

FY 2002 Annual Performance Plan

FY 2000 Annual Performance Report

Departmental Overview



DEPARTMENT OF THE INTERIOR



Department of the Interior
Departmental Overview
FY 2002 Annual Performance Plan
FY 2000 Annual Performance Report

A COMMENT ON THE PERFORMANCE GOALS CONTAINED IN THIS DOCUMENT

The goals that appear in the Fiscal Year 2002 Annual Performance Plan are based on the Department's most recent revision of its Government Performance and Results Act strategic plan. This strategic plan, which covers the period from Fiscal Year 2000 to Fiscal Year 2005, was completed under the guidance and direction of the previous Administration and, therefore, does not necessarily reflect the policies and management priorities of the current Administration.

During 2001, the Department will review and, where appropriate, revise the current strategic plan. This review process will incorporate the views and concerns of the Department's partners and constituencies and will, in some cases, be the basis for new or restated annual performance goals and measures to provide overall direction to Interior's programs and deliver program results.



SECRETARY OF THE INTERIOR
WASHINGTON

Message From The Secretary

I am pleased to submit this Departmental Annual Performance Plan Overview for FY 2002 to Congress. This Plan is combined with the Departmental Annual Performance Report Overview for FY 2000, completed on March 29, 2001. The combined Plan and Report presents a side-by-side comparison of last year's accomplishments and next year's performance targets.

For FY 2000, the Department, as a whole, achieved 70 percent of its performance measures, and met or exceeded 67 percent of the performance measures reported in this Overview. Seventy percent is a 3 percent improvement in Department-wide results over FY 1999. The Departmental Overview also highlights how DOI is using performance management to direct our resources, strengthen coordination within the Department and with other Federal agencies, communicate more effectively with customers, stakeholders, and our partners, and hold ourselves accountable.

The Department has done an excellent job implementing the Government Performance and Results Act (GPRA). We will be reviewing our annual performance goals and measures in 2001 in an effort to achieve President Bush's vision for a more results-oriented government. I am committed to providing meaningful performance results that link resource investments to outcomes. This Overview also addresses the management reforms recommended by the Office of Management and Budget:

- Delaying management levels to streamline organizations;
- Reducing erroneous payments to beneficiaries and other recipients of government funds;
- Making greater use of performance-based contracts;
- Expanding on-line procurement and E-Government services and information; and,
- Expanding competitions under OMB Circular A-76 and ensuring more accurate Federal Activities Inventory Reform (FAIR) Act inventories.

Over the next year, I look forward to consulting with Interior's partners and constituencies as we review all our goals and performance measures to make sure they deliver results, help us be more accountable, and reflect the Administration's priorities for this Department.

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

About This Document

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 goals. To facilitate a comparison of past results to current and future performance measures and budget requests, Interior has opted to combine its FY 2002 Annual Performance Plan with the FY 2000 Annual Performance Report. We believe presenting the plan and report in one document will be more useful to Congress and the appropriations process and to our other parties interested in Interior's 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 2002 Annual Performance Plan and FY 2000 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 2002 budget request and the complete report on FY 2000 accomplishments are contained in the individual consolidated plan and report documents prepared by Interior's eight bureaus and one Departmental office. 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.

Executive Summary

CREATED BY CONGRESS IN 1849, THE DEPARTMENT OF THE INTERIOR (DOI, DEPARTMENT, AND INTERIOR) IS THE NATION'S PRINCIPAL CONSERVATION AGENCY SERVING AS STEWARD FOR APPROXIMATELY 451 MILLION ACRES OF AMERICA'S PUBLIC LANDS. THIS REPRESENTS ABOUT ONE FIFTH OF THE TOTAL U.S. LAND SURFACE AND 70 PERCENT OF FEDERALLY OWNED LAND. SINCE THEN, INTERIOR HAS ESTABLISHED ITSELF AS THE 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 Annual Performance Plan (FY 2002) and Annual Performance Report (FY 2000) support the planning and reporting framework that is integral to managing for results.

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

The DOI Annual Performance Plan is a companion piece to the DOI Strategic Plan and to the DOI FY 2002 budget request. The Annual Performance Plan defines those performance indicators and goals we will use to measure our progress toward achieving our strategic objectives. 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 DOI Annual Performance Report provides a public accounting of performance against the goals in the FY 2000 Annual Performance Plan.

Our combined report is also be available through our DOI Internet Homepage at www.doi.gov.

FY 2000 REPORT

Department-Wide Results

In FY 2000, we tracked progress on 181 goals and 242 related performance measures. This represents about a 10 percent reduction of goals and about a 15 percent reduction of measures from our FY 1999 Annual Performance Report.

We are learning to better identify and report issues germane to our core missions. We are committed to

making progress toward outcome-oriented goals, placing goals in the context of all the work that needs to be done, and further strengthening our reporting on data verification and validation.

For FY 2000, the Department, as a whole, achieved 70 percent of its performance measures, and met or exceeded 67 percent of the performance measures reported in this Overview. Seventy percent is a three percent improvement in the Department-wide results over FY1999. For almost all those goals and measures that were not met, we did make substantial progress toward achieving our performance targets. For example, we had a goal to achieve 100 percent accreditation of Indian schools, but achieved 96 percent; we had a target to increase to 75 the number of restoration projects involving injured lands or resources, but achieved 70; and we had a target to complete 1,348 housing repair/replacement applications, but were able to complete 1,240 applications.

DEPARTMENT OF THE INTERIOR OVERVIEW

This Overview reports on 48 key measures for achieving the five Departmental strategic goals and nine additional measures for achieving managerial excellence and accountability. Some of these measures have been drawn from individual bureau reports, while others are from the crosscutting Departmental programs and management goals that appeared in the FY 2000 Departmental Overview Plan. The Department met or exceeded 32 of the 48 measures for a 67 percent success rate. The table below describes the status for each Departmental goal. Details of the key measures for the five strategic goals are reported in Section 2 in this Overview. Additional measures supporting bureau goals can be found in individual bureau reports.

FY 2002 GOALS AND MEASURES

Strategic Goal	Number of Measures	Met or Exceeded	Not Met	Not Reported
Protect the Environment and Preserve Our Nation's Natural and Cultural Resources	13	10	3	0
Provide Recreation for America	3	3	0	0
Manage Natural Resources for a Healthy and a Strong Economy	6	5	1	0
Provide Science for a Changing World	4	4	0	0
Meet our Trust Responsibilities to Indian Tribes and our Commitments to Island Communities	13	5	8	0
Manage for Excellence and Accountability	9	5	4	0
Totals	48	32	16	0

LESSONS LEARNED

We have focused improvements in our strategic planning and performance management processes based on guidance received from OMB, comments from Congress and GAO, and our own surveys of best practices in government. In addition to the improvements we have made in our processes, we have enhanced our GPRA documents in four main areas. These areas are:

1. Continuing progress toward outcome-oriented goals — how our goals make a difference,
2. Placing FY 2002 goals in the context of all the work that needs to be done,
3. Preparing more complete explanations of results from FY 2000, and
4. Strengthening our reporting on data verification and validation. Improving the credibility and completeness of our performance data.

Also, we have improved our reporting by beginning to capture costs at the goal level rather than the activity level, writing for the understanding of the lay reader, consolidating common goals, and providing better explanations about whether goals are met, not met, or when there was no report for the goal. We pledge to continue to refine and improve our goals and measures as we gain more experience in measuring and reporting performance data.

FY 2002 PLAN

Interior's five Departmental strategic goals are the overarching strategic goals that reflect the Department's core mission. Under these Departmental goals, we have established 13 long-term goals that connect to the varied programs, missions, and accomplishments of our bureaus and align with Departmental goals. Each long-term goal has one or more general performance measures 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 five Departmental goals and the long-term goals under them are as follows:

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

2. Provide Recreation for America

- Provide Quality Experiences to Visitors on Federal Lands and Facilities
- Provide for Safe Visits to Public Lands

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

4. Provide Science for a Changing World

- Add to the Environmental and Physical Science Knowledge Base
- Increase Natural Hazard Knowledge and Warning

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

We also have established 5 long-term and 16 annual goals to help the Department "Manage for Excellence and Accountability."

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 complementing statutory responsibilities. Our FY 2002 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 decisionmaking and are often mutually beneficial. In this year's plan, the crosscutting relationships are treated a little differently, with a clearer portrayal of the many subject areas that are covered in our crosscutting relationships. Our crosscutting relationships are summarized in the table in section 4.2, which shows the relationship of these activities to our five 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, the Wildland Fire Program, and the Pacific Northwest Forest Plan.

MANAGEMENT ISSUES

We have reported progress addressing key management risks and challenges identified by the Department, the Office of the Inspector General (OIG), and the General Accounting Office (GAO) in our FY 2000 Annual Performance Report. These efforts, along with imple-

menting audit recommendations and correcting material weaknesses, continue into FY 2001 and FY 2002. We have received recent guidance from the Office of Management and Budget (OMB) identifying additional government-wide reforms, all of which are reflected in our FY 2002 plans. These reforms include:

- Delaying management levels to streamline organizations;
- Reducing erroneous payments to beneficiaries and other recipients of government funds;
- Making greater use of performance-based contracts;
- Expanding the application of on-line procurement and other E-Government services and information; and
- Expanding A-76 competitions and ensuring more accurate FAIR Act inventories.

We will continue to work with OMB, OIG, GAO, and our bureaus to fully address these management challenges. We seek to increase our commitment to these issues, as well as financial accountability and improvements in our financial systems and processes.

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."

Serving as the Nation's principal conservation agency, the Department of the Interior provides stewardship for approximately 451 million acres of America's lands, representing about one-fifth of the U. S. land surface. Created by Congress in 1849, Interior has evolved to its present-day role as steward of natural and cultural resources and the administrator of the Nation's trust responsibilities to Native Americans.

With a wide range of responsibilities, the Department serves a diverse customer base, often with conflicting requirements annually:

- Over 285 million American citizens and foreign guests visit our National Parks,
- 54 million visitors enjoy the wild and scenic lands the Bureau of Land Management administers,
- 1.4 million native Americans in 561 Tribes work with the Bureau of Indian Affairs to improve living conditions in Indian Country,
- More than \$5 billion in mineral revenues is collected by the Minerals Management Service, and disbursed to States, Indian Tribes, and individual Indian mineral owners and the U.S. Treasury,
- Water and power needs are provided for millions of citizens in the American West by the Bureau of Reclamation,
- Office of Surface Mining reclaims over 10,000 acres of mined land,
- Fish and Wildlife Service hosts almost 38 million visitors to National Wildlife Refuges and National Fish Hatcheries and administers the Endangered Species Act,

- Wild burros and horses on BLM managed lands are thriving in balance with their habitat,
- Science and information provided by the U. S. Geological Survey that contributes to sound public and environmental health and safety decisions, and
- The Federal Outer Continental Shelf now provides more than 25 percent of the natural gas and oil produced in the United States.

Lands

Most of the public lands under the purview of Interior management were once part of the 1.8 billion acres of public domain lands acquired by the Nation between 1781 and 1867. Land now managed by Interior represents about 70 percent of all federally owned land. All 50 States, United States-associated Pacific Insular areas, Virgin Islands, and Puerto Rico contain lands administered by the Department of the Interior.

The natural and cultural resources associated with these lands are assets valued for their environmental resources, recreational and scenic worth, their cultural and historical significance, vast open spaces and the resource commodities and revenue they provide to the Federal Government, States, Indian Tribes, individual Indians, and counties. The DOI is responsible for mineral leasing and operations on more than 700 million acres of onshore mineral estate that underlie both Federal and other surface ownerships, and nearly 1.8 billion acres on the Outer Continental Shelf.

Here is a brief description of Interior's bureaus:

INTERIOR'S BUREAUS

The Department manages 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.

- The BLM manages 264 million acres of the public land and more than 700 million acres of subsurface mineral estate.

Minerals Management Service (MMS)

Mission: To manage the mineral resources on the Outer Continental Shelf in an environmentally sound and safe manner and to expeditiously 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 to the States, the Tribes, to individual Indian mineral owners, and the Treasury.

- The MMS collects and disburses more than \$5 billion annually from oil, gas, and solid minerals leasing programs.

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.

- The OSM protects the environment by (1) restoring 12,176 acres of abandoned mine lands, and (2) overseeing current mining operations on 4.4 million acres in 26 States and on lands of three Indian Tribes.

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.

- The BOR is the largest supplier of water in the 17 Western States.

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.

- The USGS, the largest U.S. natural science and domestic mapping agency, develops the science and information that contributes to public and environmental health and safety.

Fish and Wildlife Service (FWS)

Mission: Working with others to conserve, protect, and enhance fish and wildlife 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 and wildlife 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.

- The FWS is the steward of almost 94 million acres of public lands across the U.S. that comprise the network of 535 refuges of the National Wildlife Refuge System.

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.

The NPS manages 384 units in the National Park System to conserve, preserve, protect, and interpret the Nation's natural, cultural, and recreational resources.

- The NPS hosts over 285 million visitors every year.

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.

- The BIA manages a wide variety of programs for 561 American Indian and Alaska Native Tribal governments and approximately 1.4 million Indians.

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 the Departmental Management. Of these offices only OIA prepares a performance plan and report.

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

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 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

Realizing 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. Hundreds of thousands of people volunteer with Interior's bureaus and contribute to the decision making process. In addition to mandated public hearings, 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 vehicles 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,
- Use GPRA quarterly data reports to track program accomplishments and potential problems,
- Increase the use of program evaluations, and
- Increase the use of organizational self assessments using the Baldrige National Quality Award criteria, and
- Work toward developing performance-based budget.

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. Our long-term 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

Several factors have prompted the need to revise the Strategic Plan as summarized in the following table. These factors include an evaluation of performance trends and economic changes, and the introduction of new strategic objectives by the incoming Administration. The long-term revisions indicated often require incremental change in annual planning, which are reflected in the FY 2002 Annual Performance Plan. To meet new management objectives, new performance measures have been introduced. More detailed treatments of these changes can be found in the corresponding sections of this Departmental Overview.

SUMMARY OF CHANGES TO THE FY 2000-2005 DEPARTMENTAL STRATEGIC PLAN (OVERVIEW)

DOI FY 2000-2005 Strategic Plan	Amendments
Strategic Goal 1 Protect the Environment and Preserve Our Nation's Natural and Cultural Resources	
1.2.1 By 2020, the South Florida Ecosystem Restoration Task Force will acquire an additional 550,000 acres of land for habitat protection.	1.2.1 By 2036, the South Florida Ecosystem Restoration Task Force will acquire 1.95 million acres of land for habitat protection.
1.2.2 By 2040, the South Florida Ecosystem Restoration Task Force will restore the natural hydrologic functions of wetland, marine and groundwater systems within the South Florida ecosystem.	1.2.2 By 2036, construct 117,150 acres of storm water treatment areas .
1.2.4 By 2005, restore the natural ecological process by increasing the use of fire (wildland and prescribed) and other land treatments to 950,000 acres annually out of 300 million acres in need of treatment .	1.2.4 By 2005, restore the natural ecological process by increasing the use of fire (wildland and prescribed) and other land treatments on 10 percent of the projects that are the highest priority of the communities- at-risk project listing .
1.3.1 Through FY 2005, 371 species listed under the Endangered Species Act as endangered and threatened a decade or more are either stable or improving, 15 species are delisted due to recovery, and listing of 12 species at risk is made unnecessary due to conservation agreements.	1.3.1 Through FY 2005, 404 species listed under the Endangered Species Act as endangered and threatened a decade or more are either stable or improving, 15 species are delisted due to recovery, and listing of 12 species at risk is made unnecessary due to conservation agreements.
Strategic Goal 2 Provide Recreation for America	
2.1.2 By 2005, 88 percent of visitors to BLM's Special Recreation Management Areas will be satisfied with the quality of their recreational experience.	2.1.2 By 2005 95 percent of visitors to BLM's Special Recreation Management Areas will be satisfied with the quality of their recreational experience.
Strategic Goal 3 Manage Natural Resources for A Healthy Environment and a Strong Economy	
3.1.4 By 2005, renew authorizations for livestock grazing on over 9,100 allotments (out of 21,500) in a manner that will achieve healthy, sustainable rangelands.	3.1.4 By 2005, support rural communities in the West and achieve healthy, sustainable rangelands by issuing 9,113 grazing permit renewals consistent with the Fundamentals of Rangeland health established in the grazing regulations .

SUMMARY OF CHANGES TO THE FY 2000-2005 DEPARTMENTAL STRATEGIC
PLAN (OVERVIEW) - CONTINUED

DOI FY 2000-2005 Strategic Plan	Amendments
Strategic Goal 4 Provide Science for a Changing World	
4.2.2 By 2005, 700 real-time earthquake sensors will be in place.	4.2.2 By 2005, 500 real-time earthquake sensors will be in place.
Strategic Goal 5 Meet Our Responsibilities to Indian Tribes and Our Commitments to Island Communities	
5.1.2 By the end of FY 2005, facilitate the growth of trust income by processing 45,000 trust transactions for Tribal and individual Indian land owners...	5.1.2 By the end of FY 2005, facilitate the growth of trust income by processing 37,000 trust transactions for Tribal and individual Indian land owners...
Managing for Excellence and Accountability	
New measure:	<u>Workforce Planning and Management Delayering:</u> Initiate workforce planning processes in all Interior bureaus and in the Department's Wildland Fire Program.
New measure:	<u>Implementation of an Information Technology Security Strategy:</u> 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 33 percent of Interior Mission Critical systems.
New measure:	<u>Expand On-Line Procurement:</u> 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.
New measure:	<u>Reduce Erroneous Payments:</u> Interior will complete an analysis of financial assistance payments within the Department and establish a baseline level for measuring erroneous payments.
New measure:	<u>Make Greater Use of Performance-Based Service Contracting:</u> 20 percent of total eligible service contract dollars applicable to actions over \$25,000 that meet PBSC criteria will be awarded through PB
New measure:	<u>Expand A-76 Competition and Conduct More Accurate Federal Activities Inventory Reform (FAIR) Act inventories:</u> Compete not less than 5 percent of the positions listed on the Department-wide FAIR Act Inventory as potentially commercial.

1.4 LINKAGE TO THE BUDGET

Funding

Interior's operations are funded primarily by Congressional appropriations of the general funds of the U.S. Government. The Department's proposed FY 2002 budget authority is over \$12.7 billion, with more than three-quarters provided by annual appropriations. The Department's estimated full-time employee equivalent usage for FY 2002 is over 69,300 employees at sites across the country.

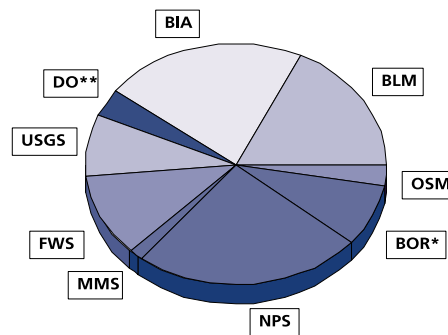
FY 2002 Budget Request

This pie chart summarizes the budget requests of the bureaus and Departmental offices underlying the FY 2002 Annual Performance Plan. The total funding requested is \$9.958 billion.

* BOR includes the Central Utah Project

** Departmental Offices include Departmental Management, Solicitor, Office of the Special Trustee, Office of Inspector General, Office of Insular Affairs, and Natural Resources Damage Assessment.

FY 2002 Budget Request
(Bureau portions of \$9.958 Billion Request)

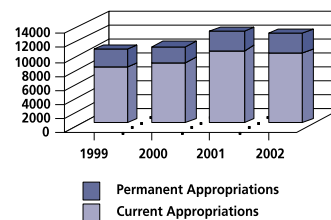


Interior Budget Authority

The FY 2002 total budget represents a decrease of 3.4 percent compared to the amount enacted for FY 2001.

Interior Budget Authority

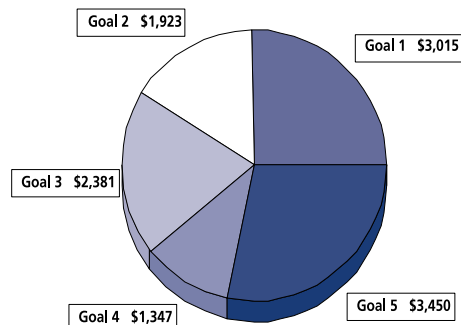
(in millions of dollars)



FY 2000 Strategic Goal Expenses

Note: For accounting purposes, in the adjacent 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.

FY 2000 Strategic Goal Expenses
(Dollars in Millions)



FY 2002 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 budget:

- Funds fully the Land and Water Conservation Fund (LWCF) at \$450 million, while providing States greater flexibility in using LWCF grant funds.
- Establishes new programs to provide grants to States to assist landowners to enhance habitat for imperiled species, while continuing traditional land management practices and to provide direct grants to support local and private stewardship efforts.
- Initiates a 5-year effort to significantly reduce the backlog of deferred facility maintenance in our national parks and significantly increases funding to improve natural resources management in the parks.
- Reduces substantially the Bureau of Indian Affairs' school repair backlog and provides increased funding for school operations.
- Funds five recent Indian land and water settlements.
- Maintains a high level of funding to prepare for and suppress wildfire and to treat forests and rangelands to reduce fire danger.
- Maintains historically high levels of funding for operational programs at our national parks and wildlife refuges and on our public lands.

Major initiatives in the FY 2002 budget include:

LWCF State Grant Program

The FY 2002 budget proposes \$450.0 million for LWCF State Grants, providing a new comprehensive approach to funding a wide array of State recreation and conservation needs. The budget proposal is an increase of \$359.7 million from the \$90.3 million appropriated in FY 2001 and gives States flexibility to go beyond traditional recreational land acquisition and development projects. In FY 2002, States will be able to use grant funds to benefit wildlife and habitat; conserve endan-

gered and threatened species; and protect, enhance, and restore wetland ecosystems and other habitats for migratory birds and other fish and wildlife.

