a formalized quarterly progress monitoring program with bureaus and offices to better support the oversight performed by the Management Control and Audit Follow-up Council, and the Interior's Management Initiatives Team.

Facilitate Mutual Agreements on Audit Recommendations:
The Department will initiate appropriate actions to facilitate mutual agreements on audit recommendations and corrective actions between OIG and GAO auditors and bureau and office management before final audit reports are issued. These actions, which will be imple-

mented on an ongoing basis, should substantially reduce the number of audit recommendations referred to the Department for final resolution, and promote more timely implementation of audit recommendations.

When these goals are achieved, the Department and the American people will have assurance that Department programs and operations are being carried out effectively, efficiently and in conformance with laws and regulations, and instances of waste, fraud and mismanagement will have been minimized.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, complete implementation of 75 percent of OIG and GAO audit recommendations within one year of referral, and complete 80 percent of corrective action plans for material weaknesses by their original target date.

Report: Goals not met. The Department did not achieve its goal for timely implementation of OIG and GAO audit recommendations. A composite implementation rate of 63 percent was achieved for FY 2001. The composite rate included a 71 percent implementation

rate for OIG audits, and only an 18 percent implementation rate for GAO audits. There were three primary reasons for not achieving the GPRA goal in FY 2001. First, the implementation of several OIG audit recommendations was delayed with the change in Administration. Second, several implementation actions targeted for completion in the last month of the fiscal year were postponed in the aftermath of the September 11th tragedies. Third, many of the GAO audit recommendations involve policy issues, the issuance of new or revised regulations through public rule-making processes, or seeking new or amending existing legislation. As a result, implementation of these recommendations cannot be realistically accomplished with the one-year time constraint imposed by the goal. At the FY 2001 year-end meeting of the Department's Management Control and Audit Follow-up, it was agreed that GPRA goal criteria revisions will be incorporated for FY 2002 and future performance calculations.

The Department did not achieve its goal for timely completion of corrective action plans for material weaknesses. Only three of six (50 percent) material weakness corrective action plans were completed on or before the planned target dates. All three of the material weaknesses which slipped are now targeted for correction in FY 2002. In addition to these three slipped material weakness corrective action plans carried over from FY 2001, Interior plans to complete an additional seven material weakness corrective action plans during FY 2002, resulting in a total of 10 corrective action plans targeted for completion in FY 2002.   If these 10 corrective action plans are completed as planned in FY 2002, it would represent 59 percent of the total 17 pending material weaknesses – the largest single-year reduction in material weaknesses since the inception of the Federal Managers' Financial Integrity Act in 1982.

Baseline	Pending audit recommendations and material weakness corrective actions at the end of FY 1998.
Data Verification	The status of bureau audit recommendations and material weakness corrective actions from the Department tracking system is reviewed quarterly with bureau management, OIG and Department staff to verify completion of implementation activities and if necessary, revise targeted completion dates.
Data Validation	**Audit Recommendations:** Audit recommendations referred by the OIG to the Department for tracking are logged into the tracking system with the corresponding targeted implementation date. Bureaus provide quarterly updates to the Department on implementation and closure activities for each audit recommendation. Periodic sampling of implemented audit recommendations and material weakness corrective actions will be verified and validated by the Department and the Office of the Inspector General. **Material Weaknesses:** Corrective action plan milestones and target dates are initially obtained from bureau and office corrective action plans submitted with the Director's annual assurance statement to the Secretary. This data is reviewed and entered into the Department tracking system. As specific corrective milestones are completed by the bureaus, the supporting documentation is submitted to the Department for review and concurrence, and the tracking system is updated accordingly. Periodic sampling of implemented audit recommendations and material weakness corrective actions will be verified and validated by the Department and the Office of the Inspector General.
Data Source	Departmental Management Control and Audit Follow-up Tracking System maintained by the Office of Financial Management.
Data Limitations	None.
Planned Improvements	The Department will improve its processes for implementing audit recommendations and completing corrective action plans for material weaknesses by implementing a new tracking system, increasing progress monitoring, and facilitating mutual agreements on audit recommendations.

Long-Term Goal:
Ensure Financial and Managerial Accountability

Performance Measure:
Reduce Erroneous Payments

FY 2003 Annual Performance Goal: Interior's ultimate goal is to not have erroneous payments. The annual target will be to maintain adequate controls over Federal Assistance payment processes to ensure any erroneous payments are kept below .06 percent of the program area as measured by audit disallowance, and 45 percent of the amounts disallowed are returned to the government. Further, the Department will expand its internal payment programs by establishing a post-payment audit program area to cover either employee or vendor payments.

Performance Indicators:
1. External Programs (Grants & Federal Assistance)
   a. Percent of amounts provided that were disallowed by audits
   b. Percent of disallowed amounts actually recovered
2. Internal Payment Programs (GBLs, vendor Payments, charge card, salaries etc.)
   a. Pre-Payment Audits
   b. Post-Payment Audits

	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
1.a	N/A	N/A	Not planned	.02%	.07%	.06%
1.b	N/A	N/A	Not planned	13%	35%	45%
2.a	N/A	N/A	Not planned	1 program area	1 program area	1 program area
2.b	N/A	N/A	Not planned	0 program area	0 program area	1 program area

Goal Description: OMB Circular A-11 defines "erroneous payments" as payments made under the programs listed in Exhibit 57 that should not have been made or were made for an incorrect amount[1]. The Department does not have any programs identified in Exhibit 57. However, the Department makes financial assistance payments under a variety of programs and to vendors for goods and services. Interior does not make recurring entitlement payments. Based on the Department's initial assessment, we are not aware of any major problems with erroneous payments. From time-to-time duplicate payments or payments in the wrong amount may be made. In such cases, we pursue collection of identified overpayments. In order to better assess the Department's performance in the area of erroneous payments, Interior has established a goal associated with payments made to external parties associated with Interior's Financial Assistance programs and to establish pre-audit and post-audit programs related to employee or vendor payments to better monitor these activities.

[1] Examples of erroneous payments include payments to ineligible persons or the wrong organization, payments in the wrong amount, payments for ineligible services, duplicate or other overpayments, and payments for services never received. Erroneous payments may be due to procedural or administrative errors made by the payor (e.g. providing incorrect account numbers in payment instructions) or errors or fraud by payees or claimants (e.g., under reporting of income by beneficiary). Covered payments included overpayments and underpayments made by the Federal Government, its direct contractors, and by States or to other grant recipients administering Federal program. (Source OMB Circular A-11 Section 57)

Report: No Report. New goal for FY 2002.

DATA VERIFICATION AND VALIDATION

Baseline	Payment program pre- and/or post- payments audits as of FY 2002.
Data Validation	Management review to verify results coupled with independent audit during the financial statement audit process.
Data Verification	The underlying data supporting Interior's payment systems is subject to audit as part of the Department's financial statements. The final determination of the goal and performance measure will be based on an analysis of financial assistance payments and payments for goods and services after review and approval by senior Departmental management.
Data Source	The data on payments is derived from Interior's core financial systems.
Data Limitations	Until the baseline analysis is complete, it is difficult to identify specific data limitations.
Planned Improvements	We anticipate identifying necessary improvements as part of our analysis activities.

Performance Measures:
Facilities Maintenance and Capital Improvements

FY 2003 Annual Performance Goal: Complete 30 percent of repair and construction projects funded through the Department's Five-Year Facilities Maintenance and Capital Improvement Plan by the end of the funding fiscal year. Complete 70 percent by the end of the second year after funding and 95 percent after the third year.

Performance Indicator:
Aggregated percentage of completed repair and construction projects

Year of Funding	Activity	Reported in FY 1999	Reported in FY 2000	Reported in FY 2001	Reported in FY 2002	Reported in FY 2003
FY 1999	Planned	30%	70%	95%	>95%	>95%
	Actual	76%	82%	86%	Not Reported	Not Reported
FY 2000	Planned	N/A	30%	70%	95%	>95%
	Actual	N/A	48%	71%	Not Reported	Not Reported
FY 2001	Planned	N/A	N/A	30%	70%	95%
	Actual	N/A	N/A	61%	Not Reported	Not Reported

Goal Description:

Facilities Maintenance and Capital Improvement. The Department of the Interior owns and operates over 34,000 buildings, 120,000 miles of roads, and a wide variety of other constructed assets. These facilities serve nearly 470 million visitors annually. They provide schooling for more than 48,000 native American children and a place of work for thousands of Interior employees. The value of these assets is measured in billions of dollars and many are considered priceless for their historical significance. As the steward of these assets, Interior is committed to enhancing their quality and safety through planned maintenance and capital improvement projects.

Strategies:

Strategies for the success of this effort are as follows:
• Identify Facilities Deficiencies. Through a standard-ized facilities condition assessment survey process, establish an accurate and complete inventory of Department constructed assets or their cumulative outstanding deficiencies.
• Improve Data Management Systems. Develop and deploy standardized facilities management systems. These systems are important tools for improvement of the overall condition of the constructed assets, better allocation and utilization of the limited resources dedicated to maintaining those assets, and providing accurate and timely information to the Office of Management and Budget, the Congress, and the public. These systems will also provide a method for the Department to collect and analyze comparable facility information form all bureaus.
• Evaluate Effectiveness. Through annually submitted completion reports, provide project-specific accounting on the completion of repair and construction projects funded through the Five-Year Plans.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: Complete 30 percent of repair and construction projects funded through the Department's Five-Year Facilities Maintenance and Capital Improvement Plan by the end of the funding year, complete 70 percent by the end of the second year after funding, and 95 percent after the third year of funding.

Report for FY 1999: Goal not met. As a three year goal, years one and two were met, reporting 76 percent and 82 percent rates respectively. Despite this great start, the last year failed to meet the planned measure of 95 percent by 9 percent. Review of the reporting data shows that completion of repair and construction projects had begun to level out. Analysis disclosed that this was chiefly due to a time lag created by larger projects, Congressionally added work, and out-year projects brought late into the program. Because of the complexity of larger projects and the startup time needed to plan, design and contract unplanned projects, the schedule at this point shows impact. We expect that this shift will be resolved by next year's reporting.

Report for FY 2000: Goal met. The 2000 report indicated the first year of this funding year's goal had not been met, representing a shortfall of 8 percent from the slated 30 percent benchmark. However, when reporting this year's findings it was found that not all of the last year's data had been reported and that in reconciling the total the actual tally was 48 percent vice the 21.9 percent reported. The data for the second year of reporting for this funding period followed the first year's trend and exceeded the projected goal, that of 70 percent, by having a final rate of 71 percent.

Report for FY 2001: Goal met. Reports for FY 2001 funding year data displays that there was a significant effort by the bureaus, over the last year, to accomplish planned work. This year's reported rate of 61 percent well exceeds the planned rate of 30 percent. In looking at how FY 1999 and FY 2000 have tracked, this progress is expected to taper in the next two years.

Now that three years of reporting is available, it is evident there is a lag in construction completions as compared to repair completions. As previously noted, the reason behind this is primarily due to the size of projects and when they were introduced to the program year. Progress will be monitored for another year before a decision will be made as to whether or not repair reporting should be separated from construction's. If it does happen, it will be to allow for a more accurate measure of the Department's performance.

Baseline	Standardized facilities condition assessment survey process.
Data Validation	This goal has been reviewed by key facilities management officials and staff from the Department and each of the facilities managing bureaus. From that review it was determined that the collection of data on the number of funded Five-Year Plan projects completed has a direct bearing on the goal of improving the management of the Department's constructed assets.
Data Verification	The requirement for reporting the completion of Five-Year Plan projects is established in the Department's Budget Request Formulation Guidance. This Guidance stipulates the standards for the collection and reporting so there is consistency across the bureaus. Quality reviews of the data are conducted at the bureau headquarters and Department levels. Based on published standard criteria, bureaus are also to report the status of all uncompleted projects.
Data Source	The data are collected at field and regional/state offices and aggregated at the bureau headquarters and the Department.
Data Limitations	Since the Five-Year Plan and requirement for the reporting of project completions is still a new process, there are still some logistical issues to be worked out. Also, now that three years of data is available, construction completions have been recognized to lag substantially behind repair completions.
Planned Improvements	No improvements are planned for this year. If construction completion continues to lag, changes may be made which separate repair reporting from construction reporting.

Performance Measure:
Completion of Environmental Audits

FY 2003 Annual Performance Goal: Complete initial environmental audits of 80 percent of all Interior facilities (cumulative).

(Note: Several bureaus have conducted audits in prior years. This goal represents a cumulative total of facilities audited by bureaus.)

Performance Indicator:
Percent of environmental audits completed at Interior facilities

FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
50%	90%*	70%	80%	75%	80%

*Note: 1999 data was used as the base for reporting in 1999 and 2000. The base was shifted in 2001 using 2000 data as a more established indicator.

Goal Description: Environmental auditing is the systematic, documented, periodic, and objective review of facility operations and practices related to meeting environmental requirements. Interior policy requires environmental auditing of all Departmental facilities (Departmental Manual, Part 515, Chapter 2, "Environmental Auditing"). Environmental compliance remains a high priority for the Department. Each bureau is responsible for developing and implementing its respective environmental auditing program.

The Departmental Office of Environmental Policy and Compliance (OEPC) provides the bureaus with the Federal environmental protocols developed by the U.S. Army Construction Engineering Research Laboratories called the Environmental Assessment Management (TEAM) Guide. The TEAM Guide is available to bureaus on the OEPC website for use by the bureaus and has been updated on a quarterly basis. The OEPC intends to work with bureaus accordingly to improve their overall environmental compliance.

As part of the Department's annual audit summary reporting requirement, the bureaus provide information concerning their environmental auditing programs to

OEPC. Such information includes the cumulative number of facilities audited to date, the number of facility audits scheduled for the next fiscal year, the major audit issues identified in the reporting year, and the total cost of the bureau audit program for the reporting fiscal year.

The Department expects that the base number of facilities will continue to change over the years, which affects both projections and reported outcomes. Therefore, the FY 2003 proposed target is 80 percent. However, this is subject to change based on bureau funding and management priorities and bureaus are making progress in their environmental auditing programs.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, complete initial environmental audits of 70 percent of all Interior facilities (cumulative).

Report: Goal exceeded. The 2001 target of 70 percent was exceeded using 2000 data (2,509 Interior-owned and operated facilities) as the base. Interior

bureaus reported that they had performed 522 audits for a cumulative total of 1,998 audits (80 percent) completed. The Department expects that the base number of facilities will continue to change over the years which affect both projections and reported outcomes. The Department intends to work with bureaus to continue to improve overall environmental compliance.

DATA VERIFICATION AND VALIDATION

Baseline	FY 2001 target for completion of environmental audits assumes revised baseline of 2,509 bureau-owned and operated facilities (as defined for environmental auditing purposes) established in FY 2000.
Data Validation	The OEPC issues a request for bureau environmental audit summary data that includes a list of instructions. However, bureaus differ in their capabilities to collect data. Some bureaus have centralized information systems while other bureaus do not.
Data Verification	Bureaus are required to submit an Annual Bureau Summary of Environmental Auditing Program and Activities Report to OEPC through their respective Bureau Director or Commissioner.
Data Source	Most data are collected and aggregated from field and regional offices by the respective bureau headquarters environmental office.
Data Limitations	Bureaus vary as to the control over their data quality and the timing of receipt of final data from field and regional offices.
Planned Improvements	Working with the bureaus, OEPC is in the process of developing a common definition of an audited entity in place of the term "facility" since this term has a different meaning from an environmental compliance perspective versus that of a facilities management perspective.

Performance Measure:
Amount of Purchase Card Transactions

FY 2003 Annual Performance Goal: Purchase card transactions will exceed $450 million.

Performance Indicator:
Purchase card transactions in millions of dollars

FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
$278	$312	$393	$410	$441.8	> $450	> $450

Goal Description: The goals of the purchase card program include (a) processing for faster, more efficient ordering and delivery of small dollar items to accomplish the Department's missions; (b) allowing contracting officers, specialists and purchasing agents to devote their time to more costly and complex transactions; and (c) improving the efficiency of bureau finance offices by aggregating invoices for purchase items and submitting them automatically into payment systems, with adequate management controls in place to identify payments that should be rejected or amounts that must be corrected. Under the purchase card program, non-procurement personnel may select and order items under the micro-purchase threshold of $2,500.