NPS Backlog

In order to meet President Bush's commitment to eliminate the National Park Service maintenance backlog over 5 years, the FY 2002 budget focuses on funding the \$2.2 billion infrastructure, non-road backlog. The budget includes a \$61.1 million increase in appropriations for construction and maintenance projects and a commitment to dedicate an additional \$40.0 million of Recreation Demonstration and Concession fee receipts to backlog projects, for a total budget of \$439.6 million for deferred maintenance.

Natural Resource Challenge

The FY 2002 NPS budget includes an additional \$20 million to improve natural resource management in national parks, funding the third year of the Natural Resource Challenge. Activities funded by this increase will include non-native species management, and monitoring and management of native and threatened and endangered species.

BIA Schools

The budget funds Bureau of Indian Affairs education construction at \$292.5 million and provides funding for six replacement school projects. The goal is to fulfill the President's promise to eliminate the current school repair and maintenance backlog by FY 2006. The request for school operations, which will fund 185 schools and dormitories serving approximately 50,000 elementary and secondary students in 23 States, includes a program increase of \$9.1 million over FY 2001 funding levels. The increase will ensure that schools maintain accreditation and students have access to computers, textbooks, and other critical learning tools.

Energy and Minerals

Public lands administered by the Bureau of Land Management produce about \$1.5 billion annually from oil, gas, coal, and geothermal rents, royalties, and bonuses. In addition to generating oil and gas for the Nation's energy needs, active wells produced \$928 million in royalties, with 50 percent of that royalty amount returned to the States. For FY 2002, the budget proposes a program increase of \$15.0 million for expansion of energy and mineral activities, including Alaska's North Slope oil and gas development, leasing and processing of coalbed methane applications for permits to drill, and energy assessments on public lands.

The Outer Continental Shelf, (OCS) will produce \$6.9 billion in bonuses, rents, and royalties in FY 2001. The FY 2002 budget for MMS proposes a program increase of \$14.7 million in order to meet increased workload brought about by demand for OCS program services, and to conduct a series of royalty-in-kind pilots to determine the circumstances under which taking oil and gas royalties in-kind makes good business sense within the re-engineered Minerals Revenue Management program.

Wildland Fire Management

The FY 2002 budget continues substantial funding for fire readiness and response, wildland firefighting assistance to rural communities, and a comprehensive program to reduce fuels in the wildland urban interface. The overall program is funded at \$658.4 million, more than double historical levels and an increase of \$367.5 million over the 2000 base fire program level of \$291.0 million.

The FY 2002 budget funds fire readiness at \$252.0 million, a slight decrease of \$5.6 million from FY 2001, but \$89.5 million more than appropriated in FY 2000. Fire suppression is proposed to be increased by \$8.3 million to \$161.4 million, which is consistent with the 10-year average cost for suppression. The program to treat fuels in forest and range areas to reduce fire danger is continued at \$186.2 million, the same level as 2001 and \$137.4 million more than FY 2000. Overall, the FY 2002 budget level is a decrease of \$318.7 million from the FY 2001 level, which is due in large part to a reduc-

tion of \$199.6 million in contingent emergency funding for fire suppression. This funding will not be needed in FY 2002 because the budget proposes a \$5.6 billion National Emergency Reserve that will be available to pay for emergency needs, including higher-than-average wildland fire costs. Other reductions in the Wildland Fire Account include \$26.8 million in one-time costs of equipment purchases and a specific, targeted research project, and \$84.8 million provided for rehabilitation in the wake of the extraordinary fires of 1999 and 2000.

1.5 FY 2002 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	<p><u>Public Lands Restored:</u> In FY 2002, 227,500 acres of mined lands, refuges, park lands, and forests will be restored.</p> <p><u>Damaged Lands and Resources Restored:</u> 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 \$145 million.</p>
Maintain Healthy Natural Systems	<p><u>South Florida Natural Systems Restored:</u> 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 2004 and FY 2005.</p> <p><u>California Desert Protection and Restoration:</u> By FY 2002, coordinate and integrate various agency efforts to recover the desert tortoise in the California desert.</p> <p><u>Natural Processes Restored Through Fire Management:</u> By FY 2002, the following goals will be achieved: <ul style="list-style-type: none"> - percentage of fires contained by initial attack will increase to 99 percent; - complete a baseline inventory for facilities construction, reconstruction, and maintenance requirements; - 7 percent of the highest priority communities-at-risk receiving fuels treatments; - 1.4 million acres will receive fuels treatments to reduce hazards and maintain ecosystem health; - 25 percent of rural fire districts receive funding assistance. </p>
Protect and Recover Imperiled Species	<p><u>Species Protected:</u> 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, 67 of 442 species in NPS areas show improving status, and 94 of 442 species in NPS areas have stable status.</p>
Protect and Restore Cultural Resources	<p><u>Cultural Properties (Sites) Restored:</u> At the end of FY 2002, 12,420 of 27,000 (or 46 percent) structures are in good condition and 122 of 410 (or 29.8 percent) cultural landscapes are in good condition.</p>

FY 2002 Goals-At-A-Glance - Continued

GOAL 2: PROVIDE RECREATION FOR AMERICA

Long-Term Goal	FY 2002 Annual Performance Goal
Provide quality experience to Visitors on Federal Lands and Facilities	<p><u>Ensure Visitor Satisfaction:</u> Interior's goal is to maintain the high level of satisfaction among recreational visitors. 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.</p>
Provide for Safe Visits to Public Lands	<p><u>Ensure Visitor Safety:</u> Reduce the NPS visitor accident/incident rate to 8.53 incidents per 100,000 visitor days or lower, a 10 percent reduction from the 1992-1996 baseline of 9.48 per 100,000 visitor days.</p>

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	<p><u>Authorize Sustainable Grazing:</u> In FY 2002, authorize 1,580 livestock grazing permits or leases consistent with established land health standards.</p>
	<p><u>Pacific Northwest Forest Plan:</u> In FY 2000, offer 211 mmbf of timber for sale and restore 35,700 acres of forested lands.</p>
	<p><u>Meeting Water Resource Needs</u> [NEW OVERVIEW GOALS] 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 = 28 million acre-feet of water) In FY 2002, reduce risks to the downstream public and resources by completing dam safety modifications for 6 dams.</p>
	<p><u>Decrease Environmental Impacts of Offshore Production</u> [NEW OVERVIEW GOALS] In FY 2002, show a decrease in the environmental impact index for OCS development compared to the FY 2000 baseline. (Target = 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.</p>

FY 2002 Goals-At-A-Glance - Continued

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

Long-Term Goal	FY 2002 Annual Performance Goal
	<p><u>Energy Conservation, Recycling and Green Purchasing:</u> (Formerly Green Purchasing):</p> <ul style="list-style-type: none"> - Promote energy efficiency and reduce energy consumption at Interior facilities by 20 percent from 1985 levels. - Increase by 40 percent the solid waste diverted from disposal in landfills through recycling, and - Increase the purchasing rate of nine recycled content, environmentally preferable, and bio-based products. Increase purchases of these products by at least 30 percent 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	<p><u>Fair Market Value for Resources:</u></p> <p>In FY 2002, maintain the current high bids received for OCS leases to MMS estimated value ratio at 1.8 (+/-0.4) to 1.</p>
	<p><u>Sound Management of Mineral Receipts</u></p> <p>In FY 2002, ensure payments are at least 90 percent of the expected value at the due date for 35 percent of properties.</p> <p>Note: This was intended to be a new goal for FY 2001, replacing a compliance index. However, the index will continue to be used through FY 2002 at which time the reengineered royalty system will be operational and a new compliance methodology and goal will be developed.</p> <p>Revised Goal in FY 2002</p> <p>In FY 2002, achieve a compliance index of .9775 (for calendar year 2000).</p> <p>Note: Index can only be calculated on a prior year due to length of time needed to capture transaction measurements and corrections. Reporting is done on a calendar year basis.</p>
	<p><u>Prompt Recipient Access to Royalty Payments</u> [NEW OVERVIEW GOAL]</p> <p>By the end FY 2002, provide access for ultimate recipients of 10 percent of revenues within one business day of MMS receipt and disburse 98 percent of revenues to recipients by the end of the month following the month received.</p>
	<p><u>Low Cost, Efficient Hydropower Generation</u></p> <p>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 25 percentile. (Target = \$7,300)</p>
	<p><u>Maximize Power Generation and Enhance Revenues</u> [NEW OVERVIEW GOAL]</p> <p>Maximize power generation and enhance revenues by attaining a 3 percent or lower forced outage rate for BOR hydropower units.</p>

FY 2002 Goals-At-A-Glance - Continued

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	<p><u>Improve Environmental and Natural Resource Information:</u></p> <p>In FY 2002, provide and improve long-term environmental and natural resource information, systematic analysis, and investigations about natural systems by:</p> <ul style="list-style-type: none"> - maintaining 43 long-term data collection and data management efforts and supporting 1 improved and large data infrastructures managed in partnership with others. - Improving and developing 4 decision support systems and predictive tools for decision makers. <p>[NEW OVERVIEW GOAL]</p> <ul style="list-style-type: none"> - Delivering 1,058 new systematic analyses and investigations to our customers.
Increase Hazard Knowledge and Warning	<p><u>Improve Prediction and Monitoring of Hazardous Events:</u></p> <p>In FY 2002, increase by 100 (to a total of 429) the number of improved earthquake sensors to deliver real-time information on potentially damaging earthquakes to minimize loss of life and property.</p> <p>[NEW OVERVIEW GOAL]</p> <p>In FY 2002, maintain the average number of streamgages delivering real-time data on the Internet at 5,374.</p>

FY 2002 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	<p><u>Protect Natural Resource Assets:</u></p> <p>In FY 2002, 17 dams (cumulative) will have repair construction completed, process 5,000 post-lease technical assistance actions on Indian energy and mineral leases; 20 technical assistance activities will be completed to increase tribal opportunities to develop, manage, and protect their water resources.</p> <p>Note: Technical Assistance goals are new goals in FY 2001</p>
	<p><u>Fiscal Resources Protected for Tribes and Indians:</u></p> <p>By the end of FY 2002, facilitate the growth of Trust income by processing 37,000 trust transactions for Tribal and individual Indian land owners, and complete 17 of the milestones of the 11 subprojects in the High Level Implementation Plan.</p>
Improve the Indian Quality of Life	<p><u>Improve Facilities and Services:</u></p> <p>In FY 2002, 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.</p>
	<p><u>Improve Quality of Education:</u></p> <p>In FY 2002, to improve the quality of education, 100 percent of schools will be accredited, 58 percent of students will be proficient in math and 56 percent of students will be proficient in language arts.</p>
Improve Management of Island Communities	<p><u>Improve Government Services:</u></p> <p>In FY 2002, financial management improvement plans will be completed for 7 of the 7 insular governments, and the ratio of OIA-funded projects completed to projects started will increase to 1.1.</p>

FY 2002 Goals-At-A-Glance - Continued

MANAGING FOR EXCELLENCE AND ACCOUNTABILITY

Long-Term Goal	FY 2002 Annual Performance Goal
Lead People to Succeed	<u>Increase Workforce Diversity:</u> Diversity in Interior's workforce will increase by 4.1 percent from 1997 levels.
	<u>Implement Workforce Planning and Management Delaying:</u> Initiate workforce planning processes in all Interior bureaus and in the Department's Wildland Fire Program.
	<u>Expand Training and Development Programs:</u> Develop policy and standards for one new Departmental training program, and deliver 7 ongoing Departmental training and development programs.
Use Information Technology to Better Manage Resources and Serve the Public	<u>Implement Information Technology Architecture Strategy:</u> 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 80 percent of the established CMM measurements.
	<u>Implement Information Technology Security Strategy:</u> 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 33 percent of Interior Mission Critical systems.
	<u>Implement an E-Government Strategy:</u> Move on-line 50% 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 2002.
	<u>Expand On-Line Procurement:</u> Department of the Interior will 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.
Ensure Financial and Managerial Accountability	<u>Achieve Unqualified (clean) Audit Opinions:</u> Obtain unqualified (clean) audit opinions for Interior's eight bureaus, the Departmental offices, and the Department's consolidated financial statements.
	<u>Resolve Material Weaknesses and Management Risks in a Timely Manner:</u> 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.

FY 2002 Goals-At-A-Glance - Continued

MANAGING FOR EXCELLENCE AND ACCOUNTABILITY

Long-Term Goal	FY 2002 Annual Performance Goal
	<p><u>Reduce Erroneous Payments:</u> Interior will complete an analysis of financial assistance payments within the Department and establish a baseline level for measuring erroneous payments.</p>
Provide Safe and High Quality Places of Work	<p><u>Ensure Effective Facilities Maintenance and Capital Improvements:</u> 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.</p>
	<p><u>Complete Environmental Audits:</u> Complete initial environmental audits of 75 percent of all Interior facilities (cumulative).*</p> <p><i>*(Note: Assumes revised baseline completed in FY 2000.)</i></p>
Ensure Efficient and Effective Business Practices	<p><u>Expand Amount of Purchase Card Transactions:</u> Purchase card transactions will exceed \$420 million.</p>
	<p><u>Inventory Museum Objects:</u> Accurately inventory an additional 2.5 million museum objects for a cumulative total of \$50.8 million.</p>
	<p><u>Make Greater Use of Performance-Based Service Contracting (PBSC):</u> 20 percent of total eligible service contract dollars applicable to actions over \$25,000 that meet PBSC criteria will be awarded through PBSC.</p>
	<p><u>Expand A-76 Competition and Conduct More Accurate Federal Activities Reform (FAIR) Act Inventories:</u> Compete not less than 5 percent of the positions listed on the Department-wide FAIR Act inventory as potentially commercial.</p>

Section II

Departmental Goals

MEASURABLE LONG-TERM AND ANNUAL DEPARTMENTAL GOALS

The Department of the Interior has five 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 the five Departmental 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 general performance measures and specific annual performance goals under it. 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 five goals is an effective way to improve the integration, coordination, and management of Interior programs.

Linking the key programs and outcomes of individual Interior bureaus to the Department's priorities and ini-

tiatives 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 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 Measure
Restore the Health of Public Lands	<ul style="list-style-type: none">Public Lands RestoredDamaged Land and Resources Restored
Maintain Healthy Natural Systems	<ul style="list-style-type: none">South Florida Natural System RestoredCalifornia Desert Protection and RestorationNatural Restoration through Fire Management
Protect and Recover Imperiled Species	<ul style="list-style-type: none">Species Protected
Protect and Restore Cultural Resources	<ul style="list-style-type: none">Cultural Properties (Sites) Restored

The Importance of This Goal: 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 contamina-

tion 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.

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

FY 2002 Annual Performance Goal: In FY 2002, 227,500 acres of mined lands, refuges, park lands, and forests will be restored.

Performance Measure: Acres restored

FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Proposed
193,700	253,100	237,800	287,300	322,900*	227,500

Strategies: Strategies to achieve targeted performance for FY 2001 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, and volunteers. OSM Mined Land restoration is primary private land that falls within its programmatic authority.

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 bureau list below have been updated to show the FWS acreages restored back to FY 1998. In FY 2002, the target for acreage restored is commensurate with the proposed funding levels for this work in the FWS and OSM.

THOUSANDS OF ACRES TO BE RESTORED, BY BUREAU

Fiscal Year	OSM	FWS	NPS	BIA	Total
2002	7	146.6	8.9	65	227.5
2001	8.6	244.8*	4.5**	65	322.9
2000 Actual	12.2	186	36.4	52.7	287.3
2000 Plan	8.1	137	40	52.7	237.8
1999 Actual	10.9	137	35.3	69.9	253.1
1998 Actual	7.2	105.4	8.7	72.4	193.7

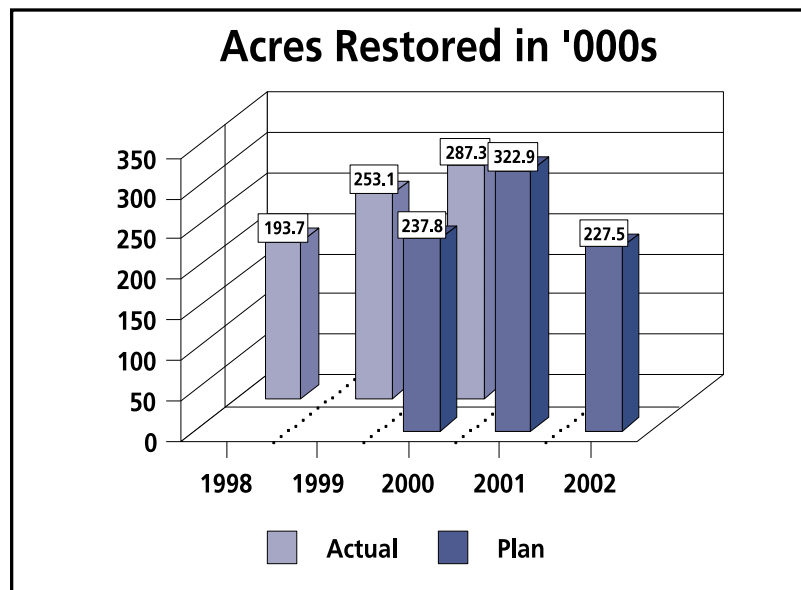
* - New goal baseline in FY 2001 ** - New baseline established in FY 2001

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 con-

serve fish and wildlife by restoring 146,646 acres in the National Wildlife Refuge System. Formerly, this goal included refuge acre "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. Over 195 parks contain lands that have been disturbed by human activity. 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 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, 2,465,000 acres of mined lands, refuges, park lands, and forests will be restored. (This goal has been revised for FY 2001 and FY 2002, as described above)

Report: Goal exceeded. In FY 2000, the actual acres restored or enhanced was 3,148,100. This exceeded the performance target. The results by bureau are shown in the table above except for the FWS enhanced acreage result, which was 3,287,764. This large FWS portion is based on refuge lands maintained and enhanced, which includes virtually all wildlife refuge lands.

While this goal reports "acres restored," and an acre is an acre, 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.

DATA VERIFICATION AND VALIDATION

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	<p><u>OSM</u> 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.</p> <p><u>FWS</u> 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.</p> <p><u>NPS</u> 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 at several levels including regional and national. Other methods to verify performance information include random sampling and testing of data, and statistical analysis.</p> <p><u>BIA</u> Regional Offices review and verify data reported by Tribes and by Agency Offices.</p>
Data Source	<p>Data are collected from a number of systems and aggregated by the Department. Internal data systems include:</p> <p><u>OSM's</u> Abandoned Mine Land Information System obtains data from 23 State and 3 Tribal programs through an automated system.</p> <p><u>FWS's</u> data are reported by the Division of Realty and the Division of Refuges.</p> <p><u>NPS's</u> Field Natural Resource Specialists at individual parks collect data on an annual basis.</p> <p><u>BIA's</u> data are reported in the BIA Annual Forestry Report.</p>
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.

Long-Term Goal:

Restore the Health of Public Lands.

Performance Measure:

Damaged Lands and Resources Restored.

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 2002 Annual Performance Goal: In FY 2002, increase the cumulative number of restoration projects to 100, and the cumulative amount of settlement recoveries deposited into the Restoration Fund to \$145.0 million.

Performance Measures:

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 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Proposed
1. 47	59	75	70	85	100
2. \$48.4	\$75.6	\$88.8	\$96.5	\$120.0	\$145.0

* New Goal in FY 2001

Strategies: The Restoration Program continues to make progress towards increasing the number of restoration actions undertaken, and continually reinforces its programmatic emphasis on the restoration of injured natural resources. Significant strides have been made in creating a framework conducive to achieving restoration, including a process to designate and support authorized officials to effectively direct and manage restoration planning and implementation activities, and the issuance of legal opinions covering the use of restoration funds held in the Restoration Fund. Additionally, an interdisciplinary team has been created to develop a Restoration Handbook, which will address a variety of issues and obstacles often encountered in planning and implementation. The handbook will be the first standardized guidance document to guide Interior bureaus and offices in their restoration activities. The program is also actively working to improve integration

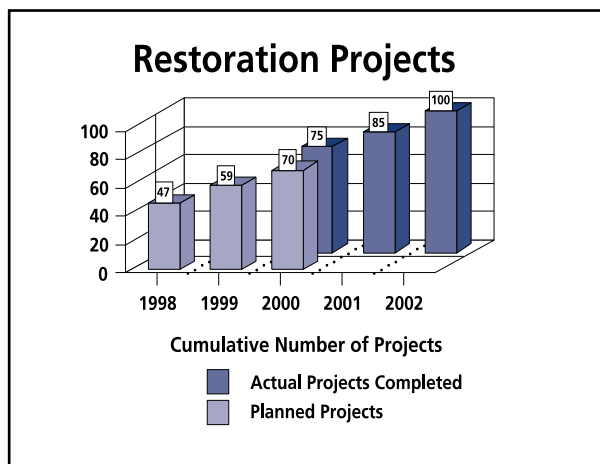
and to identify partnership opportunities with other programs (both internal and external to the government) to increase restorations.

The Restoration Fund is used to house settlement receipts received from damage assessment cases. Funds received for payment of past assessment costs are re-allocated to fund further damage assessment activities at other sites, while restoration settlements are earmarked for site-specific restoration activities. Settlements deposited may include restoration funds awarded jointly to the Department and its co-trustees at a given site. As an alternative, other similar joint restoration settlements may be deposited into Court Registry or other accounts.

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.



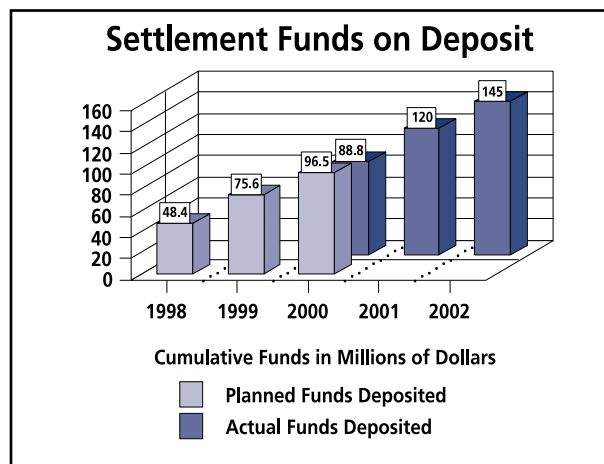
FY 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, increase the cumulative number of restoration projects to 75.

Report: Goal not met. The actual FY 2000 cumulative total was 70, and the goal was not met. The process of moving to restoration is proving to be slower than anticipated due to a variety of issues, including:

- trustee coordination and public participation;
- compliance with other laws, such as the National Environmental Policy Act (NEPA) and the Endangered Species Act (ESA);
- difficulties encountered in moving forward with partial settlements or inadequate settlement amounts recovered in cases, such as bankruptcies;
- dealing with the requirements, procedures, and practicalities of acquiring and holding conservation easements; and
- staffing and workload issues continue to be a concern, as available regional and field staff in the various Department bureaus and offices are often engaged in time-sensitive damage assessment cases, thus limiting the level of effort that can be paid to implementing restoration actions.

Despite these obstacles, the FY 2001 proposed goal remains unchanged at 85, and the FY 2002 proposed goal of 100 restorations reflects an anticipated increase in new restoration projects as a result of a number of



ongoing improvements. A "Restoration Handbook" currently under development will address and clarify many of the questions and uncertainties of the restoration process facing field staff. The Department is also in the process of revising the Departmental regulations for carrying out damage assessments, which will feature an increased emphasis on the development of restoration-based settlement positions. Lastly, the Restoration Program will intensify its partnering efforts with non-profit organizations, such as the Nature Conservancy and the National Fish and Wildlife Foundation. These partnerships will seek to take advantage of the non-profit's vast experience and capacity to implement restoration actions, as well as provide a source of matching funds.

Goal: In FY 2000, increase the cumulative number of damage assessment projects resulting in settlements to 145. (This performance measure is discontinued for FY 2001.)

Report: Goal exceeded. The actual, year-to-date FY 2000 total was 173, exceeding the goal of 145 settlements. However, it should be noted that many of these settlements were small in nature or may have involved bankruptcies. Often times, such settlements are of small-dollar value, and provide relatively insignificant amounts to conduct restoration. They are usually held, pending settlements with other potentially responsible parties at a respective site. It often proves to be more cost-effective to wait until all smaller settlements at a site are settled and received before embarking on restoration actions. After a thorough analysis, the Restoration Program recognizes that a good number of settlements fall into this category. The number of these "minor" settlements distorts the perception of progress towards restoration and, for this reason, is not a good performance measure. The Restoration Program will no longer report on this measure beyond FY 2000.

Goal: In FY 2000, increase the cumulative recoveries to 205 percent of cumulative appropriations.

Report: Goal exceeded. The actual, year-to-date total was 217 percent, exceeding the FY 2000 performance target. The Restoration Fund received nearly \$21 mil-

lion in settlements (excluding Exxon Valdez).

The FY 2001 proposed goal has been changed in two ways. First, the performance measure has been changed to reflect the cumulative amount of dollars deposited into the Restoration Fund. This amount is no longer expressed as a percentage of the cumulative appropriations received by the Restoration Program. Second, the FY 2001 goal of 225 percent (translated to \$112.1 million) has been increased to \$125.0 million to reflect actual FY 2000 performance. The FY 2002 proposed goal is to reach cumulative recoveries equal to \$145 million. It is believed that the continued implementation of the cost recovery policy and continued growth in the use of the fund for settlements shared with co-trustees will result in attaining this goal.

DATA VERIFICATION AND VALIDATION

Data Validation	The NARDR 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 project leader 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 and more meaningful, and will more effectively emphasize quantifiable restoration accomplishments as the true measure of the program.

Long-Term Goal:

Maintain Healthy Natural Systems.

Performance Measure:

South Florida Natural Systems Restored.

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 2002 Goal: 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 listed below for FY 2004 and FY 2005.

Strategic Plan: Restoration of the South Florida ecosystem including the Everglades, is a priority for the Federal Government, the State of Florida, and the Seminole and Miccosukee Tribes of Indians. Extensive efforts are already underway to restore this national treasure. The South Florida Ecosystem Restoration Task Force established by the Congress under the Water Resources Development Act of 1996, is composed of six Federal Departments (twelve agencies), seven Florida State agencies or commissions, two American Indian Tribes, sixteen counties, scores of municipal governments, and interested groups and businesses from throughout South Florida who participate in this complex and broad-reaching ecosystem restoration effort. Four sovereign entities (Federal, State, and two Tribes) are represented on the Task Force.

In July 2000, the Department as Chair of the Task Force submitted to the Congress the Task Force's Strategic Plan for Restoration of the South Florida Ecosystem. This Strategic Plan for coordinating the restoration of the South Florida Ecosystem 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.

Because of the complexity and the long timeframe of

the restoration project, it is important for the Task Force to measure and track the hundreds of things that must be done (the outputs), and to adaptively manage each component of the overall effort to achieve the vision of a healthy and restored ecosystem. By measuring and tracking the contributions of individual and aggregated work efforts and projects, the Task Force members can identify whether restoration activities are being implemented in a timely and effective manner. To this end, the Task Force members have initially established three goals, related sub-goals, and specific measurable objectives for the work that must be done as follows:

Goal 1: Get the Water Right - restore natural hydrologic functions in the South Florida ecosystem

Sub-Goal 1 -A: Get the hydrology right

Sub-Goal 1- B: Get the water quality right

Goal 2: Restore, Preserve, and Protect Natural Habitats and Species - restore the diversity, abundance, and behavior of native animal and plant communities

- Sub-Goal 2-A: Restore, preserve, and protect natural habitats

- Sub-Goal 2-B: Control invasive exotic plants

Goal 3: Foster compatibility of the built and natural systems - ensure compatibility with ecosystem restoration and preservation

These three goals recognize that the water, habitats and species, and the built environment are inextricably linked within this diverse and complex ecosystem and must be addressed simultaneously if the ecosystem is to be restored and preserved over the long term. Sub-goals were developed to divide each of the primary goals into more definitive areas of concern.

We are including two of these sub-goals that are particularly important to the restoration and can be tracked

by the Department — Get the Water Quality Right, and Restore, Preserve, and Protect Natural Habitats and Species. These provide an overview of two major restoration work efforts identified by the Task

Force under its first two goals. The Task Force is using these and other objectives identified in its Strategic Plan to track restoration progress.

Sub-Goal 1-A:

Get the Water Quality Right.

FY 2036 Long-Term Goal*:

Construct 117,150 Acres of Storm Water Treatment Area (STA's) by FY 2036.

FY 2005 Interim Target Objective*:

Complete Construction of 13,700 Acres of STA's Associated with Six Milestone Projects.

Performance Measure:

Acres of STA's Constructed

FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan	FY 2003 Plan	FY 2004 Plan
---	---	---	---	---	13,700
Measures: 1. STA Project Acres 2. Cumulative Acres					
1. ---	13,100	---	7,400	4,100	2,200
2. 50,700	63,800	63,800	71,200	75,300	77,500

**Note: The Task Force monitors annual progress on South Florida restoration projects conducted by the various participating Task Force members. However, the long-term nature of the activities makes it impractical to establish performance measures for every year, especially because many of the projects are multi-year activities. The measures will be updated with new project information, as available.*

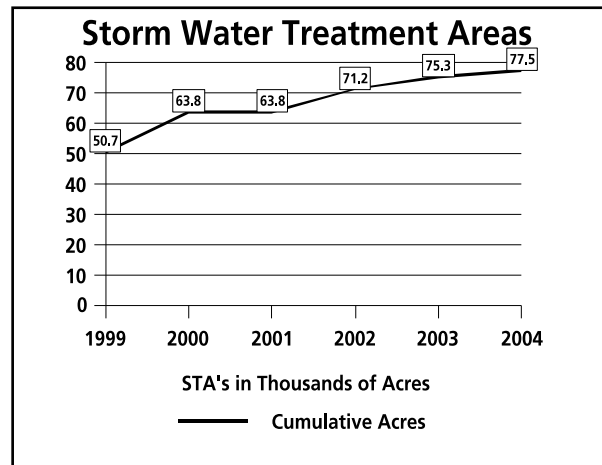
Goal Description: Getting the water right must address four interrelated factors: the quantity, quality, timing, and distribution of water. The overall goal is that the right quantity of water, of the right quality, gets delivered to the right places and at the right times. This target area addresses the requirement for water in the ecosystem to meet applicable water quality standards, including standards to protect the natural func-

tioning of the Everglades and those that ensure the availability of safe drinking water.

Strategy: In 1994 the Florida Legislature passed the Everglades Forever Act that established the Everglades Construction Project to build a series of six STA's between the Everglades Agricultural Area (EAA) and the natural areas to the south. The purpose of these STA's is to improve water quality by reducing the phosphorus

loads in water entering the conservation areas. Generally, the STA's 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 STA's. In general, STA's, will be constructed as manmade wetlands designed to treat urban and agricultural runoff water before it is discharged to the natural areas throughout the system. STA's 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.

The table below shows the project areas and the estimated acres associated with storm water treatment areas to be constructed, by year. The projects in bold type are the ones that are being tracked in this goal. The actual target acreage will be reported each July, consistent with the project updates and reporting



requirements for the Task Force's "Integrated Financial Plan." These results, as available, will be reported in Interior's Annual Performance Plan, as well.

Year	Milestone Projects	Estimated Acres
1999	Everglades Agricultural Area/Talisman	50,700
2000	STA – 2 Works	6,400
	STA – 1 West Works	6,700
2002	Miccosukee Tribe Water Management Area	900
	Lake Okeechobee Water Retention/Phosphorous Removal	6,500
	West Palm Beach Canal (C-51) and STA – 1E	
2003	STA – 5 Works	4,100
2004	STA – 3/4	
	STA – 6	2,200

Sub-Goal 2-A:

Restore, Preserve & Protect Natural Habitats.

FY 2036 Long-Term Goal*:

Acquire 1.95 Million Acres of Land for Habitat Protection.

FY 2004 Interim Target Objective*:

From FY 2001 Through FY 2004, Acquire 75,244 Acres of Land for Habitat Protection.

Performance Measure:

Cumulative acres of land acquired for habitat protection

FY 1999 Actual	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan	FY 2003 Plan	FY 2004 Plan
---	---	---	---	---	75,244
Measure: 1. Acres acquired 2. Cumulative acres program-wide					
1. ---	---	9,501	59,630	---	6,113
2. 64,516	176,022	185,523	245,153	245,153	251,266

**Note: The Task Force monitors annual progress on South Florida land acquisition conducted by the various participating Task Force members. However, the long-term nature of this activity makes it impractical to establish performance measures for every year, especially because many of the acquisitions may cover multiple years. The measures will be updated with new acquisition information, as available.*

Goal Description: Today the Florida panther and 67 other animal or plant species 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. Super colonies of wading birds no longer nest in the Everglades. 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 Florida Exotic Pest Plant Council has identified 125 of these as serious risks to Florida's natural areas and its threatened and endangered native plants and animals.

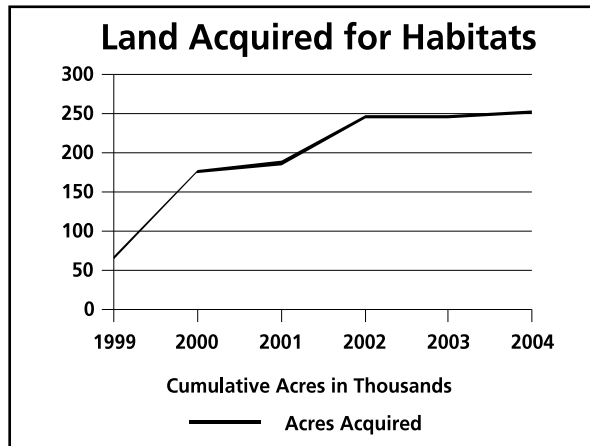
Strategy: The targeted land acquisitions are part of the goal to "Restore, preserve and protect natural habitats and species" and are critical to South Florida ecosystem restoration efforts. Land is needed to preserve habitat for native plants and animals and to act as a buffer to existing natural areas. Land is also needed for water quality treatment areas, water storage reservoirs, and aquifer recharge areas that will help restore natural hydrology.

The Federal Government has played 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 1999, the State of Florida had acquired 3.2 million acres in South Florida for habitat conservation purposes and had identified an additional 500,000 acres for acquisition. These lands are acquired primarily for ecosystem protec-

tion 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.

The table below shows the land acquisition areas and the estimated acres associated with each acquisition, by year. The projects in bold type are the ones that are being tracked in this goal. The actual target acreage will be tracked under the ongoing Task Force initiative to develop and implement a Land Acquisition Strategy, and reported each July, consistent with the project updates and reporting requirements for the Task Force's "Integrated Financial Plan." These results, as available, will be reported in Interior's Annual Performance Plan, as well.



Year	Milestone Projects	Estimated Acres
1986 – 1999	Dupuis Reserve	21,875
	Nicodemus Slough	2,219
	South Fork St. Lucie River Land Acquisition	184
	Kissimmee Prairie Ecosystem	38,282
	Tibet-Butler Preserve	439
	Miami-Dade County Archipelago	856
	Corkscrew Regional Mitigation Bank	661
2000	East Everglades Addition to Everglades National Park	109,504
	Complete Land Acquisition for Biscayne National Park	2,002
2001	Loxahatchee River Land Acquisition	1,936
	Twelve Mile Slough	3,300
	Paradise Run	4,265
2002	Loxahatchee Slough Land Acquisition	15,200
	North Savannas	930
	Upper Lakes Basin Watershed	43,500
2004	Big Cypress National Preserve Addition	6,113

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, Federal agencies participating in the task force will acquire approximately 26,000 acres of land in the South Florida ecosystem, and the State of Florida will acquire approximately 3,755 acres of land in the South Florida ecosystem acquired with funding provided through the Department of the Interior.

Report: Goal not met. From an overall standpoint, the goal to acquire lands as part of the South Florida ecosystem restoration was not met. The State of Florida exceeded the performance target by acquiring 5,833 acres using funds provided through the Department of the Interior; however, the Federal agencies were only able to acquire 36 acres in FY 2000. One reason for this is that a portion of the funding for Federal land acquisition –\$35 million – was reprogrammed and was no longer available for land acquisition.

As noted in the goals above, land acquisition continues to be one of the actions essential to achieving the long-term objectives of the South Florida ecosystem restoration. The long-term acreage acquisition goals are presented in the table above, indicating the future directions for this program. Meeting our acquisition targets will always be subject to the availability of funds and the availability of willing sellers.

DATA VERIFICATION AND VALIDATION

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, more recently, were validated in a review of the strategic plan by the General Accounting Office.
Data Verification	At this time, a manual review is made of lands 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 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 who 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 would be adopted by all members.

Long-Term Goal:

Maintain Healthy Natural Systems.

Performance Measure:

California Desert Protection and Restoration.

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 (DMG), each agency achieves greater operational efficiency, enhances resource management, and is facilitated in carrying out its mission.

FY 2002 Annual Performance Goal: By FY 2002, coordinate and integrate various agency efforts to recover the desert tortoise in the California desert.

Performance Measure:					
FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan
---	---	---	---	Establish* protocols and monitor base-line populations	Monitor tortoise populations* Develop a Coordinated Recovery Action Plan**

**In FY 2001 the agencies participating in the Desert Managers Group will adopt standardized monitoring protocols and assess baseline population 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 the Desert Managers Group will develop suitable numeric performance targets.*

***Desert tortoise recovery actions included in the Bureau of Land Management (BLM), National Park Service (NPS), and Department of Defense (DOD) land management plans will be evaluated to determine which are/are not compatible/complementary. Recommendations for consolidating and integrating recovery efforts among agencies will be developed and implemented by the agencies, as appropriate. An interagency "recovery action plan" will be developed and priority actions will be implemented in a coordinated manner.*

Strategies: Conflicting demands for use of California desert lands make it imperative for governmental agencies to work cooperatively in support of agency missions, protection of desert resources, and public use. The DMG coordinates and integrates efforts to manage wild burro population, restore damaged habitats, clean up illegal dumps, provide public information and education, address critical scientific questions, recover and monitor desert tortoise populations, and integrate

multi-agency budget requests. Under the multi-agency management umbrella provided by the DMG, inter-agency 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 policies are being developed.

Partners involved with this effort include the State of California, the Department of Defense, and the Department of the Interior (BLM/NPS/FWS/USGS).

One of the major goals in the DMG's 5-Year Plan 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, Endangered Species Act (ESA) compliance for 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 desert. A variety of factors are contributing to the decline of desert tortoise populations, including habitat degradation/fragmentation/loss, predation, disease, and incidental take of live animals. These factors must be addressed in order to achieve recovery and allow for continued uses of public and private lands in accordance with the ESA. 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. The primary means of achieving recovery objectives will be through the development and implementation of agency land management plans and habitat conservation plans. However, in order to be effective, planning and implementation of desert tortoise recovery actions and monitoring efforts must be coordinated and integrated among managers and scientists across jurisdictional boundaries. The DMG, which includes all the land and resource management agencies in the California desert, is an excellent forum for coordinating and integrating desert tortoise recovery efforts in California.

California Desert Program: The California deserts are vast, seemingly harsh yet fragile lands within a day's drive of 40 million people. Approximately 80 percent of the desert, or 20 million acres, is publicly owned and includes three national parks, seven military bases, 72 wilderness areas, 15 State parks and extensive holdings of public lands managed by the Bureau of Land Management. The California desert project has been

established to bring together agencies with diverse missions, yet common goals, in planning and management of the natural and cultural resources of the California desert. This area encompasses approximately 25 million acres, or one-fourth of the land area of California. More than 50 percent of the area is under the management of agencies of the Department of the Interior. 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. The DMG 5-Year Plan, which includes 21 goals, is available at www.dmg.gov. As with all crosscutting, multi-agency programs (BLM, NPS, and DOD), performance is dependent on the availability of adequate funding for land management agencies to implement desert tortoise monitoring and recovery actions and for FWS to administer and coordinate the effort.

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: New Goal for FY 2001

The California Desert Program goal has been added to the FY 2001 Annual Performance Plan. Two resource management plans will be finalized in FY 2001. An Interagency Strategic Plan for Management of Wild Burros in the California Desert was completed in January 1999. Over 2500 burros were captured and placed in adoption programs under this strategy in 1999-2001. A California Desert Website (www.californiadesert.gov) was established that provides ready access about the deserts recreation and natural resources to people who wish to travel to or learn more about the desert. An Internet based Geographic Information System (GIS) was completed and made operational (www.mojavedata.gov). This GIS contains over 54 data layers that are readily accessible by land managers, local communities, and other interested parties. Ten illegal dump sites were cleaned up on BLM and NPS lands in cooperation with the California Integrated Waste Management Board. An interagency visitor center was opened by California State Parks in Lancaster, California. A Charter for the DMG was finalized in June 2000. The Department of the Interior, the Department of Defense, and the State of California

signed a Memorandum of Understanding in September 2000 that formally established the DMG and committed the signatories to participate in the DMG.

DATA VERIFICATION AND VALIDATION

Data Validation	Desert Tortoise monitoring protocols have undergone scientific peer review and have been approved by the Desert Tortoise Management Oversight Group. Annual monitor reports will be reviewed by an independent peer review panel and the Desert Tortoise Recovery Team. The Desert Tortoise Recovery Action Plan will be reviewed by the DMG and the Desert Tortoise Management Oversight Group to 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 Recovery 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	<p>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.</p> <p>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.</p>
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 scientific review panel who answer to the FWS Desert Tortoise Recovery Coordinator.

Long-Term Goal:

Maintain Healthy Natural Systems.

Performance Measure:

Natural Processes Restored Through Fire Management.

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 2002 Annual Performance Goal: By FY 2002, the following goals will be achieved:

- The percentage of fires contained by initial attack will increase to 99 percent;
- A baseline inventory for facilities construction, reconstruction, and maintenance requirements will be completed;
- 7 percent of the highest priority communities-at-risk will receive fuels treatments;
- 1.4 million acres will receive fuels treatments to reduce hazards and maintain ecosystem health;
- 25 percent of rural fire districts will receive funding assistance.

Performance Measures:

1. Percent of fires contained by initial attack
2. Percent of fire facilities reconstructed/maintained - complete baseline
3. Percent of high-risk communities receiving treatment
4. Number of acres receiving fuels treatment*
5. Percent of rural fire districts assisted

	FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Proposed
1.	---	---	---	---	---	99
2.	---	---	---	---	---	Complete Baseline
3.	---	---	---	---	---	7
4.	620,394	905,700	1,000,000	502,718	1,400,000	1,400,000
5.	---	---	---	---	---	25

* The information for this measure is reported on a calendar year basis, not a fiscal year.

Wildfire Management Program: Historically, these efforts focused on suppression of wildfires. Over the past several decades, a better understanding of the critical role that fire plays in shaping and maintaining healthy ecosystems has been incorporated into agency fire management practices. The 1995 Federal Wildland Fire Policy and Program Review emphasized the need to incorporate fire into managing ecosystems. In 1996, the Secretaries of the Interior and Agriculture jointly endorsed the principles, policies, and recommendations of the resulting report and directed the agencies to implement the report's recommendations. The new fire management policy moved the two Departments beyond their traditional role of fire suppression toward an approach that integrates fire into managing lands and resources in an ongoing and systematic manner. The 2000 Cerro Grande fire has forced Interior to examine its prescribed burn procedures; however, the other summer 2000 wild fires reinforced the need to eliminate fuels on forest and grasslands.

Strategies: The overall objective is to improve the safety of fire fighters and the public through the use of wildland fire as a management tool. Prescribed fire and other land treatments will be used to reduce fuels, which should reduce the risk of wildland fire to people and their communities. Under this crosscutting goal, BLM, NPS, FWS, and BIA in Interior, along with the U.S. Forest Service in the Department of Agriculture, conduct fire management activities as part of their land management missions. These activities include prescribed controlled burns, mechanical clearing activities, and other land treatment to prevent the build-up of forest and grassland fuels that can lead to wildfires. The bureaus also are implementing projects with current funding to treat fuels in the wildland-urban interface. Bureaus are also assisting Rural Fire Districts in training and equipment support as provided from the RFD assistance funding.