In addition to the program's effectiveness and efficiency in streamlining administrative processes, reducing paperwork, and saving government manpower, the Department's vendor community (much of which is comprised of small businesses), benefits from the charge card program's fast and convenient payment methods.

Growth in FY 2001 purchase card transactions exceeded the originally estimated performance goal of $410 million by $31.8 million. As a result, goals for FY 2002 and 2003 have been adjusted upward to $450 million per year. The $450 million goals planned for FY's 2002 and 2003 are level in anticipation of budget reductions, natural diminishing returns (e.g., growth in increasingly smaller increments), and efforts to possibly limit purchase card growth as a management control mechanism.

In meeting program goals, the Department and its bureaus took the following steps to promote the charge card program and proper charge card use during FY 2001: (a) initiated development of new and updated training and guidance for approving officials and program coordinators regarding their charge card program roles and responsibilities with an emphasis on management controls; (b) drafted revised Departmental charge card guidelines to further emphasize applicable management controls, convenience check use, and records retention; and (c) continued partnership with Bank of America in developing tracking and reporting mechanisms regarding charge card use, i.e., between March 23, 2001 and October 26, 2001, ten exception reports were put into production, allowing reviewing officials and others to monitor card usage in a wide variety of areas from convenience check use to frequent repairs for fleet.

In 2000, the Office of Inspector General (OIG) initiated a Department-wide audit of the charge card program. In December 2001, a report based on Phase I of the audit, which concentrated on the purchase card program, resulted in the issuance of eleven recommendations for corrective action. All but one of the recommendations were resolved at the time the OIG report was issued in final.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, the amount of purchase card trans-actions will exceed $410 million.

Report: Goal exceeded. The FY 2001 goal was exceeded by $31.8 million for a total of $441.8 million.

The SmartPay integrated charge card proved especially useful during the fire season as it gave fire crews quick access to supplies and lodging and enabled the Department to pay vendors immediately. The FY 2002 goal has been adjusted from a proposed $420 million to $450 million.

DATA VERIFICATION AND VALIDATION

Baseline	The goal was established in FY 1998 and is based on the total dollar amount of purchase card sales.
Data Validation	The goal was reviewed by the appropriate management officials. The goal is measurable, understandable, and directly related to the goal activity.
Data Verification	Data are processed by a Bank of America (BOA) subcontractor that handles 90 percent or more of all Master Card transactions in the U.S. Daily invoice files are generated for automatic interface to the Federal Financial System and the ABACIS financial system. The data are provided daily to cardholders, approving officials/supervisors, Agency/Organization Program Coordinators, procurement managers and finance officials, using the EAGLS electronic access system, for reconciliation with cardholder records. Bank and subcontractor systems are audited by bank examiners.
Data Source	Data used in this program are collected at the point-of-sale terminal of vendors selling goods and services to the Department and are aggregated by BOA and its subcontractors.
Data Limitations	BOA and the Department's National Business Center (NBC) have developed and implemented accurate and efficient interface programs between the bank's transaction processor and bureau financial systems. They continue to maintain and improve the interface as required, and to develop a range of management reports and exception reports to allow validation and verification of data.
Planned Improvements	As noted above, BOA and NBC continue to improve the invoicing process and available reports.

Performance Measure:
Museum Objects Inventoried

FY 2003 Annual Performance Goal: Accurately catalog an additional 3.1 million objects for a cumulative total of 53.9 million.

Performance Indicator:
Cumulative number of museum objects accurately catalogued (in millions)

FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
41.7	45.8	48.3	48.9	50.8	53.9

Goal Description: Cataloging museum collections is necessary for basic accountability of these nationally important heritage assets. It also informs planning of diverse program activities, preventing unnecessary future growth of the collections when existing collections provide required data.

Annual reports track bureau cataloging progress and resource commitments. Most bureaus are implementing new collections management software to increase efficiency of catalog data entry and management. The Interior Museum Program's Branch of Museum Services presents training opportunities for bureau curatorial staff members and has increased access to technical assistance.

When this goal is achieved, all of the Department's museum collections will be available to support the Department's resource management, interpretation, research, compliance, and Tribal relations activities. Increased access to the collections and their associated data will support better decision-making and will improve public services and conservation of cultural and natural resources.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal: In FY 2001, accurately inventory 2.5 million museum objects for a cumulative total of 48.3 million objects.

Report: Goal exceeded. In FY 2001, the Department exceeded its goal for cataloging museum collections by 600,000 objects. This was due to the continued outstanding performance by the Bureau of Reclamation and the National Park Service. To date, 48.9 million Interior museum objects are now cataloged, establishing item level accountability and making the objects accessible for use in supporting bureau missions, such as public interpretation, exhibits, research, and resource management. The total size of Interior's museum collections is now estimated at 71 million objects and 38,000 linear feet of documents (for a total of 132 million items, if documents are counted as individual items). This is up from 69 million objects and 30,000 linear feet of documents reported in FY 2000, indicating that new collections are being identified faster than they are being cataloged. Bureaus continue to cite severe resource constraints as the primary factor preventing greater progress in establishing accountability for this segment of the Department's heritage assets, the largest museum collections held by any Federal agency. At current resource levels, it will take more than 20 years to eliminate the cataloging backlog.

For now we are retaining the FY 2005 goal of 56 million museum objects inventoried, which was revised upward in 1999 from 49.1 million. Bureaus cite resource constraints as the primary barrier to quicker elimination of the cataloging backlog. The cataloging pace could be increased by greater investment of resources.

DATA VERIFICATION AND VALIDATION

Baseline	Baseline was established in 1998 at 36.4 million museum objects.
Data Validation	The goal is measurable, understandable, and appropriate as an indicator of the status of museum property.
Data Verification	Bureau offices responsible for collecting and aggregating data for this goal are also responsible for directing implementation of bureau action plans for meeting the Department's standards for managing museum collections. Increasing the use of collections management software enhances data quality.
Data Source	Most data are collected and aggregated in field and regional offices, and include data from non-Federal institutions (museums and universities) that house approximately half of the collections.
Data Limitations	Data on cataloged collections are precise. Data on the total size of the collection are estimated based on the best available information. The precise size of the total collection will not be known until all collections are catalogued.
Planned Improvements	Bureaus are increasing use of standardized collection management software, and are establishing more formal relationships with non-Federal institutions that house portions of their collections. These actions will improve the quality of available data.

Performance Measure:
Make Greater Use of Performance-Based Service Contracting (PBSC)

FY 2003 Annual Performance Goal: Thirty percent of total eligible service contract dollars applicable to actions over $25,000 that meet PBSC criteria will be awarded through PBSC.*

Performance Indicator:
Percentage of total eligible service contract dollars applicable to actions over $25,000 that meet PBSC criteria will be awarded through PBSC

FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
N/A	N/A	N/A	N/A	20%**	30%

* Government-wide goal as established by the Procurement Executives Council (PEC). To date, the PEC's FY 2003 goal has not been officially adopted and applied to Federal agencies by the Office of Management and Budget in its FY 2003 budget guidance.
** Government-wide goal as established by the Procurement Executives Council. It was adopted and applied to Federal agencies by the Office of Management and Budget in a March 9, 200, memorandum, "Performance Goals and Management Initiatives for the FY 2002 Budget."

Goal Description: Performance Based Service Contracts (PBSC) have been found to improve contractor performance and increase customer satisfaction. Interior has adopted the government-wide performance measurement goals established for FY 2002 through FY 2005 by the Procurement Executives Council and transmitted by the Office of Management and Budget in its March 9, 2001, guidance to agencies regarding performance goals and management initiatives for the FY 2002 budget.

To date, most Interior bureaus have been successful in awarding PBSC contracts valued at more than $100,000. Key acquisition program personnel have, and continue to receive PBSC training and develop PBSC acquisition strategies, e.g.; PBSC is especially pertinent to the Competitive Sourcing process where performance work statements are developed for service-related solicitations and contracts. However, greater attention, monitoring, and support are needed in increasing the total volume of PBSC-eligible contracts awarded with dollar values between $25,000 and $100,000 in order to meet the FY 2002 goal.

On March 5, 2001, the Director, Office of Acquisition and Property Management, issued a memorandum to heads of contracting activities identifying government-wide reform areas, including PBSC, and asking for their full commitment to greater application of performance based work statements for service contracts across-the-board. To further support PBSC use, on May 2, 2001, the Federal Acquisition Regulation (FAR) (Subpart 37.102) was amended to explicitly state that performance-based contracting is the preferred method government-wide for acquiring services, and to enumerate the order of precedence for use of PBSC over other types of contracts, as established by the Floyd D. Spence National Defense Authorization Act for FY 2001 (Public Law 106-398). This FAR rule has been implemented Department-wide. In addition, since October 1, 2000, Interior PBSC accomplishment data has been collected and is being tracked through Department-wide and government-wide contract reporting processes. Prior to FY 2001, DOI was not authorized to report its PBSC actions to the Federal Procurement Data System. Feedback has and will continue to be provided to all DOI bureaus and offices.

Report: No report. New goal in FY 2002.

DATA VERIFICATION AND VALIDATION

Baseline	The goal was established by the Procurement Executives Council (PEC) in April 2000. The Federal Procurement Data System amended its government-wide contract data collection system and reporting requirements to include the collection of PBSC as part of its overall contract data collection process.
Data Validation	The goal is measurable, understandable, and is directly related to the goal activity.
Data Verification	Effective FY 2001, the Department of the Interior's (DOI) PBSC contract award data is being collected electronically as contracts are awarded through the Interior Department Electronic Acquisition System (IDEAS), a standardized contracting system. Data is forwarded to the Federal Procurement Data System, the government-wide system established under Public Law 93-400 for collecting, developing, and disseminating procurement data. Government-wide PBSC data will be monitored by agencies, the Office of Management and Budget, and the Procurement Executives Council. Government-wide PBSC performance goals may be adjusted annually, as appropriate, based on contract data analysis.
Data Source	Data are collected automatically as contract documents are generated through the IDEAS.
Data Limitations	The IDEAS includes standardized edits for enhanced reporting and data accuracy. However, data collection and accuracy may be limited by system programming or user errors.
Planned Improvements	Contract data collection and reporting are monitored by the Office of Acquisition and Property Management. The office works closely with the Department of the Interior's National Business Center, the IDEAS contractor and the Federal Procurement Data System to identify and correct system data collection and reporting issues.

Long-Term Goal:
Ensure Efficient and Effective Business Practices

Performance Measure:
Expand A-76 Competition and Conduct More Accurate Federal Activities Inventory Reform (FAIR) Act Inventories

FY 2003 Annual Performance Goal: Complete public-private or direct conversion competitions involving an additional 10 percent of the full-time equivalents (FTE) listed on the Department-wide FAIR Act inventory, so that by the end of FY 2003, actions will be completed on at least 15 percent of the FTE listed on the agency's FAIR Act inventory (i.e., 15 percent is the total of the FY 2002 and FY 2003 goals).

Performance Indicator:
Percentage of FTE listed on Department-wide FAIR Act inventories for which competitions are held

FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003 Proposed
N/A	N/A	N/A	N/A	5%	10%

Goal Description: The Federal Activities Inventory Reform (FAIR) Act directs agencies to (a) develop annual inventories of their commercial activities, and (b) conduct reviews to determine whether commercial activities performed by government employees should be performed by private sector sources. The Office of Management and Budget Circular A-76 process is the primary tool available for the competitive sourcing of commercial activities.

In a March 9, 2001, memorandum for Heads and Acting Heads of Departments and Agencies, the Deputy Director, Office of Management and Budget, established a government reform goal related to expanding A-76 competitions and conducting more accurate FAIR Act inventories that requires agencies to complete public-private or direct conversion competitions on not less than five percent of the FTE listed on their FAIR Act (commercial) inventories.

Further, in a June 19, 2001, letter to the Secretary of the Interior, identifying agency and government-wide FY 2003 budget requirements, the Director, Office of Management and Budget, assigned a goal that for FY 2003, Interior will complete public-private or direct conversion competitions involving an additional 10 per-

cent of the FTE listed on the Department-wide FAIR Act inventory, so that by the end of FY 2003, actions will be completed on at least 15 percent of the FTE listed on the agency's FAIR Act inventory (i.e., 15 percent is the total of the FY 2002 and FY 2003 goals). The Department has committed to meeting these targets by competing and/or directly converting at least five percent of 20,272 commercial FTE in FY 2002 and 10 percent of 23,186 commercial FTE in FY 2003, as identified in its FAIR Act inventories (i.e., by September 30, 2003, Interior will compete and/or directly convert not less than 3,335 commercial FTE).

Actions the Department is taking to meet these goals include:

• **Promoting Consistency in Approach and Developing Expertise:** A Department-wide Center for Competitive Sourcing Excellence was established and staffed by mid-January 2002. Through a combination of multi-disciplinary in-house expertise and contract services, the Center will coordinate competitive planning and sourcing processes among Interior bureaus and offices to ensure Department-wide consistency in approach.

• **Identifying FTE and Applying Competitive Plans:** Throughout January 2002, Interior bureaus

and offices have submitted their FY 2002 and FY 2003 competitive plans to the Competitive Sourcing Center for review and approval prior to the initiation of competitive studies.

- **Revising FAIR Act Inventory Preparation Guidance and Processes to Increase Accuracy:** On December 6, 2001, Department-wide guidance for preparation of FY 2002 FAIR Act inventories was issued. The guidance included revised inventory submission time frames that allow for comprehensive, centralized inventory review, analysis, and, as appropriate, revision prior to the inventory's annual statutory June 30 submission date. In addition, the guidance was revised to include extensive information regarding the proper application of OMB Circular A-76 Reason Codes to various functions.

- **Communicating:** On November 26, 2001, Secretary Norton signed a memorandum to all Interior employees announcing DOI's competitive sourcing program and confirming the program's intent to use competition as a tool for improving performance. In addition, through periodic Department-wide FAIR Act and competitive sourcing conferences and workshops, one-on-one meetings with bureau and office directors to review competitive sourcing plans and commercial inventories, and in-person and telephonic guidance and support by the Competitive Sourcing Center and Office of Acquisition and Property Management staffs, Interior employees are being provided with accurate, timely, and consistent information on Interior's competitive sourcing program.

In November 2001, the Office of Management and Budget (OMB) commended Interior on its competitive sourcing approach as identified in its Plan for Citizen Centered Governance. Interior's plan was used by OMB as a template for other agencies.

FY 2001 ANNUAL PERFORMANCE REPORT

Report: No report. New goal in FY 2002.

DATA VERIFICATION AND VALIDATION

Baseline	Baseline was established by the Office of Management and Budget in FY 2001.
Data Validation	The goal is measurable, understandable, and is directly related to the goal activity.
Data Verification	Bureaus/offices responsible for collecting and aggregating data for this goal will use established written standard for data collection and reporting that are consistent Department-wide.
Data Source	Appropriate data will be collected and reported by DOI bureaus and offices to the Office of Acquisition and Property Management and the Competitive Sourcing Center based on their respective competitive plans, activities, and their FAIR Act inventories.
Data Limitations	Initially, this will be a manual process.
Planned Improvements	Reporting standards and templates have been developed and will be revised, as appropriate.

Long Term Goal:
Ensure Efficient and Effective Business Practices

Performance Measure:
Identify Streamlining and Simplification Metrics

FY 2003 Annual Performance Goal: Establish a streamlined and simplified grants administration process.

Performance Indicator:
Identify streamlining and simplification metrics

FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2001 Actual	FY 2002 Plan	FY 2003* Proposed
N/A	N/A	N/A	N/A	N/A	See above

* New goal for 2003
N/A means not applicable.

Goal Description: OMB Circular A-11 directs agencies to include in their FY 2003 Annual Performance Plan (APP) agency-level goals for streamlining and simplifying the administration of "major" grant programs. The OMB has defined major grant programs to be the five largest programs administered by the agency in terms of dollars awarded. The selection for the Department's five largest programs is based on FY 2000 actual obligations as reported in the *2001 Catalog of Federal Domestic Assistance (CFDA)*.

Interior's five major grant programs are:

CFDA Code	Title	FY 2002 Obligation	Bureau/Office
15.875	Economic, Social, and Political Development of the Territories and the Freely Associated States	$355,053,000	Office of Insular Affairs
15.605	Sport Fish Restoration	$240,938,312	U.S. Fish and Wildlife Service
15.611	Wildlife Restoration	$190,168,232	U.S. Fish and Wildlife Service
15.042	Indian School Equalization Program	$174,076,000	Bureau of Indian Affairs
15.252	Abandoned Mine Land Reclamation Program	$154,622,000	Office of Surface Mining, Reclamation and Enforcement

The requirement to develop agency-level goals for grant program administration is part of a larger OMB initiative to implement the Federal Financial Assistance Improvement Act of 1999. Among other things, the law requires grant-making agencies to develop a plan to simplify the administration of Federal grant programs. Interior's Office of Acquisition and Property Management will:

- Consult with the five major grant programs
- Identify possible streamlining and simplification metrics and goals for the grant administration process within the programs

FY 2001 ANNUAL PERFORMANCE REPORT

Report: No Report. New goal in FY 2003.

DATA VERIFICATION AND VALIDATION

Baseline	Baseline metrics measuring bureau efforts in simplifying parts of the grants process, (e.g., notification of award opportunities, reducing application burden, providing electronic options) will be identified in discussions with 5 major grant programs. Metrics used by other agencies for similar programs will also be considered for possible adaptation and implementation.
Data Validation	Metrics and goals will be developed in consultation with the 5 applicable programs. The goals will be measurable, understandable, and directly related to goal activity.
Data Verification	Policy will be issued implementing the goals.
Data Source	Emphasis will be given to using established systems, e.g., Federal Commons, to collect data.
Data Limitations	Data collection and accuracy may be limited by incorrect or untimely coding by users/user error or reporting system programming errors.
Planned Improvements	Coordination with representatives of five major grant programs to formulate grant administration simplification metrics and goals. Identify systems to be used for tracking.

Section III

Additional GPRA Information

3.1   BALANCED MANAGEMENT OF INTERIOR'S PROGRAMS

In addition to program outcomes, which are the primary focus of the GPRA documents, the Department includes customers, business and financial management, and employees in our performance management efforts to balance various factors that bear on the achievement of the Department's mission. By combining the financial, customer, internal business processes and innovation, and organizational learning perspectives, the balanced set of measures and strategies helps Interior managers understand, at least implicitly, the interrelationship of these factors. A description of how the Department incorporates program outcomes, customers, employees, and business management into its overall strategic and annual planning follows.

PROGRAM OUTCOMES

Interior uses a variety of strategies to achieve manager-ial accountability, including GPRA, issue tracking by the Interior Management Initiatives Team, program evalua-tions, IG/GAO audits, and organizational self-assess-ments.

Interior's GPRA Strategic Plans and Annual Performance Plans include performance goals for the Department's major programs and activities. Performance goals rep-resent key outcomes and outputs for our bureaus and offices. The Departmental Overview also includes per-formance goals for Interior's critical management areas. Improvements in data collection, verification and valida-tion have been a focused effort for FY 2001 and FY 2002. A data verification/validation model was developed and tested at various organizational levels. This model will provide Interior's bureaus and offices specific guidance for ensuring data reliability for future GPRA performance reporting. Progress in achieving

GPRA goals is reported quarterly. Department manage-ment offices meet individually with senior-level manage-ment from each bureau at mid-year to review progress, discuss data reporting, and address data discrepancies and performance issues.

The Department established the Interior Management Council in 1994, now called the Management Initiatives Team (MIT), to address Department-wide issues, espe-cially management challenges and program risks. Meeting monthly, members include top bureau and Departmental leaders and is co-chaired by the Secretary's Deputy Chief of Staff and Assistant Secretary for Policy, Management and Budget. This high-level management group monitors and resolves management and audit issues, tracks progress on key issues, and holds managers accountable for results.

Interior is committed to the concept of continuous improvement and is exploring a new organizational assessment program. We have recently developed an organizational self-assessment model. The model will help Interior organizations conduct evaluations of their business practices against standards provided in the Baldrige program. One model has been piloted in FY 2001 in a bureau office and again in a Department office. Department-wide deployment of these organiza-tional assessment models will begin in FY 2002 and continue into FY 2003.

CUSTOMERS

The Department is committed to providing the best pos-sible products and services to our customers, partners, and stakeholders. We have incorporated customer ser-vice measures into our strategic and annual performance plans as key measures of performance. Additionally, the Department is taking action to improve our respon-siveness and service:

- Secretary Norton has outlined a vision for effective program management at Interior that is organized around the "Four C's:" Conservation through Cooperation, Consultation, and Communication.

> "At the heart of the Four C's is the belief that for conservation to be successful, we must involve the people who live on, work on, and yes, love the land."
>
> *Secretary Gale A. Norton*
> *December 5, 2001*

- A customer service performance element addressing a commitment to improved service delivery and support of customer service goals, as identified in bureau or office strategic plans, was included in all FY 2000-2001 Senior Executive Service performance agreements. In addition, this performance element addresses the requirement to balance a variety of Federal, State and local interests through timely and enhanced consultation, cooperation and communications with government officials and others to build consensus and achieve "win-win" situations.
- Interior has established a Customer Service Policy that reaffirms the Department's commitment to serve our customers with excellence, provide responsive service, and produce results. It emphasizes our responsibility to work in partnership with customers to improve the value of information, products, and services that we provide, and their delivery mechanisms.
- In October 2000, the Department implemented a Customer Service Excellence Award program. The new award recognizes individuals, teams, and organizations within Interior that have provided outstanding service to DOI customers, stakeholders, and partners. Two levels of awards are offered.
- In January 2002, a three-year generic clearance was obtained from OMB to conduct customer surveys. This clearance serves as an umbrella under which all Interior bureaus and offices will collect customer research information related to Interior services, technical assistance and facilities.
- An increasing number of Interior bureaus, offices, and organizations are implementing a balanced

scorecard management approach. In these approaches, performance against customer requirements and satisfaction is a key measure for the organization.

Highlights of customer related activities in Interior's bureaus and offices include:
- MMS will establish a customer service baseline in FY 2002 and has set a FY 2003 goal to increase its customer satisfaction index over the FY 2002 baseline.
- OSM continues to monitor customer satisfaction in 9 of their service areas.
- BLM continues to collect and assess customer and stakeholder surveys yearly for recreation users, special recreation management areas, recreation experience and learning, commercial use authorization procedures, and visitor knowledge and satisfaction at National Conservation Areas and National Monuments.
- BOR is analyzing the results of its FY 2002 customer survey to determine the level of satisfaction and to design business process improvements to meet their goal of 85 percent customer satisfaction by 2005.
- FWS is developing a customer satisfaction baseline for FY 2003.
- NPS continues their goal of maintaining a 95 percent customer satisfaction, reduce visitor accident/incident rate, and increase visitor understanding at its facilities.
- BIA will continue over the next five years to develop customer satisfaction surveys in each of its major program areas and will survey its Office of Law Enforcement Services within the next year,
- OIA will set a customer satisfaction baseline with targeted improvements in FY 2003.
- USGS used its Customer Action Team, Customer Satisfaction Surveys, and formal customer engagement activities to increase customer satisfaction with USGS products and services. An expansion of the sample of science products and services covered in the satisfaction survey is planned in FY 2003.

EMPLOYEES
The Department of the Interior recognizes that our workforce is our most important resource and is the key to our success in the future. Employees are challenged

as never before to balance work and personal responsi-
bilities, and it is predicted that quality of work life will
be the controlling workforce issue of the 21st Century.
Interior has been focusing on improving the quality of
work life for employees for a number of years through
the Quality of Worklife Executive Council and other
efforts. Interior is in various stages of deploying child
services, nursing mothers programs, health and wellness
programs, and various work schedule options, such as
alternative work schedules and telecommuting across
the Department.

"To succeed I'm going to need your help, your input,
your ideas, your innovations – and sometimes your criti-
cisms."

Secretary Norton's February 15, 2001
All Employee Broadcast

Like many other Federal agencies, our workforce is
aging and many of our employees will be eligible for
retirement over the next five years. In order to plan for
an orderly management succession, and to ensure that
our workforce has the right mix of skills in a changing
work environment, we have initiated a workforce plan-
ning process at the bureau level. We have developed a
workforce planning guide, and will also be developing
new policy guidance, conducting a workforce training
initiative, and incorporating workforce planning consid-
erations into our budget and planning processes.

Finally, Interior is developing a Human Resources
Scorecard that uses balanced measures to ensure the
Department can deploy the skills, communications, lead-
ership and teamwork that are required for the strategic
management of its human capital. The measures will
allow the Department to assess its progress towards
specific human capital management goals set forth by
the Office of Management and Budget (OMB) and the
Office of Personnel Management (OPM). This combined
scorecard will include assessments of the Department's
Strategic Alignment, Strategic Competencies,
Leadership, Strategic Awareness, Learning (Knowledge
Management), and Accountability as they relate to OMB
and OPM requirements. The balanced measures will
include human resources information system data, cost

information, and employee perceptions. Employee per-
ceptions will be assessed based upon a government-
wide survey being developed by OPM.

BUSINESS MANAGEMENT

A final step in appraising performance results is to
understand the cost of performance. The Department is
expanding the use of Activity Based Costing (ABC) to
achieve this objective. ABC is a management tool that
attempts to ensure that every cent spent by an organi-
zation, including direct and overhead costs, is allocated
to products or services in order to identify the cost to
the organization of delivering those products or ser-
vices. An ABC system gives visibility to how effectively
resources are being used and how all activities con-
tribute to the cost of a product. Information produced
is used to compare costs, identify best practices, and
improve business processes.

"Activity based costing helps managers direct resources
to achieve the best return on value. An effective ABC
system answers the question, 'How much are we actually
spending for what we are getting...'"

Assistant Secretary P. Lynn Scarlett,
January 9, 2002

The BLM has taken a leadership role to implement activ-
ity based costing and now has activity based cost infor-
mation on its operations. The BLM's initiatives in devel-
oping its Cost Management System and Management
Information System can serve as a prototype for other
Interior bureaus attempting to achieve the same results.
While the BLM initiated its efforts a few years ago, the
development and implementation time for other bureaus
would likely be shorter. A decision has been made to
implement ABC throughout the Department over the
next two years. The Minerals Management Service,
Office of Surface Mining, and National Business Center
will implement ABC by October 1, 2002. The remaining
bureaus and offices will be required to implement ABC
by October 1, 2003.

We have been making progress in linking our perfor-
mance goals to our budget request. All of the FY 2002

and FY 2003 Annual Performance Plans prepared by Interior bureaus and offices link their GPRA program activities with their budget account structure. In many instances crosswalk tables show how proposed funding at the subactivity level is aggregated or disaggregated to support GPRA program activities. Some of our bureaus can show budgetary needs at the goal level, and others are developing this capability to performance indicator level. However, Interior is not integrating performance to budget at the goal level across the board. As we gain a better understanding of actual expenditures for each goal and develop a more stable set of goals, we will improve our ability to link performance to budget.

Additionally, the Department has been working closely with Interior's Office of the Inspector General (OIG) to coordinate GPRA review activities, to develop useful information for management, and to make overall improvements in how Interior is implementing GPRA. Working jointly with the OIG, we are developing procedures for self-verification and self-validation of GPRA performance data and systems. This relationship is proving helpful in improving GPRA implementation, GPRA goals, and performance measurement.

3.2   CROSSCUTTING ISSUES

Crosscutting Views: Interior considers a number of activities at various levels to be crosscutting efforts.

1. Inter-Agency, Shared Goal Activity: This matches the guidance in OMB Circular A-11 regarding crosscutting programs as those being undertaken with other agencies to achieve a common purpose or objective. An example of this is the South Florida Restoration project in which the Department of the Interior works together with several Federal agencies (including Army Corps of Engineers (ACE), Environmental Protection Agency (EPA), and Department of Agriculture), the State of Florida, and other Federal, State and local agencies on common goals relating to ecosystem restoration.

2. Intra-Department Cooperation in Support of Goal Achievement: Many of Interior's bureaus work closely with other Interior bureaus to achieve their

goals. The goal may or may not be a common one, but one or more bureaus must provide some assistance so that another bureau can achieve its goal. An example of this is endangered species consultations with the Fish and Wildlife Service (FWS), where both FWS and the other Interior bureaus have endangered species recovery goals.

3. Inter-Agency Cooperation and Partnerships: Many of Interior's bureaus achieve their own goals through varying mutual interest relationships with other Interior bureaus, other Federal agencies, States, Tribes, Academic Institutions, and public interest groups. Examples of these relationships involve the U.S. Geological Survey (USGS) and the Minerals Management Service (MMS). In the case of the USGS, their science products are used by their customers to achieve their independent objectives. In the case of MMS, the agency coordinates its Outer Continental Shelf oil and gas regulatory activities with the Coast Guard, the Commerce Department, the Environmental Protection Agency, the Army Corps of Engineers, the Department of Energy, and the States. By coordinating and sharing information, all parties are supported in meeting their interrelated responsibilities in the respective areas of jurisdiction or expertise.

Interior Crosscutting Programs: The Departmental Overview Annual Performance Plan combines Interior-level projects into Crosscutting Programs. These are programs considered crosscutting in that they involve the participation of multiple Interior bureaus and/or other Federal agencies to achieve the program goals.

Primary Crosscutting Issue Examples for DOI

The following examples are a selection of some of the more significant crosscutting efforts currently being undertaken by DOI and are presented under their respective Departmental goals.

Strategic Goal 1. Protect the Environment and Preserve Our Nation's Natural and Cultural Resources

Natural Resource Damage Assessment and Restoration Program (NRDAR): This crosscutting program has intra-

Departmental goals for cleaning up hazardous waste sites that are achieved by the NRDAR office working with Interior's land management bureaus: the Bureau of Land Management (BLM), the Bureau of Reclamation (BOR), the Fish and Wildlife Service (FWS), the National Park Service (NPS), and the Bureau of Indian Affairs (BIA). More specific information on NRDAR is included in Section 2.1 of this Overview.

South Florida Restoration: Restoration of the South Florida ecosystem, including the Everglades, is being undertaken by a legislatively mandated task force comprised of 12 Federal agencies, 7 Florida State agencies or commissions, 2 American Indian Tribes, 16 counties, municipal governments and other interest groups and businesses throughout South Florida. The restoration effort depends on three primary tasks: restoring natural hydrologic functions, restoring native animal and plant communities, and ensuring the compatibility of engineered solutions with natural systems in South Florida.

California Desert Protection: The land restoration and protection objectives of this program are achieved by multiple Federal and Interior land management agencies, including the BLM, NPS, Department of Defense, and U.S. Forest Service, with scientific support from USGS. The California Desert project involves planning and management of the natural and cultural resources of the California Deserts, spanning almost 25 percent of the land area of the State. Issues that are being tackled include the desert tortoise recovery effort, visitor services, public safety, habitat restoration and multiple use conflicts.

Wildland Fire Management: This program includes multiple Federal land management agencies that pool their resources to achieve common wildland fire management goals. The BLM, NPS, BIA, and U.S. Forest Service participate in this program. The exceptional amount of damage that was wrought by wildland fires during the last year attest to the importance of effective preventive measures.

Strategic Goal 2. Provide Recreation for America

Recreation.Gov (www.recreation.gov) provides a single

point of access to information about more than 1,200 Federal recreation sites managed by eight bureaus from four different Cabinet Departments. These sites include National Parks, National Forests, National Wildlife Refuges, lakes, rivers, historic sites, and more. The system also provides links to on-line reservations for more than 50,000 campsites and other facilities nationwide. The partners in Recreation.Gov include DOI's National Park Service, Bureau of Land Management, Fish and Wildlife Service, Bureau of Reclamation, and U.S. Geological Survey as well as U.S. Forest Service, U.S. Army Corps of Engineers, Federal Highway Administration, National Weather Service, and Tennessee Valley Authority. The "Recreation One-Stop" proposal was recently selected by the President's Management Council as one of the Administration's 25 government-wide E-government projects. Interior is the managing partner for this initiative.