Meeting the goal for acres of fuels treatment to reduce hazards and maintain ecosystem health may be difficult due to several uncontrollable events. The performance target identified is based on having all plans approved and assumes that operational implementation of the projects can be carried out during the time that weather

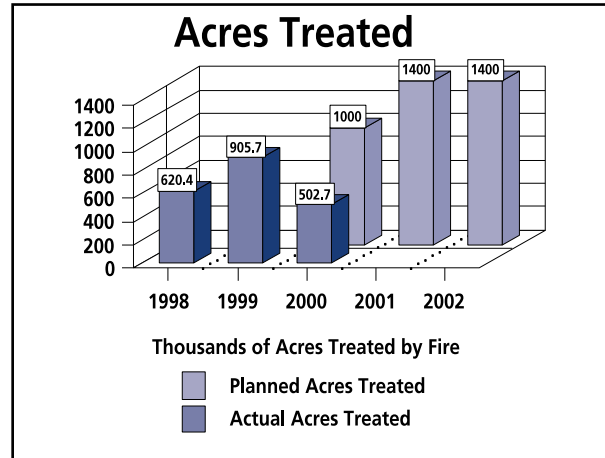
conditions and burn permits allow. These criteria are not always met, forcing projects to be postponed until conditions are within the standards identified in the approved plan. The high occurrence of wildland fires during the summer and fall may keep crews active on their first priority — fighting fires to protect people, property, and lands. At such times, the weather/fuel prescriptions may not be within acceptable ranges for treating fuels by prescribed fire and the overall lack of personnel to carry out the treatments may also reduce the number of acres treated.

The initial attack goal may be effected by the number of resources needed to assist other offices with on-going fires. This assistance may reduce the standard complement of resources available to carry out initial attacks as planned under the normal fire management plan for initial attack. Multiple fires and less than full funding, personnel, and equipment will all have the same effect of reducing the goal of controlling the percent of fires during initial attack.

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, 1 million acres will be treated with fire. (Reporting is done on a calendar year, not fiscal year basis.)

Report: Goal not met. During FY 2000, 502,718 acres were treated with fire. This goal was not met due to two factors. First, the escape of the Cerro Grande prescribed burn in New Mexico resulted in a freeze on additional fire treatment actions until a review was completed by each bureau. Second, the wildland fire season was one of the worst on record and all fire suppression resources were applied to fighting the fires, thus there were no resources available to allow prescribed burn projects to be carried out. With a review of the prescribed burn process completed for each



bureau, the wildland fuel treatment program should be able to support increases in acres treated for the future years. Additional funding for FY 2001 also will assist in helping to meet the goal for FY 2001 and the long-term goal.

DATA VERIFICATION AND VALIDATION

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	All data are reported at the field office level in fire reports as fires are completed, and as agreements and funding are completed. State or Regional Offices will consolidate the data and report to their headquarters office for consolidation into a single report total.
Data Limitations	Reporting of data from field offices may not be completed or corrected in a timely manner, thus altering the results of the compiled data.
Planned Improvements	Each bureau will be asked to review their data and determine its accuracy. As appropriate, baselines will be established to determine the total number of facilities requiring funding support and to establish to total acres requiring fuels treatment.

Long-Term Goal:

Protect and Recover Imperiled Species.

Performance Measure:

Species Protected.

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 2002 Annual Performance Goal: In FY 2002, 347 of 705 species populations listed a decade or more by FWS are improving or stable, 3 species are delisted by FWS due to recovery, 67 of 442 species in NPS areas show improving status, and 94 of 442 species in NPS areas have stable status.

Performance Measures:

1. Stable species population
2. Species delisted due to recovery
3. Species in park areas with improved status
4. Species in park areas with stable status

	FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan
1.	NA	155 of 499 (31%)	197 of 532 (37%)	309 of 571 (54%)	328 of 616 (53%)	347 of 705 (49%)
2.	---	---	---	---	3*	3
3.	57	44	57	64	64**	67
4.	141	65	80	94	94**	94

* This is a new goal starting in FY 2001

** New baseline starting in FY 2001

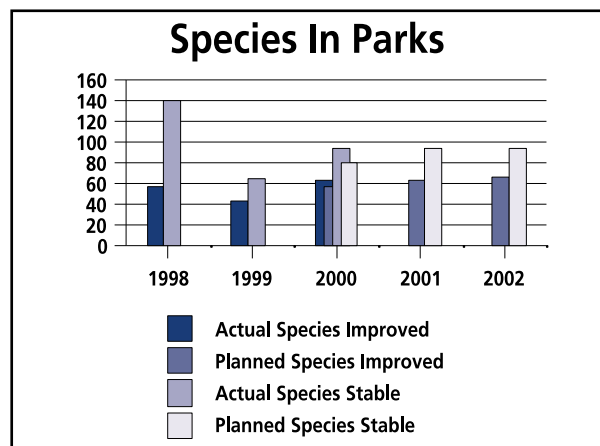
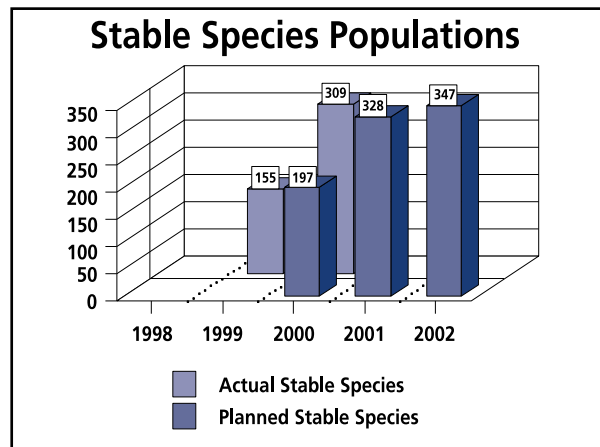
Strategies: The challenges of restoring endangered and threatened species and their habitats before they become extinct are enormous. Species conservation and recovery requires the joint efforts of private landowners, local communities, individuals and organizations, and State and Federal Governments.

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 ESA, 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).

Bureau Programs: 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 collaboratively with States, Territories, other Federal agencies, and the private sector to identify species that may need conservation and plan and implement conservation measures.

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.



FY 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, 197 of 532 (37 percent) of the species populations listed a decade ago or more are improving and/or stable. In FY 2000, 15 species are approved for removal from candidate or proposed status (this goal is discontinued in FY 2001 and replaced by *Species delisted due to recovery*).

Report: Goal exceeded. Both of the performance measures were exceeded in FY 2000. The actual number of stable or improved populations listed a decade ago or more was 309 of 571 (54 percent). In FY 2000, 19 species were approved for removal from candidate or proposed status. Conservation agreements, such as the New Mexico-Federal agreement for the Pecos Pupfish, and other mechanisms have provided for recovery without listing.

Goal: In FY 2000, 57 of 442 species in park areas show improved status, and 80 of 442 species in park areas have stable status.

Report: Goal exceeded. In FY 2000, the goal was exceeded with 64 species in parks having improved status and 94 species have stable populations. While this has a bright outlook, the NPS views these results as part of the longer-term trend data since future status of

species is variable and uncertain. Also, there is varying confidence in the quality of the data from location to location. A new threatened and endangered species database is being developed that should improve reporting and data quality.

DATA VERIFICATION AND VALIDATION

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	<u>FWS</u> - Compiled data from all regions are reviewed by Washington Office staff, and data discrepancies are resolved with regional and field office staff. <u>NPS</u> - Data are entered annually by parks and cross referenced with previous years data, individual recovery plans, and FWS data sets. Performance will be verified at several levels including regional and national. Other methods to verify performance information include random sampling and testing of data, statistical analysis, and modeling.
Data Source	<u>FWS</u> - Data are compiled by field biologists at Regional Offices of the Division of Ecological Services. <u>NPS</u> - 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.

Long-Term Goal:

Protect and Restore Cultural Resources.

Performance Measure:

Cultural Properties (Sites) Restored.

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 2002 Annual Performance Goal: At the end of FY 2002, 12,420 of 27,000 (or 46 percent) structures are in good condition and 122 of 410 (or 29.8 percent) cultural landscapes are in good condition.

Performance Measures:

1. Number of structures in good condition
2. Number of cultural landscapes in good condition

FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan
1. 9,985*	10,659*	10,900*	11,124*	11,700**	12,420***
2. 77 of 236	74 of 236	83 of 236	113 of 396	117 of 408	122 of 410

*Baselines ranging from 19,998 to 25,507 structures.

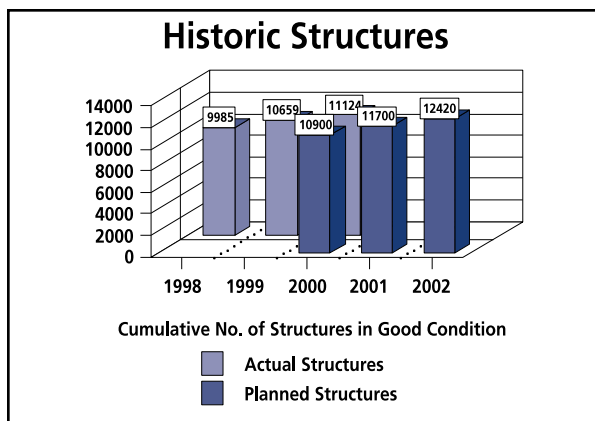
**Baseline of 26,000 structures.

*** Baseline expected to be 27,000 structures.

Strategies: The number of historic structures on the List of Classified Structures (LCS) database has increased to an inventory of over 25,507 structures. 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.

2002 cultural landscapes in good condition establishes a target level based on having at least 29.8 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.

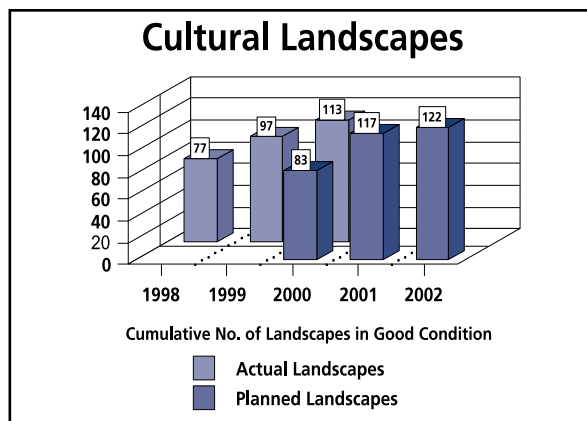
Similarly, the Cultural Landscapes Inventory (CLI) continues to change. The performance measure for FY



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.

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 2000 ANNUAL PERFORMANCE REPORT

Goal: By September 30, 2000, 10,900 of 23,167 structures are in good condition (47 percent).

Report: Goal met. The results for FY 2000 are that 11,124 structures are in good condition, the actual number of structures in good condition exceeding the numerical target. Against the original baseline of 23,167 structures, NPS achieved 48 percent in good condition. However, the current baseline has changed to an inventory of 25,507 structures. When we compare on a percentage basis, the 11,124 structures in good condition are 43.6 percent against the new baseline. To avoid the appearance of overinflating their results when the baseline is static, the NPS has adjusted their goal, starting with FY 2000, to a percent of structures in good condition against a current inventory. This is one of the difficulties in measuring performance when the baseline is continually changing. This measure will continue to consider both the absolute number of structures in good condition and percentages.

Goal: By September 30, 2000, 83 of 236 landscapes on the CLI in 1998 are in good condition.

Report: Goal met. The results for FY 2000 are that 112 cultural landscapes are in good condition out of 396 in the inventory. The actual number of cultural landscapes in good condition exceeded the performance target, so we consider the goal to have been met. However, as percentage comparison, the NPS achieved

having 28 percent of the current inventory in good condition when the goal target was 35 percent in good condition. This is a direct result of having the number of cultural landscapes in the inventory grow from 236 to 396 landscapes, a 67 percent increase. For this reason, the measure will continue to consider both the absolute number of landscapes in good condition and percentages.

DATA VERIFICATION AND VALIDATION

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	Regional coordinators for the LCS and CLI databases verify the condition of structures and landscapes with park superintendents and receive concurrence from regional directors prior to submitting data to WASO. Reliability of data depends on the standardization of procedures, the definitions, and the application of such standards consistently across all parks of the national park system. The LCS and CLI provide those standards and are, therefore, capable of providing reliable data as has been confirmed by independent GAO audits on several occasions in the past. Measured performance will be verified and validated at several levels including regional and national.
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 are 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	<ul style="list-style-type: none"> • Visitor satisfaction rate
Provide for safe visits to public lands	<ul style="list-style-type: none"> • 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 285 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 This Goal: 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 To Meet This Goal: The Department will employ the following strategies to achieve the goal of providing recreation for America:

- 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.

- Offer one-stop access to recreational information and services through the interagency Federal recreation web site, www.recreation.gov.
- 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.

- Expand the use of volunteers. Actively enroll new volunteer groups and associations. Continue the development and implementation of the new interagency website, www.volunteer.gov, which will provide access to volunteer opportunities for all Federal land management agencies.
- Increase concession revenue. Expand concession opportunities while ensuring that the returns the Federal Government receives reflect fair market value.

Long-Term Goal:

Provide a Quality Experience to Visitors on Federal Lands and Facilities.

Performance Measure:

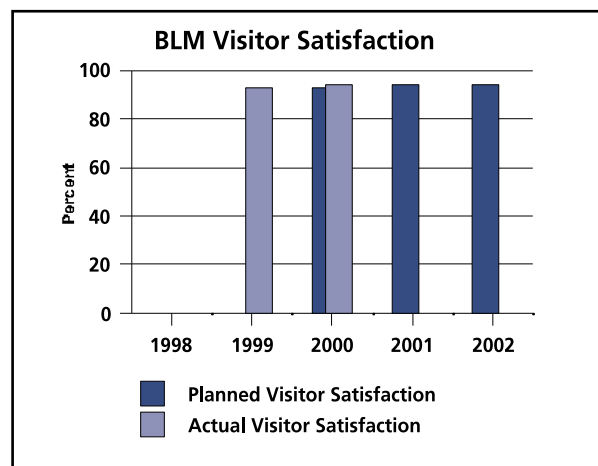
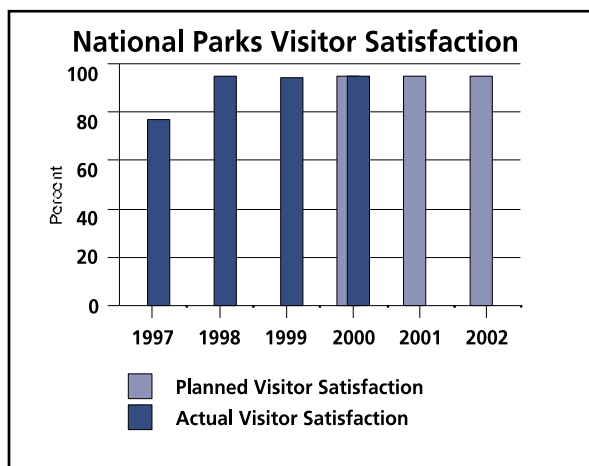
Ensure Visitor Satisfaction.

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 2002 Annual Performance Goals: Interior's goal is to maintain the high level of satisfaction among recreational visitors. FY 2002 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.

Note: NPS and BLM surveys use different survey instruments and methodologies. In addition, different types of recreational activities are allowed on NPS and BLM lands, and visitors may have differing expectations.

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 2000 Annual Performance Report

Goal: (NPS): In 2000, 95 percent of national park visitors responding to a survey are satisfied with appropriate park facilities, services, and recreational opportunities.

Report: Goal achieved. An assessment of visitor surveys completed during FY 2000 found that 95 percent of park visitors were satisfied with park facilities, services, and recreational opportunities in the parks.

Goal (BLM): In 2000, 93 percent of BLM recreation users responding to a survey are satisfied with their experience.

Report: Goal exceeded. BLM survey results in FY 2000 found that 94 percent of recreation users were satisfied with the quality of their recreation experience. This exceeded the target level of 93 percent satisfaction.

DATA VERIFICATION AND VALIDATION

Data Validation	The goal was reviewed by the appropriate management officials. The goal is measurable, understandable, and is directly related to the goal activity.
Data Verification	<p><u>NPS:</u> 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 is selected as "audit parks" on an annual basis to ensure the validity of the data.</p> <p><u>BLM:</u> 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.</p>
Data Source	<p><u>NPS:</u> 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.</p> <p><u>BLM:</u> 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.</p>
Data Limitations	<p><u>NPS:</u> 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.</p> <p><u>BLM:</u> The survey analysis is conducted by BLM's contractor. BLM does not have complete control of the data.</p>
Planned Improvements	<p><u>NPS:</u> 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.</p> <p><u>BLM:</u> BLM will conduct a program evaluation of the recreation program in FY 2001 that will include an analysis of the performance measures and survey tools.</p>

Long-Term Goal:

Provide for Safe Visits to Public Lands.

Performance Measure:

Ensure Visitor Safety.

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 2002 Goal: Reduce the NPS visitor accident/incident rate to 8.53 incidents per 100,000 visitor days or lower, a 10 percent reduction from the 1992-1996 baseline of 9.48 per 100,000 visitor days.

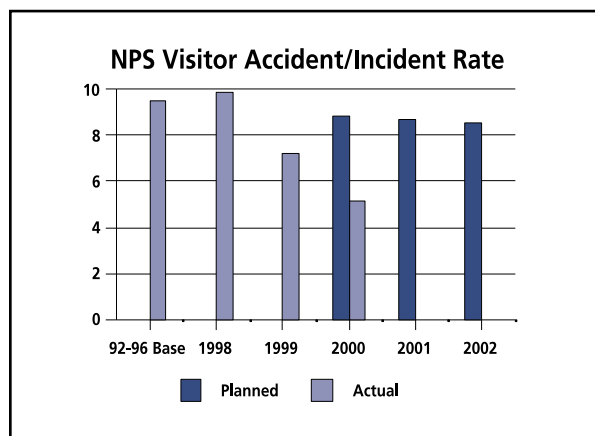
Goal Description: Visitor safety is a high priority in national parks and other Federal facilities. To help provide for visitor safety, the National Park Service and other Interior bureaus conduct a variety of safety-related activities. These activities include identification and assessment of risks, 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 2002, 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 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, NPS will reduce the visitor accident/incident rate by 7 percent from the NPS 5-year average (to 8.85 accidents/incidents per 100,000 visitor days).

Report: Goal exceeded. 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 5.14 accidents/incidents per 100,000 visitor days in FY 2000, significantly lower than the target of 8.82 accidents/incidents per 100,000. This is a significant difference from the historic average, and also from the 1999 totals. Because of this large variation from the average, NPS will not adjust its long-term target until further analysis can be done and it is possible to determine whether this is a new trend or an anomalous year. NPS will continue efforts to improve the data quality for this goal by improving data verification and validation at the park level.



DATA VERIFICATION AND VALIDATION

Data Validation	Visitor incident/accident can be validated at park level.
Data Verification	NPS is also improving its incident reporting system to collect data on all accidents/incidents that occur within the national parks. This information will be used to help focus resources where they will have the greatest impact toward improving the visitor experience.
Data Source	Visitor incident data are collected at the park level. The visitation data are 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	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. NPS is also improving its incident reporting system to collect data on all accidents/incidents that occur within the national parks. This information will be used to help focus resources where they will have the greatest impact toward improving the visitor experience.

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	<ul style="list-style-type: none"> • Meet Water Resource Needs • Decrease Environmental Impacts From OCS Development • Meet Pacific Northwest Forest Plan • Authorize Sustainable Grazing • Achieve Energy Conservation, Recycling and Green Purchasing Improvements
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts	<ul style="list-style-type: none"> • Achieve Cost Effective Power Production • 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. 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 (BLM) produce 33 percent of the Nation's coal, 8 percent of its natural gas, and 5 percent of its oil. These lands also produce a large portion of the Nation's commercial minerals and metals, including stone for highways, potash for fertilizers, gold, and silver. Of the total of \$1.4 billion in annual revenues derived from BLM-managed lands, energy and minerals generated more than \$1.3 billion from mineral royalties, rents, bonuses, sales, and fees. Energy and minerals also generated 98 percent of the total \$12.4 billion of production value from BLM-managed public lands. The total direct and indirect economic output impact of the mineral production value is estimated to be \$26.6 billion out of the \$27.5 billion total in commercial activities on public lands administered by the bureau. Yet even as these natural resources are developed, Interior strives to prevent unnecessary environmental effects and to restore lands to a useful condition.

The Bureau of Reclamation (BOR) is the largest supplier and manager of water in the 17 Western States, delivering water to 31 million people for agricultural, municipi-

pal, industrial and domestic uses. The BOR is the Nation's second largest producer of hydroelectric power, generating nearly \$1 billion in annual power revenues. Its multipurpose projects also provide substantial flood control, recreation, and fish and wildlife benefits. Over the past 95 years, Reclamation has developed safe and dependable water supplies and hydroelectric power to foster settlement and economic growth in the West. In recent years, Reclamation has moved from development to management of these important resources. In cooperation with State, Tribal, local, and other entities, BOR encourages development of solutions for water supply problems that are consensus based, cost effective, and environmentally sound.

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 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 26 percent of the natural gas and more than 25 percent of the oil produced in the United States. Since 1982, more than \$110 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, the Indian Tribes and the Indian allottees.

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 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 improving customer service and more effectively sharing limited agency resources.
- Improve procedures for maintaining 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.

Long-Term Goal:

Ensure Environmentally Sound Development.

Performance Measure:

Meeting Water Resource Needs.

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 2002 Annual Performance Goals:

1. In FY 2002, ensure operational effectiveness to deliver or release the amount of water contracted for (expected to be 28 million acre-feet) and to meet 100 percent of power and water commitments.
2. In FY 2002, reduce risks to the downstream public and resources by completing dam safety modifications at dams and implementing 100 percent of scheduled site security improvements.

	FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan
1.	N/A	31,313,962* 100%	27,000,000 100%	30,000,000 100%	28,000,000 100%	28,000,000 100%
2.	N/A	11 100%	3 100%	3 100%	6 100%	2 100%

* acre-feet of water

Water Contracts: Research related to water and water resource management, watershed modeling, precipitation forecasting, delivery system enhancements, and technology research and development will lead to improvements in water delivery. We also evaluate and assess existing water management practices, including water marketing, in order to improve the management and operation of our water resource projects.

Dam Safety: BOR researches innovative, cost-effective, and reliable dam safety solutions. For example, research work will continue developments in risk analysis, flood hydrology, seismotectonics, and structural behavior. We cooperate with and use the services of other agencies and the national laboratories to improve site security efforts. In our security program efforts, an interagency group has been formed to coordinate security assessment methodologies and strategies. The Army

Corps of Engineers, the Tennessee Valley Authority, the Bonneville Power Administration, and the Federal Bureau of Investigation participate in this group.

STRATEGIES

Water Contracts: This goal addresses our core mission to deliver water to customers, meeting the purpose for which projects were authorized. Because the amount of water available depends upon 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 water available by ensuring that systems deliver water in the most effective way possible. This goal will be accomplished by effectively operating our 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. The goal only applies to facilities that we own and operate.

Dam Safety: BOR has 248 dam facilities considered to be high or significant hazards, which means they would place the public at risk if they were to fail. About half of the BOR dams were built between 1900-1950 and only 10 percent of the dams were built under current state-of-the-art design and construction practices. This goal measures our ability to complete modification to our dams to ensure safety to the downstream public and resources.

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, deliver or release the amount of water contracted for from BOR-owned and operated facilities, expected to be no less than 27 million acre-feet.

Report: Exceeded target. Severe drought conditions during FY 2000 reduced natural stream flow. As a result, BOR released additional water sources from its reservoirs to ensure adequate flows for agricultural and other purposes. Conversely, one region, the Upper Colorado Region, delivered less water than anticipated because drought conditions reduced the water storage in Elephant Butte Reservoir to its minimum level, which forced implementation of conservation measures. In either case, where BOR either delivered more or less

water than anticipated, BOR managed water to achieve the greatest benefit while ensuring that its contracts were met. A total of 30 million acre-feet of water was provided, which was 3 million above the target level for FY 2000.

Goal: Reduce risks to downstream public and resources by completing dam safety modifications at three dams or obtaining a decision not to complete an identified modification based on a further analysis of risk.

Report: On target. In FY 2000, BOR met its performance goals by completing dam safety modifications at Bradbury, Pueblo, and Willow Creek dams. These modifications have been evaluated to reduce risk to the downstream public and to environmental and manmade resources.

DATA VERIFICATION AND VALIDATION

Data Validation	<p><u>Water Contracts:</u> 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.</p> <p><u>Dam Safety:</u> 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.</p>
Data Verification	<p><u>Water Contracts:</u> Facilities track the amount of water released for project purposes. Data are 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.</p> <p><u>Dam Safety:</u> 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.</p>
Data Source	<p><u>Water Contracts:</u> Water records and local databases.</p> <p><u>Dam Safety:</u> Memo to Dam Safety Office; Construction Documentation, if available.</p>
Data Limitations	<p><u>Water Contracts:</u> Amounts are approximations of water released and not necessarily how much reaches the water users.</p> <p><u>Dam Safety:</u> None known</p>
Planned Improvements	<p><u>Water Contracts:</u> Implementation of systems to measure real-time flow data.</p> <p><u>Dam Safety:</u> 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.</p>

Long-Term Goal:

Ensure Environmentally Sound Development.

Performance Measure:

Decrease Environmental Impacts of Offshore Production.

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. The MMS works to ensure environmentally sound development of OCS minerals through a combination of research, regulations, plans, and project review to ensure compliance with numerous environmental laws, monitoring and follow-up, and impact mitigation.

FY 2002 Annual Performance Goal: In FY 2002, show a decrease in the number of adverse environmental impacts per OCS mineral development activity below the FY 1999 level of 8.10 and maintain an oil spill rate of no more than 10 barrels spilled per million barrels produced.

Performance Measures:

1. Environmental Index
2. Oil Spill Rate

	FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan
1.	10.25	8.10	9.45	TBD ¹	8.10	8.10
2.	22.7	6.9	5.06	TBD ¹	10	10

¹ The environmental index and the oil spill data are collected on a calendar year basis. The results have not been verified in time for publication. For FY 2000, there is no reason to believe that we will not achieve our annual target.

Environmental Index: Over the last several years, the MMS has evaluated how to best determine program performance by way of an environmental index or environmental impact rate. 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. 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.

The environmental index currently focuses on cumulative environmental impacts from both permitted activities (by both MMS and other Federal regulatory agencies) and accidental events. MMS is in the process of developing and evaluating an index that will focus on MMS-permitted operations 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.

Oil Spill Rate: The 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 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 produced for each year. Because oil spills are accidents, this measure will fluctuate widely from year to year. The baseline for the long-term goal of 5.09 barrels spilled per million barrels produced measure was calculated by dividing the total number of barrels spilled (for spills > 1.0 bbl) by millions of barrels produced for each year, 1992-1996. The results for the 5 years were then averaged.

One factor to consider when analyzing this performance measure is that pipelines are often 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 these large spills (1,000 bbl) from occurring is to ensure that the pipeline is shut down immediately following an incident of anchor or trawler drag. There have been no large platform spills since 1980.

For FY 2001, the oil spill rate target is being changed to 10 barrels spilled per million barrels produced. The original goal of 5.06 barrels was based on the average of FY 1992-1996. Two of these five years were record lows in terms of barrels spilled over the last 15 years. For comparative purposes, oil spill rates for FY 1985-1999 were calculated. During this 15-year period, the rate of 5.06 was exceeded in 6 years with annual rates ranging from 6.65 to 63.15. In each year the rate was exceeded, at least one pipeline spill (> 1,000 barrels) occurred. These spills were primarily caused by anchor or trawl drag or hurricanes, circumstances over which we have little control. During the 15-year test period, the rate was < 5.06 in 9 years with rates ranging from .53 to 4.13. During this same test period, operators produced 6.3 billion barrels of oil. The amount of oil

spilled totaled about 68,000 barrels or .0001 percent of production. Four of the last 15 years exceeded a 10 barrel level. We believe this longer term trend and ratio represents a fairer target for achievement that can be met or exceeded in the years to come. For a further discussion of this amended target, please refer to the Minerals Management Service FY 2002 Annual Performance Plan and FY 2000 Annual Performance Report.

The Offshore Minerals Management (OMM) 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. These responsibilities fall under the purview of several Federal agencies. The 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: To achieve this goal, the Department will forge partnerships and increase communications to identify ways to more effectively manage resources and reduce administrative burdens. It will continue to use a comprehensive regulatory program to oversee OCS activities and will engage customers and stakeholders more effectively in consensus building processes, while striving to balance national, regional, and local interests.

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: Show a decrease in the number of adverse environmental impacts per OCS mineral development activity below the 1998 baseline. This goal was not previously identified as an FY 2000 Departmental Overview goal. It is a new goal for FY 2002 and is included here to help establish continuity and data for future trend analysis.

Report: This index is calculated by calendar year. OMM is gathering the data for FY 2000. We have no reason to believe we will not achieve this goal. Final data will be published in the Initial FY 2003 Annual Performance Plan and made available prior to that time on the Interior website.

FY 1999 Report Follow up: The final results for this measure were unavailable at the time of printing the FY 1999 Annual Performance Report. The prior version of this report, published last fall reported an FY 1999 result of 8.10 for the index, as is reported in this revised final report. The target level for the year was a reduction of at least .05 below the 1998 baseline level of 10.45 - or a target of 9.95. The target was exceeded.

The index for 1999, which was 8.10, was lower than the 10.25 figure reported for 1998. This was not due to any demonstrable increase in the quality of the annual performance of the agency concerning protecting the environment from impacts. The index was lower because some of the information used to calculate the 1998 index was based on estimates. It turned out that the estimated information that we hoped would become available on an annual basis could not be calculated in the area of primary activity, the Gulf of Mexico. The index, therefore, went down from 10.25 to 8.10, because of the lack of data. The data (water quality measurements) are still not available and will probably not be available at any time in the near future. Therefore, the 2001 index will be based on the 1999 rather than the 1998 base.

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. This goal was not previously identified as an FY 2000 Departmental Overview goal. It is a new goal for FY 2002 and is included here to help establish continuity and data for future trend analysis.

Report: This measure is calculated by calendar year. OMM is gathering the data for FY 2000. Preliminary data indicate that we should be very close to this goal target. Final data will be published in the Initial FY 2003 Annual Plan and made available prior to that time

on the Interior website.

FY 1999 Report Follow up: The final results for this measure were unavailable at the time of printing the FY 1999 Performance Report. A preliminary figure of 17.5 was provided. In the prior version of this report, published last fall, the oil spill rate for FY 1999 was amended to 6.9 barrels spilled per million barrels produced and is likewise reported here. The target for FY 1999 was a rate of 5.07. The target was not obtained due to the occurrence of the largest pipeline spill since FY 1992, which occurred very early in the fiscal year.

Data Validation	<p>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.</p> <p>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.</p>
Data Verification	<p>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 OMM 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.</p> <p>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.</p>
Data Source	<p>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 and examination of equipment emissions plaques on structures during routine safety inspections. Data on endangered species are collected from reports on platform removals.</p> <p>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 are obtained directly from the NRC.</p>
Data Limitations	<p>Environmental Index: 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.</p> <p>Oil Spill Rate: 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 they occur 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.</p>
Planned Improvements	<p>Environmental Index: MMS does not have the equipment and measurement techniques that fit a long-term monitoring program of environmental performance. Improvements in the environment 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.</p> <p>Oil Spill Rate: For more efficient oil spill reporting, MMS is testing electronic reporting via the web. The MMS continually coordinates with the Department of Transportation (for pipeline) and Coast Guard in all aspects of our work, including reporting data.</p>

Long-Term Goal:

Ensure Environmentally Sound Development.

Performance Measure:

Pacific Northwest Forest Plan.

Objective: 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 2002 Annual Performance Goal: In FY 2002, offer 211 million board feet (mmbf) of timber for sale in the Pacific Northwest and restore 35,700 acres of forested land.

Performance Measures:

1. Timber sales
2. Restored forested land

	FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan
1.	257.5 *	61.7	70	69.2	70	211
2.	---	---	35,000	43,600	35,700	35,700

* all figures in row 1 are in million board feet (mmbf)

The value of the timber from BLM lands totaled \$14 million for FY 2000 and through prior year sales, the BLM collected \$40 million in revenues. The majority of BLM'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.

USGS will contribute to these efforts by identifying essential habitats and specific life history requirements of sensitive species required to implement the Forest Plan.

Interior plans to continue its participation in the Governor of Oregon's Plan for Salmon and Watersheds through the Jobs in the Woods initiative. These jobs are focused on improving water quality and restoring coastal salmon populations to productive and sustainable levels. BLM remains committed to preparing allowable timber sales of about 211 mmbf per year (on a long-term average) in western Oregon and northern California, as called for in the Forest Plan.

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, offer 70 mbf of timber are offered for sale in the Pacific Northwest consistent with established land health standards and restore 35,000 acres of forested land.

Report: The goal was substantially met by offering 69.2 mbf of timber for sale in the Pacific Northwest consistent with established land health standards. The decadal average of 211,000 mbf has not been achieved over the prior two years, but a return to that achievement level is projected for FY 2002. The target of restoring 35,000 acres of forested land was also achieved.

DATA VERIFICATION AND VALIDATION

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 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 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 Limitations	None
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. BLM is working on developing the interface between Timber Sale Information System and the management information system.

Long-Term Goal:

Ensure Environmentally Sound Development.

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 2002 Annual Performance Goals: In FY 2002, authorize 1,580 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 8,510 permits.

Performance Measures:

1. Grazing permit authorizations

	FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan
Annual:	1,439	3,872	3,456	4,190*	2,740	1,580
(Cumulative):	---	---		(4,190)	(6,930)	(8,510)

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

There are approximately 21,500 allotments in the 11 Western States. Associated with these allotments are about 18,500 grazing permits that are subject to renewal for 10 years. There tends to be a peak in permit renewals at the end and beginning of every decade. Approximately 10,000 permit renewals are expected between FY 1999 and FY 2001. Permit renewal is a Federal action that is subject to conformance with Land Use Plans and compliance with Federal laws and regulations for protection of the environment, including the National Environmental Policy Act, the National Historic Preservation Act, the Endangered Species Act (ESA), and others. Livestock grazing is also subject to BLM policy for conserving special status plant and animal species, to the fundamental requirements for ecosystem health, and to standards and guidelines for livestock grazing activities found in 43 CFR Subpart 4180 of the grazing administration regulations. BLM melds renewal of grazing permits and leases with assessment of rangeland health under the approved standards for each State for

fundamental of rangeland health. The permit renewal process includes National Environmental Policy Act (NEPA) analysis and an assessment of the fundamentals of rangeland health for each allotment to determine conformance with land use planning documents. This will determine if management changes are needed in renewed permits or whether specific terms and conditions for grazing practices and resource conditions should be applied. New grazing decisions affecting permits will be made when monitoring reveals that rangeland health fundamentals and standards are not being met.

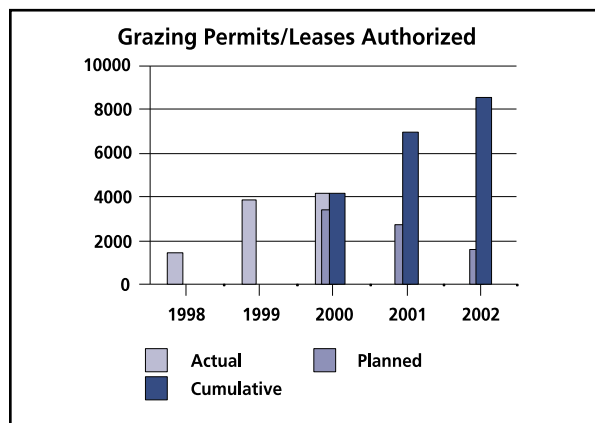
BLM will remain current with this workload; however, the grazing permit renewal review process is placing a heavy demand on resource management staff in BLM field offices. The permit renewal process also impacts the U.S. Fish and Wildlife Service and the National Marine Fisheries Service for Section 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 performance for FY 2001-2002

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.

Public rangelands administered by the BLM provide livestock grazing for more than 17,000 operators on about 164 million acres of public lands in 16 Western States. 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 the grazing administration regulations at 43 CFR. Subpart 4180.

4.3. Some 10 million animal unit-months of grazing were provided through permits. Grazing permits were about 20 percent higher than planned because a portion of the permits renewed in 1999 under the authority of the 1999 appropriations rider were issued for just 1 or 2 years. A portion of these permits were again renewed in FY 2000 for the full 10-year period. Planned permit renewals for FY 2001 also anticipate this additional workload.



FY 2000 ANNUAL PERFORMANCE REPORT

Goal: Renew 3,456 grazing permits or leases consistent with established land health standards.

Report: The goal for FY 2000 was exceeded by renewing 4,190 grazing permits or leases. Livestock grazing is central to the livelihood and culture of many local communities in the West. Among all other commodities, livestock grazing has the highest indirect effect on local economies, resulting in an economic multiplier effect of

DATA VERIFICATION AND VALIDATION

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 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 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 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, Recycling and Green Purchasing.

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

FY 2002 Annual Performance Goal

In FY 2002:

1. Promote energy efficiency and reduce energy consumption at Interior facilities by 20% from 1985 levels,
2. Increase by 40 percent the solid waste diverted from disposal in landfills through recycling, and
3. Increase the purchasing rate of nine recycled content, environmentally preferable, and bio-based products. Increase purchases of these products by at least 30 percent per year until these products are in use in all appropriate Interior equipment and facilities.

Strategies: Interior will, in its own operations, minimize solid waste, promote recycling efforts, prevent pollution, save energy and other resources, reduce greenhouse emissions, and implement environmentally preferable procurement practices. Interior is implementing an Energy Management Leadership program (EML) to promote energy efficiency and the use of green technologies, including alternative and renewable fuels.

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 for such commodities as white paper, mixed paper/cardboard, aluminum, plastic, glass, fluorescent lamps, pallets, and toner cartridges. Cooperative efforts among Interior facilities and with other local entities within a geographic cluster will make these efforts more cost effective.

DOI green procurement and property management goals 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. 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.

FY 2000 ANNUAL PERFORMANCE REPORT

Performance measurement for the Recycling and Green Purchasing goal is scheduled to begin in FY 2001. However, activities in a number of areas during FY 2000 are related below.

(1) Reduced Energy Consumption: In FY 2000, the Department of the Interior realized energy reductions in its buildings and facilities (as measured against the FY 1985 baseline) in each of the following categories:

Fuel Oil	-45.24%	Coal	-100%
Natural Gas	-12.47%	Steam	-67.66%
LPG, Propane	-21.19%		

Due to changing weather conditions, the increased number and use of electric devices, and increased plug load (i.e., demand), the Department realized a 12.19 percent increase in its use of electricity over the FY 1985 baseline. Overall energy reduction was 10.7 percent as measured against the 1985 baseline.

(2) Waste Diversion: During FY 1999 and FY 2000, a pilot program to address the diversion of food waste,

a significant solid waste, was conducted at the Department of the Interior in a partnership with EarthShell Corporation, the Department of Agriculture and the U.S. Environmental Protection Agency. By testing the use of a biodegradable cafeteria food service product (plates and bowls) in lieu of polystyrene, which is not recyclable and ends up either at a landfill or incinerator, the DOI was able to divert 24 percent of the solid waste normally generated in its employee cafeteria, or nearly 50,000 pounds over a one year period. The product tested was collected along with food waste and composted into a useable product. The pilot demonstrated that a product substitution such as this is replicable at food service operations throughout the Department Nationwide.

(3) Green Purchasing: The Office of Acquisition and Property Management implemented policies and regulations based on the requirements of the Resource Conservation and Recovery Act of 1976 (RCRA), and Executive Order 13101 of September 14, 1998, Greening the Government through Waste Prevention, Recycling, and Federal Acquisition. Increased awareness by DOI contracting activities and market availability of environmentally preferable products have resulted in the acquisition of these products. However, the originally planned performance tracking efforts identified in the FY 2000 Performance Plan for Green Purchasing, i.e., development and issuance of Department-wide surveys, have been re-considered and re-directed to support of the establishment of Government-wide data collection and reporting processes in this area. (This was done under the provision in the Department of the Interior's *Strategic Plan for Greening the Department of the Interior Through Waste Prevention, Recycling & Federal Acquisition*, which allows for new goals to be developed due to advances in tracking/reporting systems.)

As set forth in the FY 2000 Annual Performance Plan for Green Purchasing, the Office of Acquisition and Property Management was tasked to develop a system for annually surveying all bureau facilities regarding their green procurement goals. Survey data would be validated by information obtained from vendor sources and through bureau environmental auditing programs. This strategy for data collection and establishment of a baseline based on survey responses has been re-evaluated in light of the Government-wide recommendations made

by the White House Task Force on Recycling's Workgroup Report on Streamlining and Improving Reporting and Tracking and scheduled Federal Procurement Data System changes. Developed as an inter-agency initiative during FY 2000, a report on streamlining and improving reporting and tracking was issued in draft in April 2000, and final in November 2000. The report's first recommendation, i.e., to "revise the Federal Procurement Data System (FPDS) to report on contracts that have compliant clauses for EPA-identified recycled content products," is being adopted with FPDS revision to incorporate recycled content data elements scheduled for FY 2001-2002.

We believe that establishment of a baseline and tracking system for environmentally preferable products through accommodation of existing government-wide data systems will be more cost effective and provide a higher degree of data reliability than the originally proposed manual survey method.

Alternative Fuel Vehicle (AFV) Acquisition: With the acquisition by lease and/or purchase of 454 AFV's, the Department of the Interior met the agency-wide goal for the acquisition of AFV's for a third consecutive fiscal year. (Note: Goals are based on weighting factors in Executive Order 13149, which give extra credit for heavy and medium duty trucks and buses and dedicated and electric (zero emission) vehicles.) 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 AFV's 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 this fiscal year 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.