Strategic Goal 3. Manage Natural Resources for a Healthy Environment and a Strong Economy

Strategic Petroleum Reserve (SPR): In recent years, MMS has worked closely with the Department of Energy (DOE) on a highly visible crosscutting initiative: refilling of the Strategic Petroleum Reserve (SPR). MMS completed deliveries of 28 million barrels of oil to DOE in December 2000. On November 13, 2001, the President made the decision to proceed with the utilization of Gulf of Mexico royalty oil to fill the remaining storage capacity of the SPR. The initiative will involve the delivery of approximately 120 million barrels of royalty-in-kind oil to DOE for use in filling the SPR. Delivery of the oil is expected to begin in April 2002 and be completed in December 2004.

Renewable Energy on Public Lands: DOI, along with DOE, is responding to Vice President Cheney's National Energy Policy (NEP) Development Group's recommendation that the two agencies work together to re-evaluate access limitations to Federal lands. The purpose is to increase renewable energy development such biomass, wind, geothernal, and solar. In November 2001 DOI and DOE jointly hosted a national conference to hear industry and stakeholder views on eliminating access limitations to Federal lands in order to increase renew-

able energy production. The agencies are now evaluating the recommendations that arose from the conference and will be reporting back to the President.

Pacific Northwest Forest Plan: This program also involves multiple Federal and Interior land management agencies to achieve common land, habitat, and species restoration objectives along with multiple use of resources. This involves BLM, FWS, U.S. Forest Service, and National Marine Fisheries Service, and other agencies.

Strategic Goal 4. Provide Science for Changing World

Natural Hazards Monitoring: Hazards are uncontrollable natural events that can result in death or injury, property damage, and economic losses that can reach staggering proportions. The USGS has the primary Federal responsibility for monitoring and issuing warnings for earthquakes, volcanic eruptions, landslides, and even solar storms. The bureau works closely with the National Weather Service in providing hydrologic information used to forecast floods, the National Oceanic and Atmospheric Administration (NOAA) for monitoring coastal erosion and tsunamis, and the Interagency Fire Center to support wildland fire management activities. Hazards information and a wealth of other data and imagery can be used to rapidly assess the impact of natural hazards events. To this end, Interior coordinates with the Departments of Transportation, Defense and Agriculture, National Aeronautics and Space Administration, Federal Emergency Management Administration, National Academy of Science, and the National Science Foundation, as well as the Red Cross, utility companies, States and universities to improve the Nation's ability to prepare for natural disasters and to respond more swiftly in their aftermath with aid and other indispensable services.

Strategic Goal 5. Meet Our Trust Responsibilities to Indian Tribes and Commitments to Island Communities

Trust Responsibilities: The BIA established a community development goal to improve the success of Tribal individuals reaching their education and employment objectives. To help achieve their goal, they rely on the

efforts of 12 programs within the bureau, as well as the external efforts of the Department of Health and Human Services and the Department of Labor to improve education, training and related services for Tribes. The BIA also works together with the State, local and county governments and the Departments of Agriculture, Commerce, Defense, Education, Health and Human Service, Housing and Urban Development, Justice, Labor, Treasury and Transportation toward fulfilling the goal by increasing business subsidies and the number of jobs created in Indian communities. Another internal crosscutting example is MMS working with BIA and the OST on the complex process of collecting and distributing the mineral revenues from American Indian lands. Virtually all bureaus are involved in various trust responsibilities.

Summary of Departmental Crosscutting Efforts.

The table 3.1 depicts Departmental and external organizations that are involved in crosscutting activities. The listing is organized by specific crosscutting issues and by the Departmental goal that applies to each case.

TABLE 3.1. EXAMPLES OF CROSSCUTTING RELATIONSHIPS

| | Departmental Goal | | | | | | | | | |
	Protect the Environment and Preserve Our Nation's Natural and Cultural Resources		Provide Recreation for America		Manage Natural Resources for a Healthy Environment and a Strong Economy		Provide Science for a Changing World		Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities	
	DOI	**Others**	**DOI**	**Others**	**DOI**	**Others**	**DOI**	**Others**	**DOI**	**Others**
Accidents (OCS)					MMS	CG				
Air Quality	NPS	EPA	NPS	EPA	BLM	EPA	USGS		BIA	EPA
Abandoned Mine Lands	OSM BLM NPS	FS			USGS	FS	USGS			
Ag. Research							BOR USGS	NRCS		
Biology/ Research							USGS with ALL	FS		
Birds	BLM FWS						USGS with FWS			
Cadastral Surveys					BLM with FWS, BOR	FS ACE Tribes States			BIA BLM	Tribes
California Desert	BLM FWS NPS	DOD					USGS			
Clean Coal							USGS	DOE		
Clean Water	BLM	NOAA FS			BLM	EPA	USGS			

TABLE 3.1. EXAMPLES OF CROSSCUTTING RELATIONSHIPS (CONTINUED)

	Departmental Goal									
	Protect the Environment and Preserve Our Nation's Natural and Cultural Resources		Provide Recreation for America		Manage Natural Resources for a Healthy Environment and a Strong Economy		Provide Science for a Changing World		Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities	
	DOI	Others	DOI	Others	DOI	Others	DOI	Others	DOI	Others
Coalbed Methane	BLM						USGS	DOE		
Coastal Erosion							USGS	NOAA DOD		
Community Development							USGS		BIA	Tribes USDA DOJ, DOD, DOL, HHS, HUD, Treas., FHA, ACE
Conservation Genetics							USGS	NRS		
Contaminants	FWS	USDA EPA					USGS	DOE EPA		
Coral Reefs	OIA	DOA DOC DOD DOS DOT NASA NSF USAID States Insular					USGS	NOAA DOD		
Courts							USGS		BIA	States
Cultural & Archeological Resource Protection	NPS BLM	Partners								

TABLE 3.1. EXAMPLES OF CROSSCUTTING RELATIONSHIPS (CONTINUED)

	Departmental Goal									
	Protect the Environment and Preserve Our Nation's Natural and Cultural Resources		Provide Recreation for America		Manage Natural Resources for a Healthy Environment and a Strong Economy		Provide Science for a Changing World		Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities	
	DOI	Others	DOI	Others	DOI	Others	DOI	Others	DOI	Others
Dam Safety					BOR	ACE				
Drought Response/ Mitigation					BOR	FEMA	USGS			
Education							USGS	Tribes	BIA	Tribes GSA
Endangered Species Act	FWS with ALL	USDA DOD DOT FS ACE NOAA	FWS NPS		BLM with FWS	NMFS	USGS	NOAA DOD ACE DOE EPA States		
Environmental Hazards							USGS	Tribes		
Energy and Mineral Resources					BLM MMS	States Tribes	USGS	USDA DOL		
Employment									BIA	DOL
Facilities/ Infrastructure	BLM	States	FWS BOR						BIA	Insular
Fire (Wildlife) Management	BLM BIA FWS NPS	FS					USGS		BIA	FS
Fisheries Research							USGS	Tribes States		
Fish Habitats	BOR	States			MMS	NOAA	USGS		BOR	Tribes

TABLE 3.1. EXAMPLES OF CROSSCUTTING RELATIONSHIPS (CONTINUED)

	Departmental Goal									
	Protect the Environment and Preserve Our Nation's Natural and Cultural Resources		Provide Recreation for America		Manage Natural Resources for a Healthy Environment and a Strong Economy		Provide Science for a Changing World		Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities	
	DOI	Others	DOI	Others	DOI	Others	DOI	Others	DOI	Others
Florida Ecosystem Restoration	NPS FWS BOR	ACE DOD FAA NWFS FS States Interest Groups Business					USGS			
Forestry					BLM FSW NPS	FS NMFS	USGS			
Funds Disbursement									MMS OST BIA	
Gas Hydrates							USGS MMS	DOE		
Geology							USGS with ALL			
Geochemistry							USGS	EPA		
GIS							USGS	DOJ		
Habitats	NPS FWS	FS ACE DOE					USGS	USDA ACE		
Hazardous material/ monitoring	BLM	EPA					USGS			
Housing									BIA	Tribes

TABLE 3.1. EXAMPLES OF CROSSCUTTING RELATIONSHIPS (CONTINUED)

	Departmental Goal									
	Protect the Environment and Preserve Our Nation's Natural and Cultural Resources		Provide Recreation for America		Manage Natural Resources for a Healthy Environment and a Strong Economy		Provide Science for a Changing World		Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities	
	DOI	Others	DOI	Others	DOI	Others	DOI	Others	DOI	Others
Human Services									BIA	States
Hydrology							USGS with ALL DOI bureaus	USDA DOT EPA FEMA USAID DOC States		
Indian Education									BIA	DOEd
Inspections					MMS	DOT				
Invasive Species	BLM *** FWS *** OIA *** NPS	FS Univer. *** ACE Customs CG DOS EPA NOAA NMFS USPS *** Insular *** States					USGS	Tribes		
Irrigation					BOR	NRCS	USGS			
Job Training									BIA	DOL
Lands							USGS		BIA	DOD ACE
Land Exchange					BLM	DOD				
Land Management			NPS BLM FWS							
Law Enforcement									BIA	Tribes DOJ

TABLE 3.1. **EXAMPLES OF CROSSCUTTING RELATIONSHIPS (CONTINUED)**

	Departmental Goal									
	Protect the Environment and Preserve Our Nation's Natural and Cultural Resources		Provide Recreation for America		Manage Natural Resources for a Healthy Environment and a Strong Economy		Provide Science for a Changing World		Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities	
	DOI	Others	DOI	Others	DOI	Others	DOI	Others	DOI	Others
Maps/Mapping							USGS with ALL DOI Bureaus	FS ACE States		
Marine Habitats	NPS	NOAA					USGS			
Marine Mammals					MMS	NOAA	MMS USGS	NOAA		
Migratory Species	FWS	FS					USGS			
Military Land use	BLM	DOD					USGS			
Mineral Leasing					BLM	FS EPA			BIA	DOJ Tribes
Mine Safety	OSM	DOL								
Mined Land Drainage							USGS	EPA		
Mitigation	FWS	ACE								
Mountaintop Mining	OSM	ACE								
Museum Alliances									BIA	Partners

TABLE 3.1. EXAMPLES OF CROSSCUTTING RELATIONSHIPS (CONTINUED)

	Departmental Goal									
	Protect the Environment and Preserve Our Nation's Natural and Cultural Resources		Provide Recreation for America		Manage Natural Resources for a Healthy Environment and a Strong Economy		Provide Science for a Changing World		Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities	
	DOI	Others	DOI	Others	DOI	Others	DOI	Others	DOI	Others
Natural Hazards							USGS	DOT DOD FEMA FS NASA ACE NAS NSF Red Cross Utilities Univer. States		
Natural Resources Mgmt.	BIA BLM *** NPS	EPA *** FS EPA					USGS		NPS BIA BLM FWS	FS
Oil and Gas					MMS USGS BLM	NOAA DOE EPA	USGS			
Oil Spills					MMS	CG				
Operations					BOR	ACE				
Park Resources			NPS	FS						
Partnerships	FWS	NWFC	FWCS	NAS Bass Ducks			USGS	AFB, Env. Grps.	BIA FWS	Univ. AFWS
Permitting (OCS)					MMS	ACE				
Pipelines					MMS	DOT				
Preservation Issues	NPS	DOD					USGS			
Range Management	BLM	FS					USGS			

TABLE 3.1. **EXAMPLES OF CROSSCUTTING RELATIONSHIPS (CONTINUED)**

	Departmental Goal									
	Protect the Environment and Preserve Our Nation's Natural and Cultural Resources		Provide Recreation for America		Manage Natural Resources for a Healthy Environment and a Strong Economy		Provide Science for a Changing World		Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities	
	DOI	Others	DOI	Others	DOI	Others	DOI	Others	DOI	Others
Recreation.gov			BLM NPS FWS BOR	FS ACE Tribes			USGS			
Recreation Lands			BLM	FS						
Recreation Management			BOR NPS BLM	FS						
Renewable Energy					BLM MMS FWS BOR NPS	FS			USGS	DOE
Resources									BIA	ACE NOAA
Road Construction/ Maintenance			BLM						BIA	DOD
Royalty Collection, Payment, Compliance					MMS BLM	DOD FS Tribes States			MMS BIA OST	FS
Salinity Control	BOR BLM	States								
Sand and Gravel Resources					MMS BLM	DOD ACE States	USGS			
Science Support			NPS				USGS	EPA		
Self Determination									BIA	Tribes
SPR					MMS	DOE	USGS			
Streamgaging							USGS	Tribes		

TABLE 3.1. EXAMPLES OF CROSSCUTTING RELATIONSHIPS (CONTINUED)

	Departmental Goal									
	Protect the Environment and Preserve Our Nation's Natural and Cultural Resources		Provide Recreation for America		Manage Natural Resources for a Healthy Environment and a Strong Economy		Provide Science for a Changing World		Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities	
	DOI	Others	DOI	Others	DOI	Others	DOI	Others	DOI	Others
Sustainable Practices	NPS	DOE					USGS			
Technical Assistance					BLM with MMS BIA	Tribes	USGS		BOR *** OIA	Tribes *** Insular
Technology Transfer	OSM	FS					USGS			
Terrain Visualization							USGS	DOD		
Test Ban Monitoring							USGS	DOD		
Training									BOR	Tribes
Tribal Resources									BIA	FS
Tribal Schools									BIA	DOEd
Tribal Support Services									BIA	GSA
Tribal Water Projects	BLM	EPA							BOR BIA	ACE DOJ EPA States
Waste Sites							USGS			
Water Treatment Grants									BIA	EPA
Water Conservation	BOR	NRCS Tribes States					USGS			

TABLE 3.1. EXAMPLES OF CROSSCUTTING RELATIONSHIPS (CONTINUED)

	Departmental Goal									
	Protect the Environment and Preserve Our Nation's Natural and Cultural Resources		Provide Recreation for America		Manage Natural Resources for a Healthy Environment and a Strong Economy		Provide Science for a Changing World		Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities	
	DOI	Others	DOI	Others	DOI	Others	DOI	Others	DOI	Others
Water Development					BOR	Tribes			BIA	ACE
Waterfowl Surveys							USGS	States		
Water Production					BOR	ACE States				
Water Power Production					BOR	ACE States				
Water Recreation			BOR	ACE						
Water Quality	OSM *** NPS BOR	ACE EPA *** EPA FS	NPS	EPA	BLM	EPA	USGS BOR	EPA Tribes Partners	BIA	EPA
Watershed Mgmt.	BLM	FS					USGS			
Waterways	NPS	ACE								
Weather Forecasting					BOR	NOAA NWS				
Wetlands	FWS BLM BOR *** BOR	USDA EPA ACE *** USDA			BLM	ACE	USGS		FWS BIA	FERC USDA EPA States

ABBREVIATIONS

Interior Bureaus

BIA   (Bureau of Indian Affairs)
BLM   (Bureau of Land Management)
BOR   (Bureau of Reclamation)
FWS   (Fish and Wildlife Service)
MMS   (Minerals Management Service)
NPS   (National Park Service)
OSM   (Office of Surface Mining Reclamation and
             Enforcement)
USGS   (U.S. Geological Survey)
OST   (Office of the Special Trustee)
OIA   (Office of Insular Affairs)

Other Federal Agencies

ACE   (U.S. Army Corps of Engineers)
CG   (U.S. Coast Guard)
Customs (U.S. Customs Service)
DOC   (Department of Commerce)
DOD   (Department of Defense)
DOE   (Department of Energy)
DOEd   (Department of Education)
DOJ   (Department of Justice)
DOL   (Department of Labor)
DOS   (Department of State)
DOT   (Department of Transportation)
EPA   (Environmental Protection Agency)
FEMA   (Federal Emergency Management
             Administration)
FS   (Forest Service)
GSA   (General Services Administration)
Insular (Insular Areas)
NAS   (National Academy of Science)
NMFS   (National Marine Fisheries Service)
NOAA   (National Oceanic and Atmospheric
             Administration)
NRCS   (National Resource Conservation Service -
             USDA)
NSF   (National Science Foundation)
Treas   (Department of the Treasury)
USAID   (U.S. Agency for International Development)
USDA   (U.S. Department of Agriculture)
USPS   (U.S. Postal Service)

Partner Organizations:	
AFB	American Farm Bureau
Bass	Bass Unlimited
Ducks	Ducks Unlimited
NAFWS	Native American Fish and Wildlife Society
NAS	National Audubon Society
NWFC	Northwest Fisheries Commission
States	For the purposes of this table, States may include county and municipal governments
Univ.	Universities

3.3   MANAGEMENT ISSUES

This Departmental Overview addresses a number of important management issues, including material weaknesses or management challenges and risks that are mission-critical and can affect our overall performance, or may be linked to potential fraud, waste, and abuse. Material weaknesses are identified by Interior, Office of the Inspector General (OIG), and General Accounting Office (GAO) through program evaluations, audits, and management control reviews. Other management issues are identified in audits conducted by OIG and evaluations conducted by GAO. Interior has an audit follow-up system in place to track these issues at the Departmental level, even though most of the actions to resolve these issues are carried out by Interior's bureaus and offices.