Data Validation	<p>(1) Reduced Energy Consumption:</p> <p>(2) Waste Diversion:</p> <p>(3) Green Purchasing:</p> <p>The respective goals are appropriate to the mission of Interior, measurable, understandable, and are directly related to the individual goal activity.</p>
Data Verification	<p>(1) Reduced Energy Consumption: As required by the Energy Policy Act of 1992 (EPACT), 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. The bureau's reports are aggregated by the Department for submission to the Department of Energy and the Congress. The current system of gathering data will continue to be used with improvements to this reporting mechanism planned during the next year.</p> <p>(2) Waste Diversion: The Agency Environmental Executive (AEE) will track the progress toward the achievement of established goals. Annual reporting will be conducted on the bureau level and will be outlined by the Office of Environmental Policy and Compliance (OEPC). The diversion rate will be calculated as a function of the weight of materials recovered through recycling to the total weight of both landfill and recycled waste. Data will be tracked through a web-based data collection system that will prompt facilities to report on their solid waste diversion. In FY 2001, the verification effort will include incorporation of suitable audit protocols into each of the bureau's existing auditing programs. Solid waste data will be verified by incorporating waste diversion factors into the Environmental Auditing Program, as described in the Strategic Plan for Greening the Department of the Interior. In FY 2001, the effort will focus on the incorporation of suitable audit protocols into each of the bureau's existing auditing programs. This will also be the case for green purchasing.</p> <p>(3) Green Purchasing: As part of a government-wide initiative, effective FY 2002, the Department of the Interior's RCRA-related contract award data will be collected electronically as contracts are awarded through the Interior Department Electronic Acquisition System (IDEAS) (a standardized contracting system). Data will be forwarded to the FPDS, the government-wide system established under Public Law 93-400 for collecting, developing, and disseminating procurement data. Government-wide data regarding the use of recovered materials will be monitored by agencies. Agency performance goals in this area may be adjusted annually, as appropriate, based upon contract data analysis.</p>
Data Source	<p>(1) Reduced Energy Consumption: (1) Reduced Energy Consumption:As required by the Energy Policy Act of 1992 (EPACT), 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.</p> <p>(2) Waste Diversion: Facilities will self-report solid waste diversion data starting in FY 2001.</p> <p>(3) Green Purchasing: Data will be collected automatically as contract documents are generated through IDEAS.</p>

DATA VERIFICATION AND VALIDATION - (CONTINUED)

Data Limitations	<p>1. <u>Reduced Energy Consumption:</u> 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 reporting streamlined and more accurate, great variations in the data contained in and timeliness of utility bills hamper these efforts.</p> <p>2. <u>Waste Diversion:</u> The web based reporting system for waste diversion and green purchasing depend upon the cooperation of the participating facilities. Bias may be present toward those facilities that are more conscientious in reporting.</p> <p>3. <u>Green Purchasing:</u> 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.</p> <p><i>Alternative Fuel Vehicle (AFV) Acquisition:</i> The newly implemented 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.</p>
Planned Improvements	<p>1. <u>Reduced Energy Consumption:</u> Interior is seeking solutions to improving the energy reporting mechanisms. The Office of Acquisition and Property Management, the lead Departmental office on energy management, and the bureaus are closely exploring the use of utility billing firms that can consolidate billing information, the inclusion of data reporting on energy related activity through a planned system for tracking maintenance and construction projects, the future incorporation of energy reporting in an Interior integrated, comprehensive financial management system, and installation of energy monitoring systems at facilities Nationwide that can track accurate energy consumption on a real-time basis. However, with all Federal agencies required to provide the same consumption data provided by the same utilities nationwide, establishment of an electronic government-wide energy tracking system will be more cost effective and provide a higher degree of data reliability than the variety and inconsistencies of systems employed by agencies across the Federal Government. Such a system would require close coordination with utilities and taking advantage of electronic billing capabilities of utilities, the point of source for energy usage information.</p> <p>2. <u>Waste Diversion:</u> Effectiveness of the web-based reporting system will be evaluated after its first year of use for possible improvements. Summary reports on DOI green practices are expected to be posted on the DOI website.</p> <p>3. <u>Green Purchasing:</u> Contract data collection and reporting are monitored by the Office of Acquisition and Property Management. The office works closely with the National Business Center, the IDEAS contractor, and the Federal Procurement Data System to identify and correct system data collection and reporting issues.</p> <p><i>Alternative Fuel Vehicle (AFV) Acquisition:</i> Federal Automotive Statistical Tool (FAST) system data collection and reporting are monitored by the Office of Acquisition and Property Management. The office works closely with the bureaus, the DOE, the GSA, and the DOE FAST contractor to identify and correct system data collection and reporting issues.</p>

Long-Term Goal:

Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts.

Performance Measure:

Low Cost, Efficient Hydropower Generation.

Objective: Power generation objectives are to operate at low cost and to maximize power generation.

FY 2002 Annual Performance Goals: 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 25 percentile.

Performance Measure:

1. Power production costs/ranking

FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan
\$5,128	\$5,879	\$6,300	\$6,009	\$7,100	\$7,300

** Figures are cost of power production per megawatt of installed capacity.*

We continue to keep power production costs below the national average for comparable hydropower facilities. As our facilities age, it will become more challenging to keep costs relatively low. We employ the latest technologies and operational practices to be able to provide power to our customers in the most efficient and effective way possible. Our 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 BOR operates its facilities and is used to benchmark our operational effectiveness against other private and public hydropower facilities.

STRATEGIES

The goals for FY 2001 and 2002 have been revised to measure the cost of power production per megawatt of installed capacity of its facilities rather than per megawatt hour that was used in FY 1999. This change gives the BOR a measure comparable to industry-wide cost measurement. Although water supply at any given plant varies greatly from year to year, costs to run the plant are similar whether there is an abundant supply of water or not. When using costs per megawatt hour as a

comparative indicator, it is difficult to measure whether costs per megawatt hour have increased on an annual basis because less water was available (and, therefore, less power was produced) or if operations were less efficient. Using cost per megawatt of installed capacity eliminated water supply from the equation.

Through the Hydroelectric Infrastructure Protection and Enhancement Program, the BOR 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 (SCADA) systems, power system stability, and machine condition monitoring to identify ways to improve service and reduce costs.

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

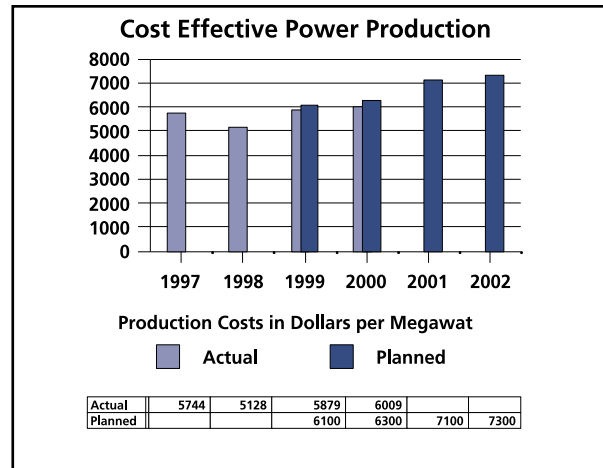
In the case of hydropower generation, BOR will conduct benchmarking with other hydropower and dam facilities to identify and implement best operating and maintenance practices.

nance practices to achieve cost effective operations

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, attain power production costs per megawatt capacity that rank in the upper 25 percentile (ranked lowest cost to highest) for comparable hydropower facilities.

Report: Exceeded target. For FY 2000, BOR achieved a power production cost of \$6,009 per megawatt. This result is slightly below (better than) the target dollar amount and within the 25 percentile of lowest cost hydropower facilities.



DATA VERIFICATION AND VALIDATION

Data 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 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 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 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.

Long-Term Goal:

Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts.

Performance Measure:

Maximize Power Generation and Enhance Revenues.

Objective: Power generation objectives are to operate at low cost and to maximize power generation.

FY 2002 Annual Performance Goals: Maximize power generation and enhance revenues by attaining a 3 percent or lower forced outage rate for BOR hydropower units.

Performance Measure:

1. Forced outage rate

FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan
1.17%	1.3%	3.0%	1.5	3.0%	3.0%

Forced Outages: 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

Forced Outage Reduction: 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 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, 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. This goal was not previously identified as a n FY 2000 Departmental Overview goal. It is a new goal for FY 2002 and is included here to help establish continuity and data for future trend analysis.

Report: Exceeded target. The target was exceeded in FY 2000 with the achievement of a 1.5 percent forced outage rate, overall. Unplanned shutdowns of less than 2 percent indicate that facilities are well-maintained and reliable.

DATA VERIFICATION AND VALIDATION

Data Validation	Reclamation underwent a benchmarking study and this measure proved to be a useful benchmark to gauge our success in facility reliability.
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 are retained by the database administrator in the Power Resources Office for benchmarking purposes.
Data Source	Power Operations and Maintenance (PO&M) 59 Report.
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.

Long-Term Goal:

Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts.

Performance Measure:

Fair Market Value for Resources.

Objective: 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 2002 Annual Performance Goal: In FY 2002, maintain the current high bids received for OCS leases to MMS estimated value ratio of 1.8 (+/- 0.4) to 1.

Performance Measure:

1. Ratio of high bids to government estimated values.

FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan
2.73	1.8	1.8*	2.02	1.8*	1.8*

* 1.8 (+/- 0.4) to 1 ratio

High Bid Ratios: The MMS's current tract evaluation procedures are designed to ensure that the Federal Government receives fair market value for leased tracts. Internal and external reviews of our auction and evaluation procedures have concluded that the procedures effectively ensure that we receive fair market value. We designed this measure as an indicator of our performance prior to 1995 and tested it during the period 1989-95. The ratio varied over the years, but, with one exception on the high side, always fell within the range stated in the FY 2000-2002 goals. Because past reviews have shown that our procedures are effective, the range established during the test period gives us reasonable assurance that we are receiving fair market value for leased tracts.

Strategies: High Bid Ratios: The uncertainty over how much oil and gas exists under leases, how much can be produced, and what future oil prices may be results in varying estimates of the value of a given lease tract on the OCS. Both the Minerals Management Service (MMS) and the oil and gas industry calculate the value of each tract. For industry, their estimate is the basis for what

they will bid on a lease. The OMM uses Geologic Interpretive Tools (GIT) to evaluate tracts receiving bids 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 OMM. The OMM 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, deep-water activity, rising production, and increased consultation with States and Federal agencies.

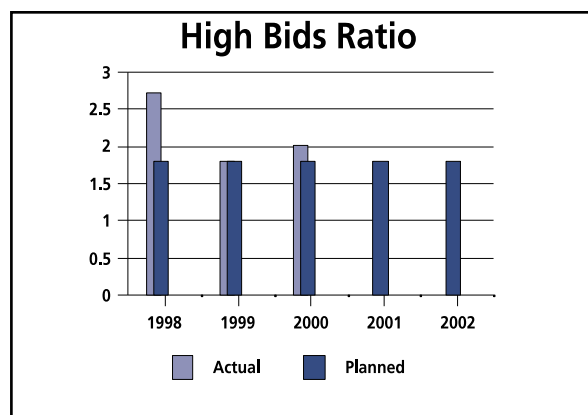
FY 2000 ANNUAL PERFORMANCE REPORT

Goal: By the end of FY 2000, we will maintain the current high bids received for OCS leases to MMS estimated value ratio of 1.8 (+/- 0.4) to 1.

Report: The MMS met the FY 2000 goal by achieving a ratio of 2.02 to 1. MMS plans to keep the same goal and performance target in the out years. History and

testing done on this measure over the last 15-16 years, has shown that this is the right level for the performance target. However, we are working to see if we can derive a more inclusive performance measure in the future.

With regard to achieving long-term goals and outcomes, this range allows for new discoveries and exploration strategies by industry. We will not need to adjust the performance expectations upwards as the results for this year fell within the established range. OMM always challenges itself to do better by updating its methodologies and models.



DATA VERIFICATION AND VALIDATION

Data Validation	OMM 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 use this data.
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 Source	Data 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.
Data Limitations	No significant limitations identified.
Planned Improvements	During each fiscal year, 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.

Long-Term Goal:

Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts.

Performance Measure:

Sound Revenue Management.

Objective: The objective is to improve the accuracy and timeliness of each company's initial royalty payment submission.

FY 2002 Annual Performance Goals: In calendar year 2000, achieve a compliance index (calculated on the year 1998) of .9775.

Performance Measure:

1. Compliance index

FY 1998 Actual (for CY 1996)	FY 1999 Actual (for CY 1997)	FY 2000 Plan (for CY 1998)	FY 2000 Actual (for CY 1998)	FY 2001 Plan (for CY 1999)	FY 2002 Actual (for CY 2000)
.9610	.9809	.9775	.9730	.9775	.9775

Compliance Index: Working with companies to achieve this goal will not only bring funds to recipients more quickly, but will move us closer to ensuring compliance within 3 years. Once new systems are implemented, the methodology used in the current compliance index will be reevaluated. Until that time, the current program-wide compliance index will be used as the measurement that most closely aligns with the long-term compliance goal.

Strategies: There are four primary strategies that will be employed to promote the achievement of the long-term goal: 1) implement new systems and processes that will create a greater focus on expected value from individual properties generating receipts, 2) streamline reporting requirements to help improve the accuracy and timeliness of company reporting and payments, 3) publish valuation regulations that will also serve to improve reporting accuracy, and 4) consider the related benefits of implementing a royalty-in-kind payment option that may introduce greater certainty for expected values for some properties. This latter strategy is still being evaluated.

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, achieve a compliance index of .9775 (for calendar year 1998).

Report: Not met. The index for the year measured was .9730. Preliminary analysis indicates that mid-size company compliance declined significantly. The data will be further analyzed to determine the reasons for the decline and to develop appropriate corrective actions.

Note: It was intended that in FY 2001, the following measure would be used:

"Ensure that payments are at least 90 percent of the expected value at the due date for 35 percent of the properties."

As noted earlier, an alternative to the current compliance index has been placed in abeyance at least through FY 2002.

DATA VERIFICATION AND VALIDATION

Data Validation	This goal, focused on improving the accuracy and timeliness of company payments, is closely aligned to the minerals revenue management reengineering effort. The goal is, at present, the best assessment of the desired outcomes of this goal. However, the methodology used to calculate the index will be reevaluated once the reengineered processes are established in FY 2002.
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 Source	For the current compliance index, data are retrieved from automated systems (AFS/PAAS) and from publishers of index prices, such as Platt's Oilgram. In future years, data for this goal will be obtained directly from asset profile databases interacting with data from the reengineered Compliance and Asset Management (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, SEC filings, and interviews with company officials.
Data Limitations	The current index can only be calculated for a random sampling of leases. Also the index can only be calculated about two years after the transactions have occurred to allow for adjustments.
Planned Improvements	In the reengineered CAM process, the system will generate variances by properties after comparing the expected revenues contained in asset profiles with actual revenues. Once new systems are operational, this measure can be made more contemporaneous. Once the majority of properties are transitioned into the 3-year end-to-end process, calculations can be made using all properties, not just a random sampling. Written procedures will be established for collection and consolidation of performance data as new systems are developed. Periodic internal reviews will also be performed to ensure data integrity.

Long-Term Goal:

Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts.

Performance Measure:

Prompt Recipient Access to Royalty Payments.

Objective: The objective is to improve the accuracy and timeliness of each company's initial royalty payment submission.

FY 2002 Annual Performance Goals: Provide access for ultimate recipients of 10 percent of revenues within one business day of MMS receipt and disburse 98 percent of revenues to recipients by the end of the month following the month received.

Performance Measures:

1. Access to revenue rate
2. Disbursement rate

FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan
98.7%	98.15%	98%	98.49%	98%	10% access 98% disbursed

Royalty Payments: The intent of this goal is to improve disbursement timeliness by providing recipients access to mineral revenues by the end of the business day following the day of MMS receipt. One business day was set as the target, rather than our "stretch" goal of 24 hours, to allow for holidays and weekends. Our new systems will become operational in FY 2002 and will provide the capability to achieve and measure this goal. We anticipate the greatest benefit will be to States that elect to take their distribution earlier (daily) so they can deposit funds into interest earning accounts. In addition to providing earlier access, we will also continue to monitor and ensure that we disburse at least 98 percent of funds by the end of the month following the month of receipt, as required by law.

STRATEGIES

Royalty Payments: Reporting formats have been revised to align future industry reporting with the new reengineered processes and systems. Many of the changes were based upon extensive outreach with industry groups. The objectives are to decrease report-

ing burden, avoid data duplication, decrease error rates, and increase processing efficiency, which in turn will improve our ability to provide earlier revenue access to recipients. MMS is also working with contractors on converting companies to electronic reporting using the newly designed and approved royalty and production report forms. Electronic reporting is another avenue for expediting fund access and disbursements through quicker processing and verification of reports. Another approach to improving disbursement rates is decreasing the incidence of erroneous reporting. Regulations may be modified to better address chronic erroneous reporting that slows down the disbursement process.

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: In 2000, the percentage of the collected dollars and accompanying information that is provided timely to States and Indians is 98 percent. This goal was not previously identified as a FY 2000 Departmental Overview goal. It is a new goal for FY 2002 and is included here to help establish continuity and data for future trend analysis.

Report: Exceeded target. The FY 2000 actual percentage was 98.49. 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 98.7 percent. Indian distributions reached 98.3 percent. (Note: The one business day measure pertaining to recipient access to funds is new for FY 2002.)

DATA VERIFICATION AND VALIDATION

Data Validation	This goal aligns with the financial reengineering process. Management reviewed this goal in relation to future system capability and found it an attainable goal, despite some inherent, but manageable risks. It is important to continue to ensure that we disburse funds as required by law.
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 Source	Data for this goal will be obtained directly from MRM's new Financial management System scheduled to begin operation on October 1, 2001. The reengineered financial system will utilize automated internal controls and accounting processes to ensure funds are disbursed to the correct recipients.
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	<ul style="list-style-type: none"> Data collection and management efforts will be maintained and improved and large data infra-structures will be supported Systematic analyses and investigations will be conducted Decision support systems or predictive models will be developed or improved and delivered
Increase Hazard Knowledge and Warning	<ul style="list-style-type: none"> Improve Prediction and Monitoring 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 other critical science for resource management decisions are major responsibilities of the Department.

How We Achieve This Goal: 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. 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.

Since 1879, the USGS has been the Federal Government's principal civilian map making agency. With the incorporation of the former National Biological Service in 1996, the USGS has also become a major contributor in developing the Nation's understanding of the conditions and trends of biological resources and the ecological factors affecting them. The USGS conducts a significant national program, with more than 45,000 monitoring stations, to describe the status and trends in the quantity and quality of surface and ground water resources.

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.
- Ensure that the scientific research program focuses on understanding, assessing, and monitoring ecosystems to provide scientific 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.

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 environmental and natural resources sciences are needed to guide decisions, predict outcomes, 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 2002 ANNUAL PERFORMANCE GOALS

Provide and improve long-term environmental and natural resource information, systematic analysis and investigations, and predictive options for decision-making about natural systems by:

- Providing essential information to address environmental and natural resources issues by maintaining 43 long-term data collection and data management efforts and supporting 1 improved and large data infrastructure managed in partnership with others;
- Delivering 1,058 new systematic analyses and investigations to our customers;
- Improving and developing 4 decision support systems and predictive tools for decision making.

Performance Measures:

1. Data collection/data and infrastructure management.
2. Systematic analyses/investigations.
3. Decision support systems/productive tools.

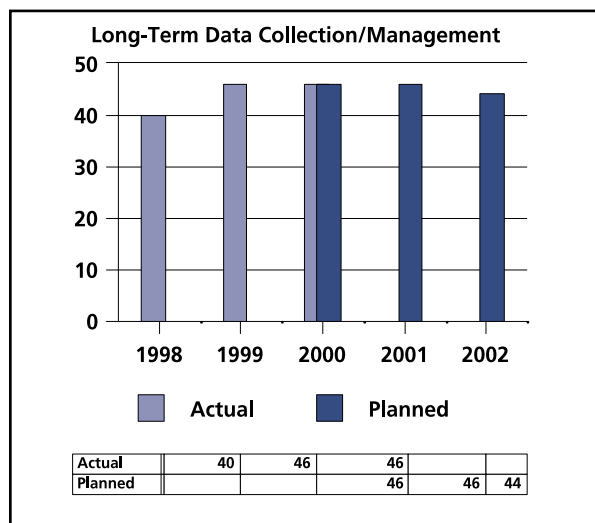
	FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Proposed
1	40	40	46	46	46	44
2	865	959	995	1,113	1,146	1,058
3	5	7	6	6	7	4

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 analyses and predictive models and supporting systems allow managers and decision makers to evaluate consequences of management choices under different scenarios. Such information can fundamentally improve management decision making processes and results.

Strategies: The environment and natural resource programs of the USGS focus on understanding, 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.

The USGS has data gathering, monitoring, and research efforts that are expected to deliver over 1,000 new systematic analyses to customers—Interior bureaus, other Federal agencies, States, Tribes, local governments, and the public – and collaborate with university partners to understand natural systems.

The USGS will deliver to its customers four new or improved decision support systems or predictive tools. These support systems will include at least one per discipline including biology, geology, mapping, 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 2000 ANNUAL PERFORMANCE REPORT

Goal: Provide and improve long-term environmental and natural resource information, systematic analysis and investigations and predictive options for decision making about natural systems by:

- 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;
- Improving and developing six new decision support systems and predictive tools for decision making;
- Delivering 995 new products from systematic analysis and investigations to our customers.

[Note: The last measure was not previously identified as an FY 2000 Department Overview measure. It has been added for FY 2002 and is included here to help establish continuity and data for future trend analysis.]

Report: USGS met the first two and exceeded the third measure indicated. 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 were not concluded in FY 2000, but continued in FY 2001 to produce a satisfaction index for all USGS products. The goal of delivering new products from analyses and investigations was exceeded by nearly 12 percent. We are expecting to improve upon that figure slightly in FY 2001.

DATA VERIFICATION AND VALIDATION

Data Validation	<p>Data Collections: The recently published National Research Council (NRC) evaluation recognized that USGS is a "vitaly 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."</p> <p>New Analyses: The recently published NRC evaluation validated this performance measure in its recommendation that multi-scale, multidisciplinary, integrated projects that use system modeling are the best way to address the Nation's complex natural resource problems.</p> <p>Decision Support Systems: 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, or</p> <p>The recently published NRC evaluation validated this performance measure in their recommendation that multi-scale, multidisciplinary, integrated projects that use system modeling are the best way to address the Nation's complex natural resource problems.</p>
Data Verification	<p>Data Collections: 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.</p> <p>New Analyses: Accuracy of new reports listing can be confirmed by each internal organization's reports tracking system.</p>
Data Sources	<p>Decision Support Systems: 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.</p> <p>Data Collections: Data are collected by project scientists at research and field centers and are reported through an automated, electronic system.</p> <p>New Analyses: The USGS compiles a list of new publications monthly and makes it available on the Internet.</p> <p>Decision Support Systems: Data on development delivery and use of decision support systems and predictive models are monitored and reported by project scientists at research/field centers and are reported through automated, electronic systems.</p>

DATA VERIFICATION AND VALIDATION - (CONTINUED)

Data Limitations	<p><u>Data Collections:</u> None reported</p> <p><u>New Analyses:</u> None reported</p> <p><u>Decision Support Systems:</u> None reported</p>
Planned Improvements	<p><u>Data Collections:</u> 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.</p> <p><u>New Analyses:</u> 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.</p> <p><u>Decision Support Systems:</u> 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.</p>

Long-Term Goal:

Increase Hazard Knowledge and Warning.

Performance Measure:

Improve Prediction and Monitoring of Hazardous Events.