Interior has several means to track management challenges and monitor progress toward their resolution. The Interior Management Initiative Team (MIT), which consists of top-level Departmental and bureau management officials, receives reports on the status of resolving management and audit issues, monitors progress on key issues, and holds managers accountable for progress. In addition, The Departmental Management Control and Audit Follow-up Council, which is comprised of assistant secretaries, the Inspector General, and the Solicitor, monitors progress on audit and

management control activities and resolves problems as they arise. Interior's management control program ensures full compliance with the goals, objectives, and requirements of the Federal Managers Financial Integrity Act and OMB Circular A-123, Management Accountability and Control.

Timely implementation of OIG and GAO audit recommendations and timely correction of material weaknesses are essential to improving the efficiency and effectiveness of the Department's programs and operations and to achieving our integrity and accountability goals. Improved implementation of OIG and GAO audit recommendations will be accomplished by more aggressive audit follow-up monitoring activities between the Department and its bureaus and offices. In addition, the Department will strive to achieve mutual agreements between the OIG /GAO and the bureaus on audit report recommendations and corrective actions prior to the issuance of final audit reports. The Department has established a new GPRA goal to resolve management challenges in a timely manner. Our target for FY 2003 is to complete implementation of 75 percent of OIG and GAO audit recommendations within 1 year of referral, and complete 75 percent of corrective action plans for material weaknesses by their original target date.

The following table lists the top management challenges identified for Interior by the OIG and GAO:

Office of the Inspector General	General Accounting Office
Emergency Management	Improvement of national parks
Financial Management	Management problems in Indian trust programs
Acquisition Management	Improve management of ecosystem restoration
Government Performance and Results Act Implementation	Address challenges in managing an expanding land base
Health and Safety	
Information Technology Infrastructure and Security	
Facilities Management	
Resource Protection and Restoration	
Responsibilities to American Indians and Insular Areas	
Revenue Collections	

Coordination with the Office of Inspector General

The Department is assisting the OIG by providing information on the GPRA goals that address OIG management issues and the GPRA goals that appear in the Department's Accountability Report.

As the OIG initiates new audits, the Department participates in entrance interviews and provides performance information and any relevant goals and measures that pertain to the program under review. In the course of conducting audits, the OIG intends to examine whether issues are covered by appropriate performance goals and measures. Depending on the nature of the program, issues raised, or OIG program recommendations, the OIG also may recommend using performance goals and measures to help track resolution of the issues. These performance measures may become part of a GPRA annual performance plan or may be tracked internally. We are also working with the OIG on approaches to reviewing GPRA documents and data systems. To the extent possible, we intend to continue to coordinate this work with our OIG to help improve our compliance with GPRA and foster performance and results driven management in the Department.

3.4   DATA VERIFICATION AND VALIDATION

During the past several years, the Department has addressed data reliability issues through internal reporting and tracking systems and other internal control mechanisms that provide for considerable bureau discretion. A variety of approaches have been developed to accommodate the particular needs of offices with widely varying missions.

Last year, the Department developed a more directed approach — a data validation and verification "matrix" that was tested at various organizational levels. The matrix is based on basic principles that are typically applied to technical data collection and auditing situations. The Department reviewed recent literature, such as the GAO report on data validation and verification (V&V), participated in local Data V&V conferences, reviewed agency plans, and conferred with Federal organizations that have demonstrated leadership in the

GPRA arena. The advice and perspectives of the DOI OIG and a number of field-level personnel were also solicited. The result is a set of criteria for data validation and a five-part set of criteria for data verification applicable to GPRA goals.

Data validation criteria addresses central questions concerning the appropriateness of a goal relative to an organization's mission, and whether the goal is measurable, realistic, understandable, pertinent to decision-making, and reflective of the activity being measured. Data verification centers on five critical areas: data standards and procedures, data handling, data quality, data integrity, and oversight mechanisms. Each area includes an individual set of core criteria for evaluating the strengths and weaknesses of that specific aspect of data verification.

The Department-wide implementation strategy involves several aspects or phases, several of which are concurrent. Because Data V&V is potentially a very labor intensive undertaking, implementation will be staged over the next 18-24 months after which time we believe the basic tenets of Data V&V will be reinforced in the culture and practices of each Interior organization.

Phase I has been completed. It involved the development of the Data V&V criteria in concert with the DOI OIG. The OIG participated in the development and review of the criteria and intends to use the Data V&V guidelines as a check-listing tool for auditing Departmental and bureau goals as it begins to step up its schedule of program evaluations in FY 2002. By internally distributing these guidelines in FY 2001 (Phase II), organizations have had the opportunity to review their Data V&V practices and address weaknesses that have been detected (Phase III). The second and third phases have been completed.

Limited testing of a Data V&V evaluation process occurred for selected goals and offices (Phase IV). The tests helped gauge the workload involved with compliance and specific issues that arise from real-time situations. Testing began in the Summer of 2001 and continued through year-end. During early 2002, necessary refinements to the process will be made (Phase V)

based on test results and other independent feedback. Some weaknesses have already been identified and offices reported positive results from the pilot testing. The guidelines are an opportunity to communicate specific expectations and to "tune-up" programs and procedures as needed. The Data V&V process also recognizes that associated issues can develop at several different levels of an organization, beginning with the point of data collection and ending with the office responsible for finalizing and publishing GPRA plans and reports. The guidelines can be applied at any point along the data journey.

After evaluation strategies have been finalized, a cycle will be established to begin the piecemeal process of scheduled evaluations. It is improbable that resources will be available to evaluate Data V&V for all goals across all Departmental offices and bureaus, from Headquarters to the smallest field units affected, within the course of a single year. A complete cycle of evaluations will take a number of years to complete and may be supplanted by OIG strategies and by other approaches under consideration for the final phase of Interior's overall Data V&V process. Phase VI would rely on random OIG audits, internal spot checks, and establishing accountability for goal achievement in performance contracts or standards to drive compliance with Data V&V requirements.

The basic philosophy underlying the Data V&V approach is to establish clear expectations and requirements, ground tested for their practicality and reasonableness, so that organizations are positioned to succeed rather than fail for lack of direction. An allied concern is that Data V&V will be viewed as another GPRA reporting burden instead of as an integral component of any business plan. The incremental approach affords time for exercising leadership, cultural change, refining processes and establishing clear accountability. It avoids imposing a large front-end reporting burden that could be met with resistance and significant impacts on other mission priorities at a time when workforce levels are expected to decline and process improvement benefits may not be fully realized.

3.5   EVALUATIONS

Program evaluations are an important tool in analyzing the effectiveness and efficiency of our programs, and evaluating whether they are meeting their intended objectives. Our programs are evaluated through a variety of means, including performance audits, financial audits, management control reviews, and external reviews from Congress, OMB, and other organizations, such as the National Academy of Public Administration and the National Academy of Science. We use self-assessments to verify that performance information and measurement systems are accurate and supportive of our strategic direction and goals. Data collection and reporting systems processes are reviewed and improved through the use of customer and internal surveys.

The Department also relies on outside reviews and audits of our strategic planning and performance management processes by GAO and OIG. GAO has conducted several reviews of Interior's strategic plans and annual performance plans, as well as more specific reviews of individual bureau GPRA implementation efforts. These reviews have been very helpful in identifying best practices and focusing our attention on areas needing improvement.

The annual performance plans for Interior's bureaus include more detailed discussions of specific performance evaluations and their relationship to bureau programs. Some examples of planned program evaluations are listed in the table on page 186.

Bureau	Program/Goal	Methodology/Purpose
Goal 1: Protect the Environment and Preserve Our Nation's Natural and Cultural Resources		
NPS	Condition of National Historic Landmarks	NPS internal evaluation
BIA	Assess compliance with Federal environmental laws	Five audits to be conducted annually by EPA contractor
Goal 2: Provide Recreation for America		
BLM	Recreation Fee Demonstration	Survey and site visits to State and Field Organizations
NPS	Evaluate visitor survey card methodology	Peer review by industry customer satisfaction professionals
Goal 3: Manage Natural Resources for a Healthy Environment and a Strong Economy		
BLM	Rangeland Health Evaluations and Grazing Permits	Surveys, management control reviews, and site visits to State and Field Organizations
BOR	Critical Infrastructure Assurance Program	Internal four-phase review process
Goal 4: Provide Science for a Changing World		
BLM	Threatened and Endangered Species	Surveys, management control review, and site visits to State and Field Organizations
USGS	Data preservation & standards	External review by the National Research Council
Goal 5: Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities		
MMS	Cash Management and Revenue Disbursement (MRM)	Internal alternative management control review
BIA	Assess quality of education programs and services	Annually by Administrative program reviews

3.6   CAPITAL ASSETS/CAPITAL PROGRAM-MING

Interior has implemented the capital planning policies required by OMB's Circular A-11 (Part III), OMB's Capital Programming Guide, and Federal Acquisitions Streamlining Act. The Capital planning process is focused on ensuring that capital investments support the Administration's enterprise government initiatives, as well as the Department's architecture and strategic direction. Each year, the Department prepares a series of Capital Asset Plans and Justifications (Exhibit 300s) that are submitted to OMB. These plans are used to justify requests for funding major capital projects and for tracking the progress of projects toward meeting cost, scheduling, and performance goals.   Interior's Executive Review Committee (ERC) oversees the planning for major acquisitions by the Department and the bureaus. The ERC, which is chaired by the Assistant Secretary for Policy, Management and Budget and composed of senior Interior officials, reviews and approves Exhibit 300 plans prior to submission to OMB. The committee will help to prioritize Departmental funding requests and ensure quality control and consistency in the Department's capital planning processes. The Secretary continues to make final budget recommendations for the Department. While the Department will concentrate initially on the largest projects, the long-term goal is to improve the acquisition process for all capital assets.

The committee is also working with Interior's information technology (IT) community to address additional requirements of the Information Technology Management Reform Act and OMB Circular A-130. These requirements include establishment of an Information Technology Review Board and implementation of IT portfolio management concepts for selecting, controlling, and evaluating all IT projects. In addition, Interior is developing a high-level architecture to be completed during FY 2002, and we are working the two efforts together to ensure that the capital planning process is integrally related to and stems from the Information Architecture. In FY 2000, Interior's Office of the Chief Information Officer contracted to acquire and install the Information Technology Investment

Portfolio System (ITIPS), an automated tool used by many Federal agencies to track and report on IT capital investments. Although ITIPS was designed initially for the IT community, the system can be tailored to accommodate other capital investments as well. During FY 2001, the Office of the Chief Information Officer began pilot integration testing of the Department's IT capital planning and investment control process, the ITIPS software, and the capital planning processes in two bureaus. In the coming months, as pilot implementation projects are completed, the Department's capital investment process will become more simplified and standardized. DOI is elevating the level of its ERC, and will issue Capital Planning and Investment Control (CPIC) policy, process, and handbooks during FY 2002.

The APP's for Interior's bureaus include discussions of the relationships between major acquisitions contained in capital asset plans and specific performance goals, as appropriate. The bureau plans describe major acquisitions that will bear significantly on the achievement of performance goals. Table 3.2 summarizes the Department's Exhibits 300 for FY 2003. However, as the Department follows through with its Architecture, further clarifies its strategic direction and IT governance process, and evaluates its portfolio against the Federal E-Government initiatives, there may be some changes.

TABLE 3.2 FY 2003 ONGOING AND NEW CAPITAL PROJECTS (300 EXHIBITS)

Organization	Project
BLM	**Ongoing Capital Projects:** • National Integrated Land System • Legacy Re-host 2002 • Wild Horse and Burro System • Management Information System (MIS) • Incident Qualification and Certification System (IQCS) • Construction of Grand Staircase-Escalante National Monument Facilities **New Capital Projects:** • Alaska Fire Service Barracks • Automated Fluid Mineral Support System
MMS	**Ongoing Capital Projects:** • Royalty Management Program Reengineering • Technical Information Management System (TIMS) • Royalty In-Kind Implementation (RIK) **New Capital Projects:** • E-Government Transformation
USGS	**Ongoing Capital Projects:** • National Water Information System (NWIS) • Enterprise Geographic Information System • Budget and Science Information System - Plus (BASIS +) **Ongoing Capital Projects:** • National Biological Information Infrastructure (NBII) • Accessible Data Transfer (ADT) • Enterprise Web (formerly Gateway)
FWS	**Ongoing Capital Projects:** • Rehabilitate Seawall, Tern Island NWR, HI • Dormitory, National Conservation Training Center, WVA • Federal Aid Information Management System (FAMIS) • HQ and Education Center, Bear River Refuge • Water Supply and Management System, Klamath Basin Refuge • Laboratory Expansion, Bavin Forensics Laboratory • Education and Administration Center, Chincoteague Refuge • HQ and Visitor Center, Alaska Maritime Refuge

Organization	Project
NPS	**Ongoing Capital Projects:** • Elwha River Restoration, Olympic NP • Everglades Modified Water Delivery, Everglades NP • Structural Upgrade Pier, Package 282, Golden Gate, CA • Restore Forest, Build Day Use Facility, Sequoia NP, CA • Reconstruct Yosemite, Yosemite NP, CA (on hold) • C.A. Thayer Rehabilitation, San Francisco Maritime NHP • HQ and Visitor Center, Wrangell-St Ellias NP, AK • Grand Canyon Mass Transit • Heritage Center/Historic District Restoration, Grand Canyon NP • Denali NP Entrance and Road Development • Hot Spring Rehabilitation Bath Houses for adaptive use • Budget Formulation Data System (OFSPMIS) **New Capital Projects:** • Jamestown Collection Facility • Washington Monument Security • Lincoln Memorial Security • Jefferson Memorial Security • Yellowstone Old Faithful Inn Fire proofing • Old Cliff House Rehabilitation Golden Gate NP, CA
BOR	**Ongoing Capital Projects:** • Glen Canyon Dam Temperature Controls • Safety of Dams Program, (Horsetooth Reservoir) Four Dams (1 project), Great Plains Region • Clear Lake Dam Modification • Animas-La Plata Project • Tracy Fish Test Facility • Wickiup Dam Modification • Keechelus Dam Modification **New Capital Projects:** • Program and Budget System (PABS)
BIA	**Ongoing Capital Projects:** • Science and Tech Building, SIPA, AZ • Baca/Thoreau School • Polacca Day School • Riverside Indian School • Holbrook Dormitory • Canyon Diablo Dam • Windgate Elementary School **New Capital Projects:** • Kayenta Boarding School, AZ • Tiospa Zina School, SD • Low Mountain School, AZ • St. Francis Indian School, SD • Wingate High School, NM • Pine Ridge Therapeutic Dorm

Organization	Project
OST	**Ongoing Capital Projects:** • Trust Funds Accounting System (TFAS) • Trust Asset and Accounting Management System (TAAMS)
OSM	**Ongoing Capital Project:** • Advanced Budget and Accounting Information System
Departmental/ Multi-Office	**Ongoing Capital Projects:** • Federal Financial System (FFS) • Federal Payroll and Personnel System (FPPS) • Interior Department Electronic Acquisition System (IDEAS) • Narrowband Radio Conversion • Facility Maintenance Management System (MAXIMO) **New Capital Projects:** • Federal Human Resources Information System (FHRIS) • Financial Management System Migration Project (FMSMP) **Quicksilver Initiatives:** • Recreation One-Stop • Geospatial One-Stop

DEPARTMENTAL/MULTI-OFFICE SYSTEMS

Interior's capital asset plans cover five major administrative systems that are used across the Department. Data for several Departmental management goals in this overview are gathered through these systems. The chart below shows the relationships between the Departmental information systems and the Departmental management goals in this plan.