Objective: 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 2002 Annual Performance Goal: 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 5,374;
- increasing by 100 (to a total of 429) the number of improved earthquake sensors to deliver real-time information on potentially damaging earthquakes to minimize loss of life and property.

Performance Measures:

1. Streamgages delivering real-time data.
2. Earthquake sensors delivering real-time information.

	FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Proposed
1	---	4,500	4,700	4,872	5,374	5,374
2	100	120	200	201	329	429

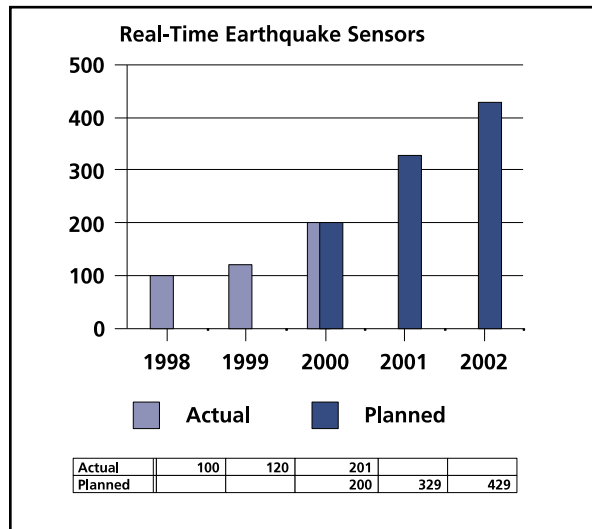
These measures typify the effort needed to continue providing science to customers in support of minimizing the loss of life and property from natural disasters. The information can be used to deal with potentially devastating consequences of flood, drought, and earthquake as well as to improve assessment 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 activities include post-crisis analysis with scenario formulation to develop strategies to mitigate the impact of

future events and coordinated risk assessments for regions vulnerable to natural hazards.

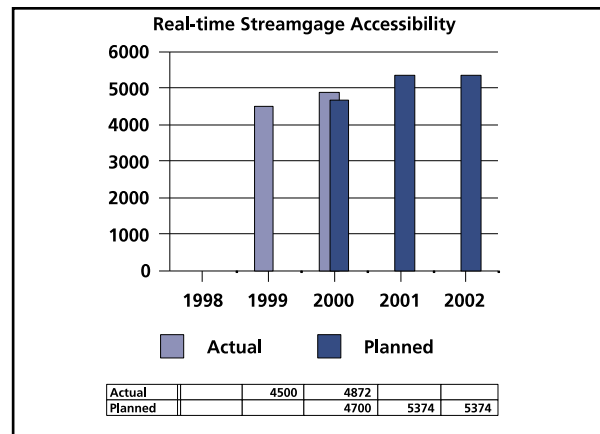
The USGS will enhance its ability to characterize and monitor hazardous events in near-real time and in real-time by adding earthquake sensors capable of delivering information nearly instantaneously. Scientific data vital to both emergency response and to analysis of earthquake or other hazard risk will continue to be collected and maintained through current monitoring networks.

Hazard network profiles will be developed measuring reliability, delivery times, and accuracy of real-time hazards information to evaluate improvements and to evaluate whether decision makers are receiving timely hazards information.



FY 2000 ANNUAL PERFORMANCE REPORT

Goal: Develop, maintain and improve monitoring networks and techniques of risk assessment by increasing by 200 (to 4,700) the quarterly average number of streamgages delivering real-time data on the Internet, and increasing by 80 improved earthquake sensors to deliver real-time information on potentially damaging earthquakes to minimize loss of life and property. This goal was not previously identified as an FY 2000 Departmental Overview goal. It is a new goal for FY 2002 and is included here to help establish continuity and data for future trend analysis.



Report: Goal met. During FY 2000, USGS significantly improved its delivery of real-time streamflow data on the Internet. This increase was mostly due to the addition of some new real-time streamgages, but it is also due to improvements in the reliability of data delivery systems, including back-up computers that keep these vital data flowing to emergency management officials even when floods and hurricanes disrupt electrical service. The real-time earthquake sensor target was slightly exceeded.

USGS customers are also being surveyed to determine their satisfaction with key USGS hazards information products. Product usefulness is being evaluated on the basis of customer requirements such as media, format, and timeliness. However, product attrition and lower than anticipated response rates for the survey of hazards products impeded our ability to baseline an independent metric for this GPRA program activity in FY 2000 and in fact led us in FY 2001 to a combined baseline index of satisfaction with USGS products.

Note: A goal involving risk assessments delivered and maintained was discontinued in the Overview in favor of the new hazards-related goals that have been presented in this chapter. However, the USGS still maintains this goal.

DATA VERIFICATION AND VALIDATION

Data Validation	<p><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.</p> <p><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.</p>
Data Verification	<p><u>Real-Time Streamgages:</u> A robot program was developed that 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.</p> <p><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.</p>
Data Sources	<p><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.</p> <p><u>Earthquake Sensors:</u> USGS seismic network operators report installation status to the Seismic Network Manager who reports to the Earthquake Program Manager.</p>
Data Limitations	<p><u>Real-Time Streamgages:</u> No significant limitations identified.</p> <p><u>Earthquake Sensors:</u> No significant limitations identified.</p>
Planned Improvements	<p><u>Real-Time Streamgages:</u> For FY 2000 USGS implemented a revised GPRA metric on the basis of validation and verification 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.</p> <p><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.</p>

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	<ul style="list-style-type: none"> Protect natural resource assets Fiscal resources protected for Tribes and Indians
Improve the Indian Quality of Life	<ul style="list-style-type: none"> Improve facilities and services Improve Indian education
Improve Management of Island Communities	<ul style="list-style-type: none"> Improve government services

The Importance of this Goal: Today there are 561 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.

Interior has administrative responsibility for coordinating Federal policy in the territories of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands, and oversight of Federal programs and funds in the freely associated states of the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau. Our objective is to develop more efficient and effective government in the insular areas by recommending policies, providing financial and technical assistance, and strengthening Federal-insular relationships.

INDIAN TRUST

How We Achieve This Goal:

Bureau of Indian Affairs

The BIA is the primary agency of the Federal Government charged with the responsibility to administer Federal Indian policy and to discharge the Federal trust responsibility for American Indian Tribes, Alaska Native villages, and tribal organizations, serving more than 1.4 million American Indians and Alaska Natives in 31 States. The role of the BIA has changed significantly in the last two decades, with a greater emphasis on self-determination while at the same time looking to BIA for a broad range of services and complex programs.

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 2000 tribal governments

received more than \$1.7 billion for operating programs and construction projects, with \$9 out of \$10 spent on reservations. 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 50,000 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 heirship 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 43 million acres of tribally-owned land, more than 11 million acres of individually owned land held in trust status, and 443,000 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.

High Level Implementation Plan

In 1998, Interior issued the first High Level Implementation Plan (HLIP) for Trust Management Improvement. That plan included the reform steps in the strategic plan that could be implemented under the authority of the Secretary of the Interior.

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 is preparing a revised and updated HLIP that was released 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. Two major subprojects that support reliable trust management are the Trust Fund Accounting System (TFAS) and the Trust Asset and Accounting Management System (TAAMS). This Overview includes goals related to implementation of TFAS and TAAMS. All eleven subprojects are essential, however, they are being pursued and reported on separately.

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 includ-

ed 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 will employ the following strategies:

- 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 through the Department's High Level Implementation Plan.
- 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. OIA infrastructure improvement programs help ensure that island governments can construct, operate, and maintain schools, libraries, health care facilities, port facilities, roads, power, water, waste treatment 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 government operating grants, financial management, data management, health care, education programs, public safety, economic devel-

opment, environmental restoration, and disaster relief.

Strategies: To meet its commitments and responsibilities to island communities, the Department will employ the following strategies:

- Streamline internal procedures and create external incentives to accelerate award of grant monies.
- Provide project management and other technical assistance to help island communities initiate and complete infrastructure construction.
- Help island governments to update and use multi-year capital infrastructure plans to assess 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 and 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.

Long-Term Goal:

Protect Indian Trust Assets.

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 2002 Annual Performance Goal: In FY 2002, 17 dams (cumulative) will have repair construction completed, 5,000 post-lease technical assistance actions on Indian energy and mineral leases will be processed; 20 technical assistance activities will be completed to increase tribal opportunities to develop, manage, and protect their water resources.

Performance Measures:

1. Cumulative number of dams repaired
2. Number of post-lease technical assistance actions processed
3. Number of technical assistance activities for water activities

FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan
1. 13	14	16	15	16	17
2. ---	---	4,100*	4,100	4,500	5,000
3. ---	---	---	---	30**	20

* New goal in FY 2000

** New goal in FY 2001

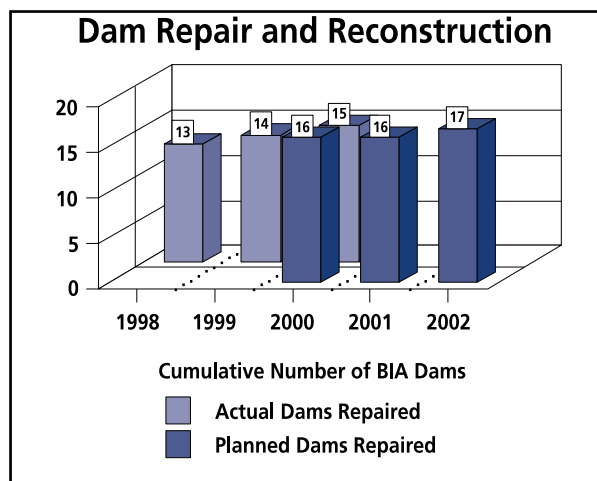
Strategies: Interior provides services and technical assistance to Tribes through a number of programs. BIA's Safety of Dams program encompasses the rehabilitation construction (improvement) and maintenance of all 115 dams within the BIA inventory. BLM ensures that the required NEPA analysis related 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.



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. The BLM supports six coal leases in three States and 107 other solid mineral operations in nine States. Combined, these activities generate nearly \$70 million in royalties for Tribes.

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 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 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, 16 dams (cumulative) will have repair construction completed, 95 percent of technical assistance actions on Indian energy and mineral leases will be completed. (There were no BOR goals for technical assistance in FY 2000.)

Report: Goal not met. Only one dam repair was completed, bringing the cumulative total to 15 dams. Repair construction was performed on a second dam, but seepage from the dam was noted upon refilling, preventing BIA from meeting the goal for two repairs completed. The BIA anticipates completing work on this dam in FY 2001.

The BLM completed 90 percent of the requests for technical assistance for mineral operations on Indian lands. This is a demand driven goal, but the performance target that was derived using 1998 baseline data does not necessarily reflect the current demand. For FY 2001, the target measure has changed to the number of post-lease mineral assistance actions processed.

DATA VERIFICATION AND VALIDATION

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	<p>BIA - The Regional Safety of Dams Officer oversees the construction activity and reporting (construction completion reports and inspection reports).</p> <p>BLM - Data are collected and aggregated using established standards. Program evaluations are periodically conducted by program staff and national office evaluation teams.</p> <p>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.</p>
Data Sources	<p>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.</p> <p>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.</p> <p>BOR - The Native American Affairs Office tracks assistance agreements and annual reports.</p>
Data Limitations	<p>BIA - Data on construction are from field observations and from technical measurements from calibrated instruments, both of which are subject to human factors.</p> <p>BLM - Differentiating tribal from non-tribal workloads requires the use of specific project codes which can affect reporting accuracy.</p> <p>BOR - Some definitions for completed technical assistance are subject to interpretation.</p>
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.

Long-Term Goal:

Protect Indian Trust Assets.

Performance Measure:

Fiscal Resources Protected for Tribes and Indians.

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

FY 2002 Annual Performance Goal: By the end of FY 2002, facilitate the growth of Trust income by processing 37,000 trust transactions for tribal and individual Indian land owners, and complete 17 of the milestones of the 11 subprojects in the High Level Implementation Plan.

Performance Measures:

1. Number of trust transactions
2. Percent/number of milestones completed

FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan
1. 33,000	35,000	37,000	35,400	37,000	37,000
2. ---	---	---	98	62	17

Strategies: 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.

Trust Fund Program and HLIP: The Secretary of the Interior, through the OST, maintains approximately 1,400 accounts for 290 Tribal entities with assets in excess of \$2.6 billion. Each year, more than \$800 million pass through the Tribal trust funds system. The OST also maintains approximately \$400 million in over 261,000 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. Currently, there are 122 out of the original total of 305 milestones to be completed. In FY 2001, the OST anticipates completing 62 of 122 milestones being tracked in HLIP related to breach activities identified in litigation. Milestones to be completed include caseload tracking, hiring new staff for the probate backlog, and completing the documentation and supporting information from the Trust Asset and Accounting Management System. For FY 2002, OST will complete 17 of the remaining 60 HLIP and breach activity milestones, including completion of the data clean-up operation of the Trust Fund Accounting System.

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: By September 2000, the BIA will facilitate the growth of trust income by processing an additional 2,000 trust transactions for a cumulative total of 37,000. (The HLIP milestone goal is new for FY 2001.)

Report: Goal not met. The trust transaction goal was not achieved, even though 35,400 transactions have been processed. The target was not met due to limitations on the amount of time the BIA real estate staff could devote to this. In most cases, staff were diverted

to working on BIA's larger trust reform efforts, a high priority for Interior and BIA. The bureau expects to adjust staff duties to ensure that the responsibilities under this goal can be completed in FY 2001 and beyond.

DATA VERIFICATION AND VALIDATION

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	<p>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.</p> <p>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.</p>
Data Sources	<p>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.</p> <p>OST - All the program data are collected by offices in BIA and OST from original office reporting sources.</p>
Data Limitations	<p>BIA - The data from regional offices may be in automated systems or manually compiled. In each case there may be inaccuracies in initial reporting, in manual tallies, or in data entry.</p> <p>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.</p>
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.

Long-Term Goal:

Improve Indian Quality of Life.

Performance Measure:

Improved Facilities and Services.

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 2002 Annual Performance Goal: In FY 2002, 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.

Performance Measures:

1. Number of housing applicants receiving home repair or replacement
2. Cumulative miles of BIA roads maintained
3. Number of Tribes operating welfare plans

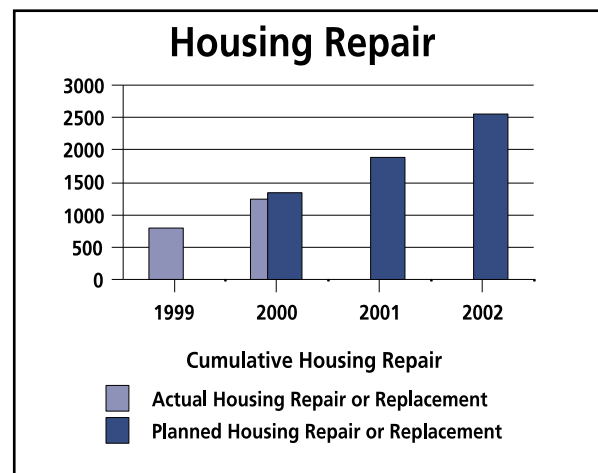
	FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan
1.	---	800	1,348	1,240	1,896	2,552
2.	---	5,682	10,000	11,500	12,000	12,000
3.	12	16	25	35	45	50

Programs and Strategies:Housing

Due to limited funding within the BIA, 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 2,552 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.

Roads

The BIA is responsible for the maintenance of 24,000 miles of BIA system roads. Of these roads, 5,900 are paved miles and 18,100 are unpaved miles. The 24,000 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.

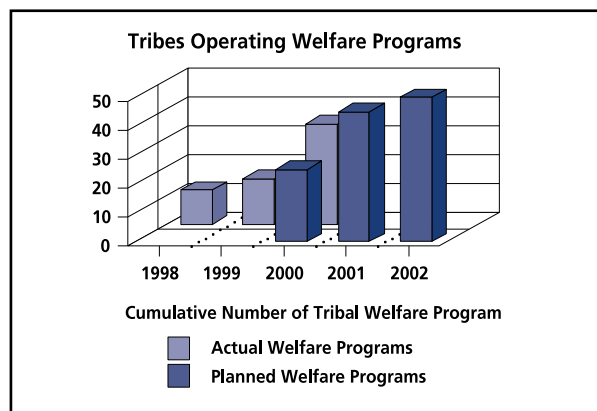
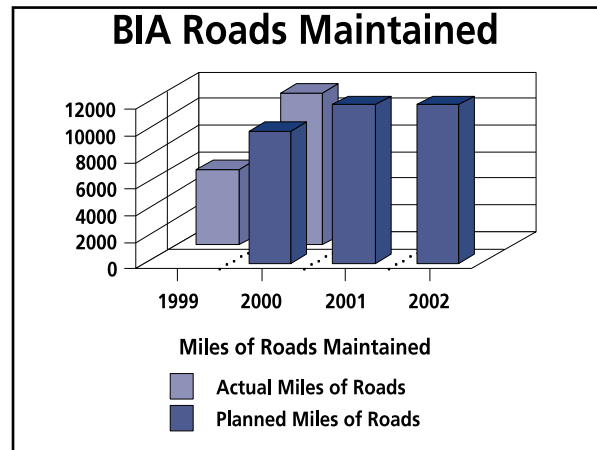
Welfare

The BIA works closely with Tribes that have been given authority under P.L. 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.

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, 548 (1,348 cumulative) of the 4,775 eligible housing applicants will receive repair and replacement work on homes, 10,000 miles of BIA roads will be maintained, and 25 Tribes will operate comprehensive welfare plans.

Report: Goal not met. The BIA was able to exceed two out of the three performance targets, and achieved 80 percent of the third target. While there was success in part, overall the goal cannot be considered to be met. The housing goal was not achieved as only 440 houses were repaired or replaced because the HIP funds were distributed in FY 2000 under a new method that delayed distribution until late in the fiscal year. With the new distribution system in place and operating, the BIA expects to meet its projected performance targets for FY 2001.



The BIA exceeded the road maintenance goal by maintaining 11,500 miles of BIA roads. The BIA is prepared to achieve its FY 2001 target and is working to achieve greater consistency in collecting and reporting road maintenance data. BIA also exceeded the welfare program goal by having 35 Tribes, an additional 10 above the target, operating welfare programs. Part of this increase is due to the Welfare-to-Work reforms in P.L. 102-477, increasing Tribal interest in the welfare program. As a result of this success, the BIA has increased the performance targets for FY 2001 and FY 2002.

DATA VERIFICATION AND VALIDATION

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	<p><u>Housing</u> - Regional Housing Officers collect and aggregate data using established data collection, entry, and reporting requirements that are consistent across BIA. Data are reviewed and certified by managers.</p> <p><u>Welfare</u> - The Office of Tribal Services collects and maintains copies of all Tribal comprehensive welfare plans.</p> <p><u>Roads</u> - Road Inventory updates and Work Accomplishment and Pavement Rating reports will be the source for paving.</p>
Data Source	<p><u>Housing</u> - Regional Housing Officers report annually, and the Annual Housing Inventory is an additional source of data.</p> <p><u>Welfare</u> - Copies of comprehensive welfare plans are maintained in The Office of Tribal Services.</p> <p><u>Roads</u> - About 70 percent of the data comes from Tribal government contractors and from local governments operating under memorandums of agreement with BIA.</p>
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.

Long-Term Goal:

Improve Indian Quality of Life.

Performance Measure:

Improve Quality of Education.

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

FY 2002 Annual Performance Goal: In FY 2002, to improve the quality of education, 96 percent of schools will be accredited, 58 percent of students will be proficient in math and 56 percent of students will be proficient in language arts.

Performance Measures:

1. Percent of schools accredited
2. Percent of students proficient in math
3. Percent of students proficient in language arts
4. Additional number of replacement computers provided*

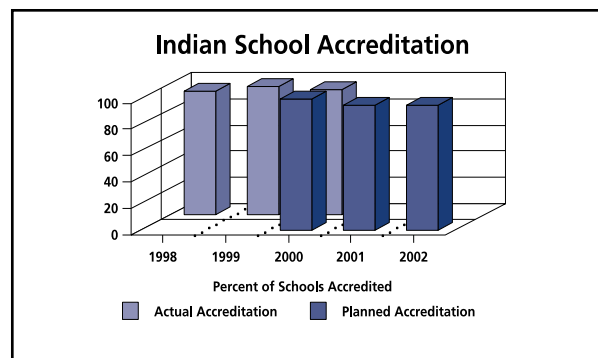
	FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan
1.	94	98	100	96	96	96
2.	41	43	47	50	54	58
3.	41	41	45	48	52	56
4.	---	1,826	1,000	250	---	---

* This goal has been discontinued after FY 2000. See the FY 2000 Report, below.

Programs and Strategies: 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.

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.

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 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, to improve the quality of education, 100 percent of schools will be accredited, 47 percent of students will be proficient in math, 45 percent will be proficient in language arts, and 1,000 more new or replacement computers will be provided.

Report: Goal not met. The math and language arts goals for FY 2000 were exceeded by attaining a 50 percent proficiency rate in math and a 48 percent proficiency rate in language arts. During FY 2000, the OIEP was restructured to provide improved administrative support such as technical assistance and training provided by 13 school education reform specialists. These specialists are in field locations, close to schools, and assist in setting higher standards and higher performance expectations, and helping schools deliver expanded opportunities to help students succeed from pre-school through high school. It is expected that these ongoing reforms and improvements will help BIA achieve the higher performance targets it has set for FY 2001.

The BIA was able to achieve a 96 percent accreditation rate in FY 2000. Accreditation deficiencies were noted in several areas: the student/teacher ratio, adequacy of facilities, teacher certification, and staffing needs. The BIA's target for 100 percent of schools accredited in FY 2000 was overly optimistic and was predicated on having adequate funding to address known deficiencies. For FY 2001 and FY 2002, BIA has changed the performance target to reflect anticipated resources and the OIEP's ability to overcome the identified shortcomings.