TABLE 3.3 DEPARTMENTAL/MULTI-OFFICE SYSTEMS

Departmental/Multi-Office Information Systems (covered by 300s)	Related Departmental Management Goals
Federal Financial System	• Achieve unqualified (clean) audit opinions • Reduce erroneous payments • Resolve material weakness and management risks
Advanced Budget and Accounting Information System	• Achieve unqualified (clean) audit opinions • Reduce erroneous payments
Federal Payroll and Personnel System	• Increase workforce diversity • Workforce planning and management delayering
Interior Department Electronic Acquisition System	• Expand online procurement and electronic Government • Make greater use of performance-based contracts • Amount of purchase card transactions • Expand E-government to include use of the Central Contractor Registration (CCR)
Facility Maintenance Management System (MAXIMO)	• Ensure effective facilities maintenance and capital improvements

3.7 USE OF NON-FEDERAL PARTIES IN PREPARING THE ANNUAL PERFORMANCE PLAN

This plan was prepared in conformance with Section 220.7 of OMB Circular A-11, Part 2. The Department of the Interior's Annual Performance Plan was developed and prepared by Federal employees. The Department procured the services of a contractor to provide assistance in design, layout, and editing assistance in preparing the Department's performance planning and performance reporting documents.

3.8 WAIVERS FOR MANAGERIAL ACCOUNTABILITY AND FLEXIBILITY

Interior's Annual Performance Plan Overview includes no requests for managerial accountability and flexibility.

Appendix I

FY 2001 Annual Performance Report At-A-Glance

Goal 1: Protect the Environment and Preserve Our Nation's Natural and Cultural Resources

Long Term Goal	Annual Goal
Restore the Health of Public Lands	**Public Lands Restored:** In FY 2001, 322,900* acres of mined lands, refuges, park lands, and forests will be restored or enhanced. * New goal baseline in FY 2001.
Restore the Health of Public Lands	**Damaged Lands and Resources Restored:** In Fiscal Year 2001, increase the cumulative number of restoration projects to 85, and the cumulative amount of settlement recoveries deposited into the Restoration Fund to $120 million.
	In Fiscal Year 2001, increase the cumulative number of restoration projects to 85, and the cumulative amount of settlement recoveries deposited into the Restoration Fund to $120 million.
Maintain Healthy Natural Systems	**South Florida Natural Systems Restored:** The long-term nature of the South Florida restoration precludes having measurable performance targets for each year. Goals have been identified for FY 2004 and FY 2005.
Maintain Healthy Natural Systems	**California Desert Protection and Restoration:** In FY 2001, the agencies participating in the Desert Managers Group will adopt standardized monitoring protocols and assess baseline populations of the desert tortoise in 5 recovery units in the California Desert.

Target	Actual	Report
Restore or enhance 322,900 acres	**Not Met** 177,500 acres restored or enhanced	Restoration achievements include activities of: OSM which restored 13,808 acres, exceeding their target of 8,600 acres; FWS which restored 105,601 acres, falling short of their target of 244,800 acres; NPS which restored 7,500 acres, exceeding their plan of 4,500 acres; and BIA which restored 50,600 acres falling short of their target of 65,000 acres.
85 restoration projects	**Not Met** 82 restoration projects	FY 2001 witnessed a number of ongoing cases coming to fruition, requiring an increased level of effort from Departmental bureaus and offices in assessment activities, settlement negotiations, and in two rare instances, litigation. In order to achieve the successful culmination of many of these cases, the Department was required to diver limited resources that might have otherwise been focused on implementing restoration actions.
$120 million into Restoration Fund	**Exceeded** $188.5 million into Restoration Fund	The increased level of effort in settling litigation cases resulted in significant increases in settlement receipts. Actual cumulative deposits totaled $188.5 million, an increase of $92.0 million for FY 2001, nearly doubling the cumulative amount of funds available for restoring injured natural resources.
No target set	18,088 cumulative acres of Storm Water Treatment Areas constructed	There were no targets set for FY 2001. As there are actual data available for FY 2001, they are reported here.
No target set	28,917 acres acquired for habitat protection.	
Establish monitoring protocols and assessments of baseline populations in 5 recovery units	**Met** Protocols established and populations assessed in 5 recovery units	In FY 2001, the Line Distance Sampling protocol was adopted by all land and resource management agencies for monitoring desert tortoise populations in the California Desert.

Goal 1: Protect the Environment and Preserve Our Nation's Natural and Cultural Resources Continued

Long Term Goal	Annual Goal
Maintain Healthy Natural Systems	**Natural Processes Restored Through Fire Management:** By 2001, restore natural ecological processes by increasing the use of fire (wildland and prescribed) and other land treatment to 1,400,000 acres.
Protect and Recover Imperiled Species	**Species Protected:** In FY 2001, 328 of 616 species populations listed a decade ago or more are improving or stable, 3 species are delisted due to recovery, 64 of 442 species in park areas show improving status, and 94 of 442 species in park areas have stable status.

Target	Actual	Report
1,400,000 acres treated	**Not Met** 728,000 acres treated	Even with increased contracting, several factors contributed to lower than anticipated completion of fuel treatments. Drought conditions in many parts of the country during FY 2001 posed the most significant challenge, by forcing agencies to forego some treatments altogether which contributed to fewer acres treated by precluding prescribed fire and forcing fire managers to use mechanical and hand treatments, which are more costly.
328 of 616 species listed 10 years or more are improving or stable	**Not Met** 320 of 616 species are improving or stable	FWS fell just short of meeting its goal to have 328 species that have been listed 10 years or more have a stable or improving status due to drought, to demands on staff from the stakeholder involvement process, and to litigation diverting resources that would have otherwise gone to support field activities.
3 species delisted due to recovery	**Not Met** 1 species approved for delisting	Due to unforseen delays, 2 planned species were not approved for removal. These species are projected to be delisted in FY 2002 and FY 2003, hence, the FY 2003 goal has been changed from 3 species to 5 species.
64 of 442 species in park areas show improved status	**Not Met** 46 species show improved status	Data on park population of threatened and endangered species continue to be unreliable. This unreliability is due to the complexity of the goal, the vague nature of recovery plans (many recovery plans do not clearly state whether tasks are assigned to NPS), and missing data. Efforts to improve data quality for this goal are going forward. A new baseline was recently established and a new T&E species database has been completed. This database is expected to improve data quality in future years.
94 of 442 species in park areas have stable status	**Exceeded** 127 species show stable status	

Goal 1: Protect the Environment and Preserve Our Nation's Natural and Cultural Resources Continued

Long Term Goal	Annual Goal
Protect and Restore Cultural Resources	**Cultural Properties (Sites) Restored:** At the end of FY 2002, 11,700 of 26,000 (or 45 percent) historic structures are in good condition and 117 of 408 (or 28.6 percent) cultural landscapes are in good condition.

Goal 2: Provide Recreation for America

Long Term Goal	Annual Goal
Provide quality experiences to visitors on Federal lands and facilities	**Ensure Visitor Satisfaction:** FY 2001 target levels are 95% satisfaction for NPS visitors, and 94% satisfaction for BLM visitors.
Provide for Safe Visits to Public Lands	**Ensure Visitor Safety:** The FY 2001 target is to reduce the NPS visitor accident/incident rate to 8.72 incidents per 100,000 visitor days or lower, an 8% reduction from the 1992-1996 baseline of 9.48 per 100,000 visitor days.

Target	Actual	Report
11,700 of 26,000 (or 45%) historic structures in good condition	**Not Met** 11,535 of 26,223 (or 44%) historic structures are in good condition	The Park Service saw an increase of 411 structures from fair, poor, or unknown to good condition resulting in 11,535 historic structures in good condition (44%) in FY 2001. Analysis of trend information indicates that parks frequently over-estimate their future accomplishments for improving conditions of historic structures. Planned performance has been reduced to bring expected accomplishments more in line with funding and planned effort.
117 of 408 (or 28.7%) cultural landscapes in good condition	**Exceeded** 140 of 454 (or 30.8%) cultural landscapes in good condition	The goal was exceeded and future performance targets have been adjusted up as appropriate.

Target	Actual	Report
95% satisfied	**Met** 95% satisfied	An assessment of visitor surveys completed during FY 2001 found that 95% of park visitors are satisfied with park facilities, services, and recreational opportunities in the parks.
94% satisfied	**Not Met** 90% satisfied	BLM will devote more resources to these areas in an effort to achieve higher satisfaction in future years, and will retain the goal of 94 percent visitor satisfaction for FY 2003. The satisfaction survey is drawn from a sample of approximately 1,100 respondents across 16 recreational sites and indicates that the overall satisfaction has been relatively constant over the past three years.
8.72 accidents/incidents per 100,000 visitor days	**Exceeded** 8.64 accidents/incidents per 100,000 visitor days	The parks reported a rate of 8.64 accident/incident per 100,000 visitor days, which is even lower than their target of reducing the accident/incident rate by 8% to 8.72 accident/incident per 100,000 visitors.

Goal 3: Manage Natural Resources for a Healthy Environment and a Strong Economy

Long Term Goal	Annual Goal
Environmentally Sound Development	**Meeting Water Resources Needs:** In FY 2001, deliver or release the amount of water contracted for from BOR-owned and operated facilities, expected to be no less than 28 million acre-feet.
	In FY 2001, reduce risks to the downstream public and resources by 1) completing dam safety modifications at 6 dams or obtaining a decision not to complete an identified modification based on a further analysis of risk, and 2) implementing 100 percent of scheduled site security improvements.
Ensure Environmentally Sound Development	**Decrease Environmental Impacts of Offshore Production:** In FY 2001, show a decrease in the number of adverse environmental impacts per OCS mineral development activity below the 1998 baseline. (Target < 8.10)
	In FY 2001, show a decrease in the amount of oil spilled to a level of 10 barrels spilled per million barrels produced.
Ensure Environmentally Sound Development	**Pacific Northwest Forest Plan:** In FY 2001, offer 70 million board feet (mmbf) of timber for sale, and restore 35,700 acres of forested lands.
	Authorize Sustainable Grazing: In FY 2001, authorize 2,740 livestock grazing allotments

Target	Actual	Report
No less than 28.0 million acre feet of water provided	**Exceeded** 29.1 million acre-feet of water provided	Drought conditions in some parts of the West during FY 2001 reduced natural stream flow, resulting in increased demand for water releases. Reclamation managed water to achieve the greatest benefit while ensuring that its contracts were met.
Modify 6 dams Implement 100% of scheduled site security modifications	**Not Met** 4 dams modified **Not Met** 93% of site security modifications implemented	-- Salmon Lake, Casitas, Cedar Bluff dam, and Anita dams were all completed or were determined to not need completion. -- Caballo and Avalon Dam was not completed in FY 2001 due to delays in payment negotiations, to a review of State Historic Preservation Office drawings, and to an unplanned change to a different HUB zone contractors. BOR anticipates the construction will be completed by the end of the second quarter of FY 2002. – BOR completed 93 percent (158 of 184) of the planned site security modifications.
< 8.10	**No Report**	Both environmental impact measures for MMS are calculated on a calendar year basis. Final, verified data will not be available until May 2002. Results will be posted on a DOI Internet web page and in future GPRA publications.
≤10 barrels of oil spilled per million barrels produced	**No Report**	Report on this measure will be available in May 2002.
70 MMBF offered for sale	**Not Met** 56.4 MMBF offered for sale	The inability to offer the planned timber in the Pacific Northwest due to litigation resulted in the inability to meet the goal. The BLM is hopeful of being able to resolve the legal issues with defensible data in FY 2002 and be able to offer the revised planned volume of 203, 000 MBF.
35,700 acres restored	**Exceeded** 37,343 acres restored	This represents forest and woodland management treatments.
2,740 allotments authorized	**Not Met** 2,601 allotments authorized	95 percent of planned grazing permits were issued. The permits or leases not accomplished in FY 2001 will be done in FY 2002.

Goal 3: Manage Natural Resources for a Healthy Environment and a Strong Economy Continued

Long Term Goal	Annual Goal
Ensure Environmentally Sound Development	**Greening Goals** In FY 2001: 1) promote energy efficiency and reduce energy consumption by 20% from 1985 levels, 2) divert solid waste from disposal in landfills through recycling by 40%, and 3) increase the purchase rate of nine recycled content, environmentally preferable and bio-based products (i.e. green products) by at least 30% per year until these products are in use in all appropriate Interior equipment and facilities.
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts	**Cost-effective, Efficient Hydropower Generation:** In FY 2001, attain power production costs per megawatt capacity that rank in the upper 25 percentile (ranked lowest cost to highest) for comparable hydropower facilities. (Target = $7,100)

Target	Actual	Report
Energy consumption 20% below the 1985 baseline	**Not Met** Energy consumption 0.04% below the 1985 baseline	Interior was one of only four Federal agencies to meet the mandated goal of a 20% reduction in the use of energy in buildings and facilities from 1975 to 1985, which set Interior's 1985 baseline at a level of efficiency that poses a challenge for increased efficiency in energy management. Interior's 1985 adjusted baseline of 87, 093 BTU per gross square foot is more efficient than the Government wide goal of 92,000 BTU per gross square foot that is set for FY 2010.
Divert solid waste by 40%	**Incomplete Report**	Data colleted for the Main Interior Complex shows that 50% of solid waste diverted from waste stream. Comprehensive data collection for FY 2001 at all DOI facilities was not completed. Performance will be reported when data collection is completed.
Use 30% of nine green products	**No Report**	The reporting system needed to track the purchase rate of green products at Interior facilities was not developed in time to collect data for FY 2001. However, a web-based green product use reporting system is now in place and will collect data to establish a baseline in FY 2002.
In upper 25 percentile rank	**Exceeded** In upper 25 percentile rank	The cost per megawatt capacity is an indicator of operational effectiveness. BOR compares annual results and seeks best practices to efficiently and effectively deliver power, despite aging facilities.
(cost = $7,100 per megawatt)	**Exceeded** (cost = $6,120 per megawatt)	The $6,120 cost per megawatt of power is slightly below (better than) the target dollar amount and within the upper 25th percentile of lowest cost hydropower facilities.

Goal 3: Manage Natural Resources for a Healthy Environment and a Strong Economy Continued

Long Term Goal	Annual Goal
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts	**Maximize Power Generation and Enhance Revenues:** In FY 2001, attain a 3 percent or lower forced outage rate for Reclamation's hydropower generating units where cost/benefit analysis justifies expenditures, considering water supply, environmental, and power system limitations and requirements.
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts	**Fair Market Value for Resources and Prompt Recipient Access to Royalty Payments:** In FY 2001, maintain the current high bids received for OCS leases to MMS estimated value ratio of 1.8 (+/- 0.4) to 1.
	Sound Revenue Management: In FY 2001, achieve a compliance index of .9775 (for calendar year 1999).
	Sound Management of Mineral Receipts: By the end of FY 2001, disburse 98 percent of revenues to recipients by the end of the month following the month received.

Target	Actual	Report
3 percent or lower forced outage rate	**Exceeded** 1.6 percent forced outage rate	During FY 2001, BOR exceeded the target and obtaining lower than a 1.6 percent forced outage rating. A forced outage rate measures the duration of unplanned shutdowns due to equipment failure and other unforeseeable operational or maintenance problems. Well-maintained facilities often have low forced outage rates. The industry average forced outage rate is three percent.
Achieve 1.8 (+/- 0.4) to 1 ratio	**Not Met** 2.26 to 1 ratio was achieved	Although the FY 2001 value of 2.26 slightly exceeded the target range, it is well within the measure of variation that MMS would expect given the uncertainties of market factors from year to year. History and testing done on this measure over the last 15-16 years, has shown that this is the right level for this measure.
Compliance index of .9775	**Exceeded** Compliance index of .9835	The index is designed to measure that revenues are accurately reported and paid. An index of .9835 means that we exceeded our goal for accuracy in these areas. Note: The index can only be calculated on data two years prior to target year due to length of time needed to capture transaction data measurements and corrections. Reporting is done on a calendar year basis.
98% of revenues disbursed	**Exceeded** 98.4% of revenues disbursed	The FY 2001 actual percentage was 98.4. The dollars and information provided timely to States and Indians is based on the average of monthly Federal disbursements and monthly Indian distributions of information. The Federal disbursements to States achieved 98.5 percent. Indian distributions reached 98.2 percent.

Goal 4: Provide Science for a Changing World

Long Term Goal	Annual Goal
Add to the Environmental and Physical Science Knowledge Base	**Improve Environmental and Natural Resource Information:** In FY 2001, provide and improve long-term environmental and natural resource information, systematic analysis, and investigations about natural systems by:- maintaining 46 long-term data collection/data management/data infrastructure efforts,- develop 7 new decision support systems and predictive tools, and- deliver 1,146 new systematic analyses and investigations to our customers. (Revised from 1,077 in 2001 APP)
Add to the Environmental and Physical Science Knowledge Base	**Assess the condition and Risks to Priority Public Lands:** In FY 2001, assess and report the condition of, risk to, and opportunity for improvement of public lands in 22 priority sub-basins; and understand the geologic processes in 17 parks through inventories and the identification of the human influences on those processes.
Increase Hazard Knowledge and Warning	**Improve Prediction and Monitoring of Hazardous Events:** In FY 2001, deliver to customers 8 Risk Assessments of areas particularly vulnerable to natural disaster to mitigate loss, and increase to 329 the cumulative number of real-time earthquake sensors.
	In FY 2001, develop, maintain and improve monitoring networks and techniques of risk assessment by increasing by 502 the average number of streamgages delivering real-time data on the Internet (5,374 cumulative).

Target	Actual	Report
46 collection/data management efforts maintained	**Met** 46 collection/data management efforts	USGS met their environment and natural resources data collection and management and decision support system targets and exceeded our university-based partnerships and stakeholder meeting targets. Not met this fiscal year is the new systematic analyses and investigations target. An emphasis on consolidation of studies into projects, reduced the number of analyses reported. The evolution of the definition resulted in guidance being issued for FY 2002 to count completion of projects rather than tasks as "systematic analyses and investigation."
1,146 new systematic analyses and investigations	**Not Met** 1,018 new systematic analyses and investigations	
Develop 7 new decision support systems	**Met** 7 new decision support systems developed	
Not Applicable	Not Applicable	**Discontinued.** This goal proved too difficult to effectively measure and underlying activities that were intended to support this measure were either dropped or modified at the bureau or program level. Activities are still conducted in bureaus, but cannot be represented by Departmental crosscutting or common goals at this time.
8 risk assessments	**Exceeded** 26 risk assessments	USGS exceeded the delivery of risk assessments over threefold.

Note: this target will be discontinued in the overview starting in FY 2002, but will continue to be monitored in the USGS performance plans and reports. |
| 329 real-time earthquake sensors | **Met** 329 real-time earthquake sensors | USGS met the cumulative target for real-time earthquake sensors. |
| 5,374 streamgages maintained on the Internet

Note. This is a new indicator for the FY 2001 Departmental Overview Performance Report. | **Not Met** 5,280 streamgages maintained | At the beginning of FY 2001, real-time data were served on the Internet from nearly 50 individual servers located in every USGS District Office. At the end of FY 2001, these data were uploaded from the District Office servers and served on the Internet from the central NWIS-Web server. Each real-time streamgage station reporting data had to be cleared/approved before its data could be uploaded to NWIS-Web. This process has caused delays in getting some real-time streamgage sites included in the NWIS-Web database, and has caused the appearance that the GPRA targets for this metric have not been met. |

Goal 5: Meet Our Trust Responsibilities to American Indians and Our Commitments to Island Communities

Long Term Goal	Annual Goal
Protect Indian Trust Assets	**Protect Natural Resource Assets:** In FY 2001, 17 dams (cumulative) will have repair construction completed, process 4,500 post-lease technical assistance actions on Indian energy and mineral leases, and 30 technical assistance activities will be completed to increase Tribal opportunities to develop, manage, and protect their water resources.
Protect Indian Trust Assets	**Fiscal Resources for Tribes and Indians:** By the end of FY 2001 facilitate the growth of Trust income by processing 37,000 trust transactions for Tribal and individual Indian land owners, and complete 64 of the milestones of the 11 subprojects in the High Level Implementation Plan (HLIP).
Improve the Indian Quality of Life	**Improve Facilities and Services:** In FY 2001, 1,896 housing applicants will receive repair and replacement work on homes, 12,000 (cumulative) miles of existing BIA system roads will be maintained, and 45 Tribes will operate comprehensive welfare plans.

Target	Actual	Report
Rehabilitate 17 dams	**Met** 17 dams rehabilitated	BIA completed rehabilitation construction on Many Farms and Black Rock Dams pending structural testing and performance evaluation. These two additional dams bring the cumulative total to 17 dams.
Process 4,500 post-lease technical assistance actions	**Exceeded** 4,692 energy and mineral post lease actions were processed	BLM met 105% of the planned target.
30 technical assistance activities **Note.** This is a new indicator for the FY 2001 Departmental Overview Performance Report. 37,000 transactions processed	**Exceeded** 38 technical assistance activities	Reclamation assisted 38 Tribes.
37,000 transactions processed	**Met** 37,0000 transactions processed	BIA will continue to improve it's trust transactions in FY 2002.
64 milestones completed	**Not Met** 47 milestones completed	The HILP and breach of trust goals are not met. The missed milestones were spread over 7 sub-projects, with some actually completed in early FY 2002. However, the HLIP milestones do not provide an accurate pictures of the status of trust reform. The Department will identify new measures to manage trust reform and assess progress.
1,896 housing applicants receive home repair and replacement (cumulative)	**Not Met** 1,597 applicants (cumulative)	BIA funds were again distributed under a new method that again delayed distribution until late in the fiscal year. The housing target has been revised to reflect prior years performance.
12,000 miles of road maintained	**Not Met** 7,070 miles of road maintained	The road maintenance targets have been revised downward to correct for a previous reporting error. The revised collection method allows the Regional Offices to report only those miles of roads that are safely passable, the objective of the Road Maintenance program. BIA is prepared to achieve its FY 2002 target.
45 Tribes will operate welfare plans	**Exceeded** 65 Tribes operated welfare plans	The inception of Welfare-to-Work reforms within the P.L. 102-477 program has contributed to the increase in welfare plans.

Goal 5: Meet Our Trust Responsibilities to American Indians and Our Commitments to Island Communities Continued

Long Term Goal	Annual Goal
Improve the Indian Quality of Life	**Improve Quality of Education:** In FY 2001, to improve the quality of education, 100% of schools will be accredited, 54% of students will be proficient in math and 52% of students will be proficient in language arts.
Improve Management of Island Communities	**Improve Government Services:** In FY 2001, financial management improvement plans will be completed for 6 of the 7 insular governments, and the ratio of OIA-funded projects completed to projects started will increase to 1.0.

Target	Actual	Report
100% of schools accredited	**Not met** 96% of schools accredited	BIA was able to achieve a 96% accreditation rate in FY 2001. Accreditation deficiencies were noted in several areas, and BIA will continue to focus on training technical assistance at schools that are failing to meet accreditation standards.
54% students proficient in math	**Not Met** 50% students proficient in math	For the proficiency goals in math and language arts, 70 percent of BIA/Tribal schools reported only the norm-referenced portions of their state-wide assessments. It is believed that this variance in reporting may have impacted the statistics gathered for reporting on this goal.
52% students proficient in language arts	**Not Met** 50% students proficient in language arts	
Complete 6 financial plans	**Not Met** 5 financial plans completed	Five plans were completed in FY 2001 for the governments of Virgin Islands, American Samoa, the Republic of Palau, the Commonwealth of the Northern Mariana Islands, and Guam. A sixth plan, for Pohnpei, was completed in October, 2001. OIA is on target or ahead of schedule for FY 2002 and FY 2003.
Ratio of projects completed to projects started increases to 1.0	**Not Met** Ratio of projects completed to projects started was 0.78	The goal was created for the first time during FY 2000 which made it difficult to set a standard. OIA projects there will be a large number of projects completed in FY 2002 as older projects are terminated. Project completion is defined as the cessation of work on the project and final payment has been given. Usually this means the full scope of the grant and subsequent contract by the insular government has been met. However, termination of a project for cause or by mutual consent is also considered completion.

Goal 6: Manage for Excellence and Accountability

Long Term Goal	Annual Goal
Lead People to Succeed	**Increase Workforce Diversity:** Diverse representation in Interior's workforce will increase by at least 3.1% from 1997 levels.
	Workforce Planning: Complete a Department-wide workforce planning policy.
	Training and Development Programs: Develop and implement at least 1 new training program.
Provide the Services and Technology to Manage	**Completion of Information Technology Architecture:** Complete a target Departmental Enterprise Information Architecture (EIA) Plan and implementation plan to be used as a guide for the future development of Interior's information systems. All DOI organizations will strive to achieve a Level 2 on 33 percent of the established CMM requirements.
	Completion of Information Technology Infrastructure Protection Plan: Complete a Critical Information Technology Infrastructure Protection Plan.

Target	Actual	Report
3.1% increase from FY 1997 baseline	**Not Met** 2.4% increase from FY 1997 baseline	Two barriers to achieving the goal are 1) budgetary and FTE constraints, and 2) separations offset the increase in the number of hires. Hiring and retention strategies are being implemented to overcome these barriers.
Complete 1 workforce planning policy	**Met** 1 workforce planning policy completed	The Office of Personnel Policy (PPM) completed the development of a DOI-wide Workforce Planning Policy in early September 2001, however, events on September 11, 2001 delayed the actual policy issuance until October 30, 2001. Also, PPM led development of DOI's first Workforce Analysis completed in June 2001.
Establish 1 new training program	**Met** 1 new training program established	A Departmental training program was developed for all employees involved with workforce planning.
Complete 1 EIA plan	**Met** 1 EIA plan completed	The plan for development of the Interior Information Architecture (IIA) was updated to reflect an accelerated approach utilizing META Group Consulting as advisors and facilitators.
1 implementation plan completed	**Not Met** No implementation plan completed.	The creation of a high-level implementation plan is expected by the end of calendar year 2002.
Level 2 on 33 percent of the measurements	**Exceeded** Level 2 on 69 percent of the measurements	Goal exceeded by 36 percent.
Complete 1 plan	**Met** 1 plan completed	Under the GSA SAFEGUARD Program, SAIC delivered the completed Interior IT Security Plan, which includes a Critical Information Technology Infrastructure Protection Plan, in September 2001.

Goal 6: Manage for Excellence and Accountability Continued

Long Term Goal	Annual Goal
Ensure Financial and Managerial Accountability	**Number of Unqualified (clean) Audit Opinions:** Achieve unqualified (clean) audit opinions for Interior's eight bureaus, the Office of the Secretary, and the Department's consolidated financial reports.
	Number of Exceptions Noted by Auditors: Receive no more than 15 noted exceptions from auditors on the Report on Internal Controls, and the Report on Compliance with Laws and Regulations in the Department's Accountability Report.
	Resolution of Material Weaknesses and Management Risks: Complete implementation of 75 percent of OIG and GAO audit recommendations within 1 year of referral, and complete 80 percent of corrective action plans for material weaknesses by their original target date.

Target	Actual	Report
Receive 10 clean audit opinions	**Not Met** 9 clean audit opinions received	One bureau, the U.S. Geological Survey (USGS), received a qualified auditor's opinion on its financial statements. The Department will work with USGS to address the deficiencies and correct them during FY 2002. All other bureaus, departmental offices, and the Department's consolidated financial statements received unqualified (clean) audit opinions.
Receive no more than 15 noted exceptions	**Met** 9 noted exceptions received	The performance measures related to the number of exceptions noted as a material weakness in the auditor's Report on Internal Controls, and the number of exceptions noted in the auditor's Report on Compliance with Laws and Regulations in the Department's Accountability Report exceeded the planned targets (i.e, there were fewer exceptions noted than planned).
75% of referred audit recommendations implemented	**Not Met** 63% of referred audit recommendations implemented	Several OIG audit recommendations were impacted by 1) the change in Administration, and 2) September 11th events. The Office of Financial Management (PFM) has found that most FAO audit recommendations do not coincide within the one year performance reporting time frame. Beginning in FY 2002, the DOI will only include GAO audits recommendations that can be realistically accomplished within a one year time frame.
80% of material weaknesses corrected by target date	**Not Met** 50% of material weaknesses corrected	Three of six material weakness corrective action plans were completed within target dates. The three plans not complete in FY 2001 are scheduled for completion in FY 2002.

Goal 6: Manage for Excellence and Accountability Continued

Long Term Goal	Annual Goal
Ensure Financial and Managerial Accountability	**Reduce Erroneous Payments:** No performance targets for FY 2001. This is a new Overview goal for FY 2002.
Provide Safe and High Quality Places of Work	**Facilities Maintenance and Capital Improvements:** Complete 30 percent of repair and construction projects funded through the Department's Five-year Facilities Maintenance and Capital Improvement Plan by the end of the funding fiscal year.

Target	Actual	Report
No target set	.02% amounts provided that were disallowed by audits (External Programs; Grants & Federal Assistance)	
No target set	13% of disallowed amounts actually recovered(External Programs (Grants & Federal Assistance))	
No target set	1 pre-payment program areas(Internal Payment Programs (GLBs, vendor payments, charge card, salaries, etc.))	
No target set	0 post-payment program areas(Internal Payment Programs (GLBs, vendor payments, charge card, salaries, etc.))	
30% of projects completed by end of funding fiscal year	**Exceeded** 61% or projects completed	Reports for FY 2001 funding year data displays that there was a significant effort by the bureaus, over the last year, to accomplish planned work. This year's reported rate of 61 percent well exceeds the planned rate of 30 percent. In looking at how FY 1999 and FY 2000 have tracked, this progress is expected to taper in the next two years.

Goal 6: Manage for Excellence and Accountability Continued

Long Term Goal	Annual Goal
Provide Safe and High Quality Places of Work	**Completion of Environmental Audits:** Complete initial environmental audits of 70 percent of all Interior facilities (cumulative). **Note:** FY 2001 target for completion of environmental audits assumes revised baseline of 2,509 bureau-owned and operated facilities (as defined for environmental auditing purposes) established in FY 2000.
Ensure Efficient and Effective Business Practices	**Amount of Purchase Card Transactions:** Purchase card transactions will exceed $410 million.
	Museum Objects Inventoried: Accurately inventory 2.5 million museum objects (for a cumulative total of 48.3 million)

Target	Actual	Report
70% of DOI facilities audited	**Met** 80% of DOI facilities audited	The 2001 target of 70 percent was exceeded using 2000 data (2,509 Interior-owned and operate facilities as a base. Interior bureaus reported that they had performed 522 audits for a cumulative total of 1,998 audits (80 percent) completed. The Department expects that the base number of facilities will continue to change over the years with affect both that the base number of facilities will continue to change over the years which affect both projections and reported outcomes. The Department intends to work with bureaus to continue to improve overall environmental compliance.
$410 million in purchase card transactions	**Exceeded** $441.8 million in purchase card transactions	The FY 2001 goal was exceeded by $31.8 million. As a result, the FY 2002 goal has been adjusted from a proposed $420 million to $450 million.
48.3 million museum objects inventoried (cumulative)	**Exceeded** 48.9 million museum objects inventoried (cumulative)	The 2001 cataloging goal was exceeded by 600,000 objects. This was due to continued outstanding performance by BOR and NPS.

Appendix II

FY 2002 Annual Performance Plan Goals At-A-Glance

Goal 1: Protect the Environment and Preserve Our Nation's Natural and Cultural Resources	
Long-Term Goal	**FY 2002 Annual Performance Goal**
Restore the Health of Public Lands	**Public Lands Restored:** In FY 2002, 185,700 acres of mined lands, refuges, park lands, and forests will be restored. **Note:** Target lowered from 277,50 acres in FY 2002 proposed plan to account for FY 2001 performance.
	Damaged Lands and Resources Restored: In FY 2002, increase the cumulative number of restoration projects to 100, and increase the cumulative amount of damage settlement funds within the DOI Restoration Fund to $250 million. **Note:** Target raised from $145m in FY 2002 proposed plan to account for FY 2001 performance.
Maintain Healthy Natural Systems	**South Florida Natural Systems Restored:** In FY 2002, continue the restoration of the South Florida ecosystem by constructing 6,250 acres of Storm Water Treatment Areas (for a cumulative total of 24,338 acres) and acquiring 48,000 acres of land for habitat protection. **Note:** To create targets before FY 2004, the goal was revised from the FY 2002 proposed plan which stated: "There are no targeted performance measures for FY 2002. The long-term nature of the South Florida restoration precludes having measurable performance targets for each year. Goals are identified for FY 2003 and FY 2005." **California Desert Protection and Restoration:** In FY 2002, coordinate and integrate multiple agency efforts to recover the desert tortoise in the California Desert.Performance indicators: - 838 wild burros removed from critical desert tortoise habitat - 5 illegal dumps on public lands cleaned up - 38 miles of desert tortoise fences installed along freeways and major highways in critical desert tortoise habitat **Note:** Goal revised from FY 2002 proposed plan by creating specific performance targets.

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Long-Term Goal	FY 2002 Annual Performance Goal
Maintain Healthy Natural Systems	**Natural Processes Restored Through Fire Management:** **In FY 2002:** - 95 percent of fires contained by initial attack - 33 percent (1085) of rural fire districts receive funding assistance - 7 percent of the highest priority communities-at-risk projects completed - 77 fire facilities under construction, reconstruction, or maintenance - 1.1 million acres will receive fuels treatments to reduce hazards and maintain ecosystem health **Note**: To account for FY 2001 performance and FY 2002 budget allocations, targets were revised from the following language found in the FY 2002 proposed plan: 99 percent of fires contained by initial attack; complete a baseline inventory for facilities construction and maintenance; and 1.4 million acres will receive fuel treatments.
Protect and Recover Imperiled Species	**Species Protected:** In FY 2002, 347 of 705 species populations listed a decade or more by FWS are improving or stable, 3 species are delisted due to recovery, 50 of 442 species in NPS areas show improving status, and 127 of 442 species in NPS areas have stable status. **Note:** To account for FY 2001 performance and species baseline adjustments, targets were revised from the following language found in the FY 2002 proposed plan: 67 of 442 species in NPS areas show improving status; and 94 of 442 species in NPS areas have stable status.
Protect and Restore Cultural Resources	**Cultural Properties (Sites) Restored:** At the end of FY 2002, 12,150 of 27,000 (or 45 percent) structures are in good condition and 162 of 506 (or 32 percent) cultural landscapes are in good condition.Note: To account for FY 2001 performance and changes in inventory, targets were revised from the following language found in the FY 2002 proposed plan: 12,420 of 27,000 (or 46 percent) structures are in good condition; and 122 of 420 (or 29.8 percent) cultural landscapes are in good condition.
Goal 2: Provide Recreation for America	
Provide quality experience to visitors on Federal Lands and Facilities	**Ensure Visitor Satisfaction:** In FY 2002, target levels are 95 percent satisfaction with facilities, services, and recreational opportunities for NPS visitors; and 94 percent satisfaction with the recreation experiences for BLM visitors, for those responding to surveys.
Provide for Safe Visits to Public Lands	**Ensure Visitor Safety:** Reduce the NPS visitor accident/incident rate to 8.53 incidents/accidents per 100,000 visitor days or lower.

Goal 3: Manage Natural Resources for a Healthy Environment and a Strong Economy

Long-Term Goal	FY 2002 Annual Performance Goal
Ensure Environmentally Sound Development	**Helping to Meet Water Resource Needs:** In FY 2002, ensure operational effectiveness to deliver or release the amount of water contracted for and to meet 100 percent of power and water commitments. (Target = 27 million acre-feet of water.) In FY 2002, reduce risks to the downstream public and resources by completing dam safety modifications for 4 dams, and implement 100 percent of scheduled site security improvements. **Note:** Target lowered from 6 dams in FY 2002 proposed plan to account for FY 2001 performance.
	Decrease Environmental Impacts of Offshore Production: In FY 2002, show a decrease in the environmental impact index for OCS development compared to the FY 2000 baseline. (Target is < 8.10) In FY 2002, show a decrease in the amount of oil spilled to a level of ≤10 barrels of oil spilled per million barrels produced.
	Pacific Northwest Forest Plan: In FY 2002, offer 203 mmbf of timber for sale and restore 35,700 acres of forested lands. **Note:** Target lowered from 211 mmbf in FY 2002 proposed plan to account for FY 2001 performance and ongoing litigation.
	Authorize Sustainable Grazing: In FY 2002, authorize 1,580 livestock grazing permits or leases consistent with established land health standards (cumulative 8,371). **Energy Conservation, Recycling and Greening Goals:** - Promote energy efficiency and reduce energy consumption at Interior facilities by 20 percent from 1985 levels. - Divert through recycling 40 percent of the solid waste from disposal in landfills. - Establish a baseline to measure DOI's use of pre-selected recycled content, environmentally preferable, and bio-based products. **Note:** To account FY 2001 performance, targets were revised from the following language found in the FY 2002 proposed plan: "increase by 40 percent the solid waste disposed in landfills; and increase the purchasing rate of nine recycled content, environmentally preferable, and biobased products by 30 percent per year."

Goal 3: Manage Natural Resources for a Healthy Environment and a Strong Economy (Continued)

Long-Term Goal	FY 2002 Annual Performance Goal
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts	**Cost-effective, Efficient Hydropower Generation:** In FY 2002, deliver power at a cost that is as low, or lower than, the cost of the 75th percentile for comparable hydropower facilities (Target = $7,300 per megawatt). **Note:** Goal language revised from FY 2002 proposed plan for clarity. Goal as stated in FY 2002 proposed plan: "maintain power production costs at a level comparable to the most efficient and lowest cost sector of the hydropower industry that rank in the upper 25th percentile (Target = $7,300)."
	Maximize Power Generation and Enhance Revenues: In FY 2002, maximize power generation and enhance revenues by attaining a 3 percent, or lower, forced outage rate for BOR hydropower units.
	Fair Market Value for Resources: In FY 2002, maintain the current high bids received for OCS leases to MMS estimated value ratio at 1.8 (+/-0.4) to 1.
	Sound Management of Mineral Receipts: In FY 2002, achieve a compliance index of .9775 (for calendar year 2000).
	Sound Revenue Management: 1) In FY 2002, disburse 98 percent of revenues to recipients by the end of the month following the month received. 2) In FY 2002, provide access for ultimate recipients of 10 percent of revenues within on business day of MMS receipt. **[New Overview Goal in FY 2002]**

Goal 4: Provide Science for a Changing World

Long-Term Goal	FY 2002 Annual Performance Goal
Add to the Environmental and Physical Science Knowledge Base	**Improve Environmental and Natural Resource Information:** In FY 2002, provide and improve long-term environmental and natural resource information, systematic analysis, and investigations about natural systems by: - maintaining 47 long-term data collection and data management efforts and supporting 1 improved and large data infrastructure managed in partnership with others; - delivering 1,008 new systematic analyses and investigations to our customers; - improving and developing 7 decision support systems and predictive tools for decision-makers. **Note:** To account for FY 2002 budget allocations, targets were revised from the following language found in the FY 2002 proposed plan: "maintain 43 long-term data collection and data management efforts and supporting 1 improved and large data infrastructures managed in partnership with others; delivering 1,058 new systematic analyses and investigations to our customers; and improving and developing 4 decision support systems and predictive tools for decision-makers."
Increase Natural Hazard Knowledge and Warning	**Improve Monitoring and Prediction of Hazardous Natural Events:** In FY 2002, increase by 120 (to a total of 449) the number of improved earthquake sensors to deliver real-time information on potentially damaging earthquakes to minimize loss of life and property. In FY 2002, increase the average number of streamgages delivering real-time data on the Internet to 5,574. **Note:** Targets raised from 5,374 streamgages and 429 sensors in FY 2002 proposed plan to account for increased funding.

FY 2002 Annual Performance Plan Goals At-A-Glance (Continued)

Goal 5: Meet Our Trust Responsibilities to American Indians and Our Commitments to Island Communities	
Long-Term Goal	**FY 2002 Annual Performance Goal**
Protect Indian Trust Assets	**Protect Natural Resource Assets:** In FY 2002, BIA will complete repair construction for 19 dams (cumulative), BLM will process 5,000 post-lease technical assistance actions on Indian energy and mineral leases; and BOR will complete 34 technical assistance activities to increase Tribal opportunities to develop, manage, and protect their water resources. **Note:** To account for FY 2001 performance, targets were revised from the following language found in the FY 2002 proposed plan: "17 dams (cumulative) will have repair construction completed; and 20 technical assistance activities will be completed to increase Tribal opportunities to develop, manage, and protect their water resources."
	Fiscal Resources Protected for Tribes and Indians: In FY 2002, facilitate the growth of Trust income by processing 37,000 trust transactions for Tribal and individual Indian land owners. **Note:** Target addressing completion of milestones for the 11 subprojects in the High Level Implementation Plan (HLIP) will be replaced in FY 2002 and FY 2003 upon completion of a new management plan to replace HLIP.
Improve Indian Quality of Life	**Improve Facilities and Services:** In FY 2002, 2,182 housing applicants will receive repair and replacement work on homes, 7,070 miles of existing BIA system roads will be maintained, and 70 Tribes will operate comprehensive welfare plans. **Note:** To account for FY 2001 performance, targets were revised from the following language found in the FY 2002 proposed plan: "2,552 housing applicants will receive repair and replacement work on homes; 12,000 miles of existing BIA system roads will be maintained; and 50 Tribes will operate comprehensive welfare plans." **Improve Quality of Education:** In FY 2002, 100 percent of schools will be accredited, 52 percent of students will be proficient in math and 52 percent of students will be proficient in language arts. **Note:** To account for FY 2001 performance, targets were revised from the following language found in the FY 2002 proposed plan: "58 percent of students will be proficient in math; and 56 percent of students will be proficient in language arts."
Improve Management of Island Communities	**Improve Government Services:** In FY 2002, financial management improvement plans will be completed for 6 of the 7 insular governments, and the ratio of OIA-funded projects completed to projects started will increase to 1.1. **Note:** Target lowered from 7 improvement plans completed in FY 2002 proposed plan to account for FY 2001 performance.

Goal 6: Manage for Excellence and Accountability

Long-Term Goal	FY 2002 Annual Performance Goal
Lead People to Succeed	**Increase Workforce Diversity:** Diversity in Interior's workforce will increase by 3.1 percent from 1997 levels. **Note:** Target lowered from 4.1 percent in FY 2002 proposed plan to account for FY 2001 performance.
	Workforce Planning and Management Delayering: Complete a Departmental 5-Year Workforce Plan. **Note:** Goal revised from FY 2002 proposed plan which stated: "initiate workforce planning processes in all Interior bureaus and in the Department's Wildland Fire Program."
	Training and Development Programs: Develop policy and standards for one new Departmental training program, and continue operating 7 existing Departmental training and development programs. **Note:** The measure on operating Departmental training and development programs is a new Overview goal for FY 2002.
Use Information Technology to Better Manage Resources and Serve the Public	**Implement Information Technology Architecture Strategy:** In FY 2002, all Interior organizations will achieve a level 2 on 80 percent of the established CMM measurements.
	Implement Information Technology Security Strategy: In FY 2002, achieve a rating of Level 2 on the Federal Information Technology Security Assessment Framework for all National Critical Infrastructure Systems, all National Security Information Systems, and for all Interior Mission Critical Systems. **Note:** To account prior year performance, targets revised from the following language found in the FY 2002 proposed plan: "achieve a Level 3 on the Federal Information Technology Security Assessment Framework for all National Critical Infrastructure Systems, all National Security Information Systems, and for 33 percent of Interior Mission Critical Systems."
	Implement an E-Government Strategy: In Fy 2002, move on-line 50% of the appropriate paper-based transactional services identified through a baseline inventory of all DOI transnational services, both electronic and non-electronic, by the end of FY 2002. **[New Overview goal in FY 2002]**
	Expand On-Line Procurement: Department of the Interior will post on the government-wide point-of-entry website (www.FedBiz.Opps.gov) all notices of acquisitions valued over $25,000 for which widespread notice is required, and all associated solicitations unless covered by an exemption in the Federal Acquisition Regulation. **Note:** The FY 2002 target was achieved in FY 2001. **[New Overview goal in FY 2002]**

Long-Term Goal	FY 2002 Annual Performance Goal
Ensure Financial and Managerial Accountability	**Number of Unqualified (clean) Audit Opinions:** Obtain unqualified (clean) audit opinions for Interior's eight bureaus, the Departmental offices, and the Department's consolidated financial statements, and receive no more than 9 noted exceptions from the auditors on the Report on Internal Controls (maximum 6 exceptions) and the Report on Compliance with Laws and Regulations in the Department's Accountability Report (maximum 3 exceptions).
	Timely Correction of Material Weaknesses and Implementation of Audit Recommendations: Timely implementation of OIG and GAO audit recommendations and timely completion of corrective action plans for material weaknesses by their original target date.Performance Indicators: 1. 75 percent implementation of OIG and GAO Audit Recommendations. 2. 75 percent completion of Corrective Plans for Material Weaknesses **Note:** Target revised from 80 percent of corrective action plans for material weaknesses by their original target date in FY 2002 proposed plan to account for prior year performance.
	Reduce Erroneous Payments: In FY 2002, maintain adequate controls over Federal Assistance payment processes to ensure any erroneous payments are kept below .07 percent of the program area as measured by audit disallowance, and 35 percent of the amounts disallowed are returned to the government. **Note:** Goal revised from FY 2002 proposed plan which stated: "Interior will complete an analysis of financial assistance payments within the Department and establish a baseline level for measuring erroneous payments."

Long-Term Goal	FY 2002 Annual Performance Goal
Provide Safe and High Quality Places of Work	**Facilities Maintenance and Capital Improvements:** In FY 202, complete 70 percent of repair and construction projects funded through the Department's Five-Year Facilities Maintenance and Capital Improvement Plan by the end of the funding fiscal year, complete 95 percent by the end of the second year after funding, and greater than 95 percent after the third year.
	Completion of Environmental Audits: In FY 2002, complete initial environmental audits of 75 percent of all Interior facilities (cumulative).
Ensure Efficient and Effective Business Practices	**Amount of Purchase Card Transactions:** Purchase card transactions will exceed $450 million. **Note:** Target raised from $420 million in FY 2002 proposed plan to account for prior year performance.
	Museum Objects Inventoried: Accurately inventory an additional 2.5 million museum objects for a cumulative total of 50.8 million.
	Make Greater Use of Performance-Based Service Contracting (PBSC): In FY 2002, 20 percent of total eligible service contract dollars applicable to actions over $25,000 that meet PBSC criteria will be awarded through PBSC. **[New Overview goal in FY 2002]**
	Expand A-76 Competition and Conduct More Accurate Federal Activities Inventory Reform Act Inventories: In FY 2002, complete full-time equivalents public-private or direct conversion competitions involving an additional 5 percent of the full-time equivalents listed on Department-wide Federal Activities Inventory Reform Act. **[New Overview goal in FY 2002]**