The BIA did not achieve the goal for replacement computers. Only 250 computers were replaced in FY 2000. The goal was based on a Y2K initiative, which is not longer funded. Without adequate funding, the BIA has eliminated this goal.

Note: The percentages reported for Math and Language proficiency in the FY 2000 GPRA Performance Report are correct; the percentages contained in the CFO Accountability Report were incomplete when the report went to print.

DATA VERIFICATION AND VALIDATION

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 more, better, and more cost effective programs and services to their people.

FY 2002 Annual Performance Goal: In FY 2002, 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.

Performance Measures:

1. Financial improvement plans completed
2. Ratio of projects completed to projects started

FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Plan
1. 2	3	5	5	6	7
2. ---	0.85	0.9	.51	1.0	1.1

Strategies: Good management in the insular governments, as demonstrated by sound financial management practices, is essential to developmental goals and the protection of taxpayers money. While OIA cannot require island governments to develop financial plans, it can offer expertise and other incentives to encourage them, 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 Government auditing, and island financial systems and practices. To date, island governments have cooperated with this program.

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. OIA will use available incentives to move grants more quickly from award to project completion. This will ensure that large balances do not build up in Federal accounts. OIA will encourage and monitor how effectively insular governments putting funding to immediate use to complete projects.

OIA Program: 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 measure of good management by the insular governments is having sound financial management practices. Proper financial management is essential to economic development goals and protection of taxpayer dollars. One program that supports this goal emphasizes financial management improvements. OIA also assists by monitoring new development and projects to ensure

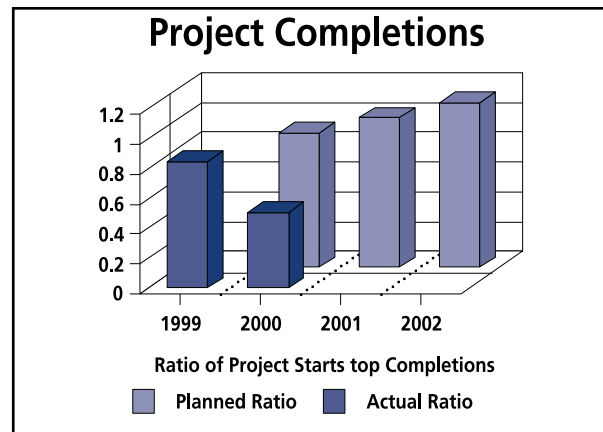
that funds are being spent timely to complete them. A more general technical assistance program provides grant funding or Federal expertise to help the insular governments improve, health care, education, public safety, data collection and analysis, and economic development.

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, financial management improvement plans will be completed for 5 of the 7 insular governments, and there will be a ratio of 0.9 for projects completed to projects started.

Report: Goal not met. The performance target for financial management plans was met with 5 financial improvement plans completed. Full completion of this goal will require 11 financial management plans to be completed by the end of FY 2005. This is because services, financial management, and fiscal accountability in the Federated States of Micronesia occurs at the State level, and each State has variations in the financial procedures and policies employed. OIA believes it is on or ahead of schedule to achieve the FY 2001 and FY 2002 goals, and the long-term goal.

The FY 2000 goal for the projects completed to started was not met because only about half as many projects were completed as started (51 percent). This goal was created in FY 2000 and the goal was based on the FY 1999 estimate that 85 percent of projects started were actually completed. Clearly, the insular governments must sustain a completion ration higher than 50 percent. Failure to do so would result in an ever increasing inventory of incomplete projects. OIA believes there are a number of older projects that will be completed or terminated during FY 2001 allowing the performance target to be met.



DATA VERIFICATION AND VALIDATION

Data Validation	The number of plans completed and used is a simple but effective measure of insular governments' ability to properly and effectively use Federal assistance. The completion ratio is another simple but effective indicator of the effective use of funds. OIA management has approved these goals as appropriate measures.
Data Verification	The data for both goals are easily and directly obtained by OIA. There are a finite number of governments and only one financial management plan required of each. Tracking projects is done from data under OIA control.
Data Source	OIA develops the plan data from submission of the plans by island governments. For projects, OIA develops the information from its own grants data and final payment records that are based on completed projects.
Data Limitations	The performance data only examine whether there is a completed plan but does not evaluate the quality of the financial plans or the success in implementing the plans. The teams working with insular governments assure the quality of the plans, but reports on their implementation can be subjective. For project completion, the outputs measured are few and finite in number but the results can be skewed by uncontrolled events affecting project completion. OIA's focus is primarily on analysis of the data for trends and changes.
Planned Improvements	No planned improvements are currently under consideration.

Section III

Managing For Excellence and Accountability

INTERIOR IS COMMITTED TO BECOMING A MORE MISSION-FOCUSED, EFFICIENT ORGANIZATION. OUR ABILITY TO DELIVER OUR PROGRAMS TO THE AMERICAN PEOPLE IS BASED IN LARGE PART ON ENSURING THAT OUR MANAGEMENT APPROACHES AND BUSINESS PRACTICES ARE SOUND AND EFFECTIVE. THROUGH THE EFFORTS OF A DEDICATED WORKFORCE, WE WILL CONTINUE TO DELIVER HIGH-QUALITY SERVICE TO THE PUBLIC.

To ensure effective management, we follow these guidelines:

- We are committed to providing excellent service to citizens, partners, and stakeholders.
- We will use collaborative approaches to management and involve people who are affected by our actions in the decision making process.
- We will maintain effective lines of communication with our partners and stakeholders.
- We will leverage our resources by developing partnerships with other Federal agencies, State and local governments, private sector groups, and regional associations.
- We are committed to working smarter to get the job done more efficiently.

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
3.1 Lead People to Succeed	<ul style="list-style-type: none"> • Increase workforce diversity • Implement workforce planning and management layering • Expand training and development programs
3.2 Use Information Technology to Better Manage Resources and Serve the Public	<ul style="list-style-type: none"> • Implement information technology architecture strategy • Implement information technology security strategy • Implement an E-government strategy • Expand on-line procurement
3.3 Ensure Financial and Managerial Accountability	<ul style="list-style-type: none"> • Achieve unqualified (clean) audit opinions • Resolve material weaknesses and management risks • Reduce erroneous payments
3.4 Provide Safe and High Quality Places of Work	<ul style="list-style-type: none"> • Ensure effective facilities maintenance and capital improvements • Complete environmental audits
3.5 Ensure Efficient and Effective Business Practices	<ul style="list-style-type: none"> • 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

Long-Term Goal:

Lead People to Succeed.

Performance Measure:

Increase in Workforce Diversity.

FY 2002 Annual Performance Goal: Diversity in Interior's workforce should increase by 4.1 percent from the 1997 levels.

Performance Measure: Cumulative increase in workforce diversity from 1997 levels						
FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed	FY 05 Target
0.6%	1.4%	2.1%	2.0%	3.1%	4.1%	7.1%

Goal Description: We will achieve our diversity goal through continued innovative awareness, education, recruitment, quality of life and retention initiatives. These efforts have been implemented within the parameters of the 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 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. We have projected a general increase in diversity of 1 percent per year. The rate of progress is heavily dependent on workforce attrition,

hiring authority, general labor market conditions and DOI's success in attracting talent.

We are also expanding our outreach and recruitment efforts. In April 2001, the Department hired a contractor to provide the bureaus and Departmental offices an extensive network for outreach, recruitment, and referral of qualified candidates of diverse backgrounds for under-represented occupations. This initiative will complement our existing outreach efforts and is being tailored to meet the specific needs of each bureau and office. Interior's National Business Center will coordinate the program.

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, diversity in Interior's workforce should increase by 2.1 percent from the 1997 levels.

Report: Goal not achieved. In FY 2000, diversity in Interior's workforce increased by 2.0 percent from the 1997 level. Some of the impediments associated with DOI not achieving the FY 2000 goal include, (a) difficulty attracting high quality diverse candidates due to the inability to compete with the private sector's starting salary structure, (b) increasing employment opportunities in the private sector and (c) the location of Interior job sites.

The "war for talent" will increase in the future and our diversity initiatives must be innovative to keep pace with other Federal agencies and the private sector. These initiatives serve as a linchpin between enhanced workforce development, productivity and organizational performance.

DATA VERIFICATION AND VALIDATION

Data Validation	This goal is viewed by senior officials as being measurable, understandable, and directly related to the goal activity
Data Verification	Verification through certification from appropriate officials at Bureau and Office level. Statistical analysis conducted covering all Race, National Origin and Gender (RNO/Gender) groups. Deviation analysis performed using generally accepted statistical techniques.
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.

Long-Term Goal:

Lead People to Succeed.

Performance Measure:

Workforce Planning and Management Delaying.

FY 2002 Annual Performance Goal: Initiate workforce planning processes in all Interior bureaus and in the Department's Wildland Fire Program.

Performance Measure: Implementation of Workforce Planning

FY 2001 Plan	FY 2002 Proposed	FY 2005 Target
Complete Department-wide policy	Initiate workforce planning in all DOI bureaus and the Fire Program	100% implementation of workforce plans

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 short-hand 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 June 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 2001, the Office of Personnel Policy, will lead a workgroup of bureau representatives to develop a Departmental workforce planning policy. The Office of Personnel Policy will implement the workforce planning policy and market the guide "Right People, Right Place, Right Time: A Guide to Workforce Planning in the U.S. Department of the Interior," and an accompanying training manual, as the Department's official workforce planning guidance. The DOI Workforce Planning Model contained in the guide will help bureaus establish their own workforce planning processes. The Department and bureaus will also

start training 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 FY 2002, we will continue implementation of the Departmental workforce planning policy and Interior's workforce planning guide. By the end of FY 2002 we will establish an inter-bureau framework for assisting Bureaus engaged in workforce planning and initiate workforce planning processes in all Interior bureaus and in the Department's Wildland Fire Program.

Organizational Delaying: Using workforce planning methodology and each bureau's workforce planning approach, we will begin to identify areas where organizational delaying will improve structure and efficiency. As more information becomes available from the Office of Management and Budget we will establish delaying goals consistent with administration policy and guidance.

FY 2000 ANNUAL PERFORMANCE REPORT

Not applicable – new goal for FY 2002.

DATA VERIFICATION AND VALIDATION

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	Because policy or guidance has not yet been issued and the workforce planning actions have not yet been taken, we have not identified any limitations on the quality of the data. 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 2002 Annual Performance Goal: Develop policy and standards for one new Departmental training program, and deliver 7 ongoing Departmental training and development programs

Performance Measure: New Departmental training programs—policy and standards developed

FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed	FY 05 Target
---	1	1	1	1	1	7 (Cumulative 1999-2005)

Performance Measure: Departmental training and development programs delivered*

FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed	FY 05 Target
---	---	---	---	---	7	10

* New measure in FY 2002

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 delay our management structure. In FY 2002 we will add one new training and development policy/framework to those developed for department-wide use over the past few years. Each issuance will include policy guidance, minimum program content (course curriculum), and minimum number of hours to be spent on each subject (courses and developmental assignments).

An inter-bureau training workgroup assists with the determination of what programs should be developed and the appropriate program requirements.

The long-term goal on training programs in Interior's 2000-2005 Strategic Plan indicated that the Department would develop targets for percentages of payroll devoted to training programs. We have changed that approach in this plan. Rather than set uniform payroll targets, we will use needs assessments and workforce planning to determine our training and development needs, and we will utilize a variety of delivery strategies, including internet and distance learning technologies, to ensure that appropriate employee training and development services are provided in a cost-effective manner. We will also continue our efforts to identify appropriate measures and benchmarks that will allow us to effectively manage our employee training and development programs.

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 and classroom training courses at four locations: Albuquerque, Anchorage, Denver and Washington, DC. Annual customer needs will be assessed in each location to determine the coming year's curricula. In addition, DOIU and the bureaus will continue to deliver the following Departmental programs:

- Executive Forum/Speaker Series - Authors of recently published books share ideas with executives and the public.
- 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.
- Intern Programs - Prepare college graduates for Federal service positions in specific job series; e.g., acquisition. Future programs will include financial management.
- New Employee Orientation - Acculturate new employ-

ees to Interior's mission and work environment.

- Supervisory Training - Provide knowledge and competencies to carry out personnel management responsibilities.

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, develop at least one new training program.

Report: Goal achieved. The Department met its performance target for 2000 by developing policy and curriculum for a new Department-wide supervisory training program. This new classroom and technology-based training program will ensure that sufficient human resources knowledge and competencies are provided to carry out personnel management responsibilities; will reduce personnel actions that result in complaints, grievances, settlements and third-party finds; and will improve employee morale, productivity and union relations. We will continue our goal to add one additional training and development program per year through FY 2005. Because the development of each program requires input and coordination with many offices within the Department and bureaus (human resources, EEO, training, training facilities, etc.), one new program per year is an ambitious goal, and is appropriate for our fiscal environment and mission needs.

DATA VERIFICATION AND VALIDATION

Data Validation	The goal and measures were reviewed by officials and staff throughout the Office of the Secretary. Training programs are based on needs assessments, in cooperation with bureaus, to meet long-term training and development requirements. The goal is measurable, understandable, and is directly related to the goal activity.
Data Verification	Data are verified 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. The DOI University maintains records of ongoing training and development programs.
Data Limitations	The measurements for this goal—the development of policy and the delivery of training programs—are easily measured and documented. There are no significant limitations on the quality of the data.
Planned Improvements	There are no identified limitations of inadequacies in the performance data, so no improvements are planned.

Long-Term Goal:

Use Information Technology to Better Manage Resources and Serve the Public.

Performance Measure:

Implement Information Technology Architecture Strategy.

FY 2002 Annual Performance Goal: 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 80% of the established CMM measurements.

Performance Measure: Maturity of information architecture process as measured through applied Capabilities Maturity Model.

FY 2001 Plan	FY 2002 Proposed	FY 2005 Projected
Level 2 on 33% of measurements	Level 2 on 80% of measurements	Level 3 on 100% of measurements

Goal Description: Historically, IT planning at Interior has been conducted primarily at the program or bureau level. 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, Interior's Chief Information Officer has established a methodology to conduct the architecture-related 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 result 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 acquisi-

tion, 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. Interior is using a CMM tool developed by the META Group for information architecture. Again, this is commonly used measurement tool within the information architecture arena.

The CMM measurement, conducted by the bureaus in concert with Interior's Information Architecture Working Group (IAWG) and the Interior Information Architecture (IIA) Program Management Office, gauges the organizational maturation of the information architecture process. The outcomes of the implementation plan, developed in fiscal year 2001, are projects focused on specific crosscutting issues identified in the desired target Interior Information Architecture. In fiscal year 2002, projected improvements for crosscutting business functions, identified in target information architecture, will be achieved through the Interior Architecture Project implementation 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 also 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.

The SEI CMM, which details five levels of process maturity (initial, repeatable, defined, managed and optimized), will be used to measure the level of information architecture maturity achieved by Interior. The CMM addresses 10 measurement categories, each of which is composed of multiple sub-measures. The FY 2002 target is to achieve Level 2 for 80 percent of the measures. The 10 categories are:

- Mission Linkage
- Management Involvement
- Line-of-Business Participation

- Architecture Process Definition
- Architecture Development
- Architecture Communication
- Governance
- Enterprise Program Management
- Holistic Enterprise Architecture
- Technology Investment and Procurement

FY 2000 ANNUAL PERFORMANCE REPORT

Not applicable – new goal in FY 2001.

DATA VERIFICATION AND VALIDATION

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 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	Measurement using the CMM tool 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.

Long-Term Goal:

Use Information Technology to Better Manage Resources and Serve the Public.

Performance Measure:

Implement an Information Technology Security Strategy.

FY 2002 Annual Performance Goal: 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 33 percent of Interior Mission Critical Systems.

Performance Measure: Rating of DOI systems on Federal Information Technology Security Assessment Framework

Systems:	FY 01 Plan	FY 02 Proposed	FY 05 Target
National Critical Infrastructure Systems (total: 3)	Level 1	Level 3	Level 5
National Security Information Systems (total: 14)	Level 1	Level 3	Level 5
Interior Mission Critical Systems (total: 90*)	Level 1	Level 3 (33%)	Level 5

**Estimate based on Y2K reporting, but may be revised during programmatic implementation.*

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.

FY 2002 ANNUAL PERFORMANCE GOAL

Interior will programmatically implement agency-wide computer security requirements for all National Critical Infrastructure Systems, National Security Information Systems, and a portion of Interior Mission Critical Systems. 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 utilize defined, repeatable processes that include a the means for measuring results against predetermined criteria. Guidance established in OMB Circular A-130 will be used to determine quantitatively how many systems of a particular category meet the minimum requirements for ensuring adequate security. The Department will use the Federal Information Technology Security Assessment Framework as the metric to determine the quality of programmatic implementation. The Framework was developed by an interagency security group and is widely recognized as a Federal measurement standard.

In FY 2002, Interior will achieve compliance Level 2 and Level 3 of the Framework for all National Critical Infrastructure Systems, all National Security Information

Systems, and for 33 percent of 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 agency's 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.

Implementation of information 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 the Department 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 3-year period.

Resources Required to Implement the Information Technology Security Program:

Projected time periods and resources required to implement an information technology security program at Interior (as required by OMB Circular A-11, Part 2, Section 220.12) are as follows:

- Interior has underway efforts to develop rigorous plans and estimates for what will be needed to implement an agency-wide computer security program specific to systems categorized as National Critical Infrastructure, National Security Information, and Interior Mission Critical from FY 2002 to FY 2006. Applying a rule-of-thumb that five percent of IT funds should be spent on security, Interior would require an estimated \$99M over the five-year period.
- Of this, we estimate one-sixth might be most effectively used for centrally managed security capabilities. Again, this anticipated funding level is based on a comparison of the identified computer security spending levels of other similar Federal agencies.
- The Chief Information Officer estimates that an increase of three Full-Time Equivalent (FTE) experienced computer security staff will be needed to adequately implement an agency-wide computer security program. Funds are provided in FY 2002 from the Department's Working Capital Fund. Staffing is presently limited to one experienced and one entrance-level computer security specialist.
- Estimated staffing requirements for bureaus and offices will be refined during FY 2002.
- Contingent upon available resources, Interior anticipates that systems categorized as National Critical Infrastructure, National Security Information, and Interior Mission Critical will have adequate security by the end of FY 2005.
- Computer security training for all levels of Interior employees is a key enabler to implementing an effective computer security program. Interior's Information Technology Security Plan requires that

targeted training occur at all levels including senior managers, security managers, system administrators, system users, and compliance auditors.

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 involves the following key actions:

- Implement 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 Council and Departmental CIO 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.

FY 2000 ANNUAL PERFORMANCE REPORT

Not applicable – new goal in FY 2001.

DATA VERIFICATION AND VALIDATION

Data Validation	This goal was viewed 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. The Department will use the Federal Information Technology Security Assessment as the metric for achieving implementation
Data Verification	The Office of the Chief Information Officer will (a) conduct opportunistic sampling of reported systems, and (b) review certifying statements from reporting officials, including bureau directories, 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 over. 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.

Long-Term Goal:

Use Information Technology to Better Manage Resources and Serve the Public.

Performance Measure:

Implement an E-Government Strategy.

FY 2002 Annual Performance Goal: Move on-line 50 percent 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 2002.

Performance Measure: Percentage of transactional services provided on-line.

FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed	FY 05 Target
N/A	N/A	N/A	N/A	N/A	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. To accomplish this goal, the following actions will be taken.

1. A baseline inventory of interactive electronic (e-gov) activities will be completed to identify the current state of the Department and its offices. These services will include electronic commerce services as well as customer services; e.g., on-line campground reservations and on-line wild horse and burro adoptions. They will include services using a variety of distribution technology

including web-based, phone and kiosk. They will include services that are currently on-line as well as services planned for on-line placement.

2. An inventory of existing transactional services will be completed as part of an effort to ensure compliance with GPEA requirements.

3. Once we have an inventory of existing transactional services, we will identify whether or not these services are candidates for on-line conversion within compliance of the GPEA requirements.

4. Once we have identified appropriate existing transactional services that are eligible for on-line conversion, we will develop an action plan to ensure conversion of appropriate candidates of these existing non-electronic transactional services by the target deadline October 2003. The action plan will address barriers to

electronic conversion, technology and funding requirements, and the implications of privacy, security, and disability access requirements on successful conversion. The action plan will be developed in harmony with DOI information architecture and security management goals and performance measures.

5. We will identify new electronic government initiatives to improve DOI business practices, streamline services, and improve customer service. Action plans to develop and implement these new on-line services will address barriers to electronic conversion, technology and funding requirements, and the implications of privacy, security, and disability access requirements on successful conversion.

During FY 2000 and early FY 2001, we will complete two baseline inventories: 1) an inventory of interactive electronic (e-gov) initiatives for all offices and bureaus within Interior (web, telephone, kiosk, forms-based as well as non-forms transactional, interactive activities), and 2) existing transactional services that are not currently available on-line but that should be converted to electronic access as per GPEA requirements. The review

of existing transactional services identified 79 candidates for on-line conversion (including transactions subject to the Paperwork Reduction Act (PRA) as well as non-PRA transactions). As of FY 2001, 21 of these activities were identified as fully electronic transactions subject to the PRA, demonstrating progress made within Interior toward realizing electronic government goals. Efforts in the remainder of FY 2001 will focus on determining how many of the remaining 58 candidates are appropriate for on-line conversion. Funding and resources required to convert these services to electronic mechanisms will be identified and action plans designed so that we can mobilize the necessary resources to realize our FY 2002 goal of placing 50% of these services on-line.

FY 2000 ANNUAL PERFORMANCE REPORT

Not applicable – new goal for FY 2002.

DATA VERIFICATION AND VALIDATION

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; they 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.

Long-Term Goal:

Use Information Technology to Better Manage Resources and Serve the Public.

Performance Measure:

Expand On-Line Procurement.

FY 2002 Annual Performance Goal: 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. DOI will also post all associated solicitations unless covered by an exemption in the Federal Acquisition Regulation.

Performance Measure: 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.

FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed	FY 05 Target
N/A	N/A	N/A	N/A	N/A	See Above	TBD*

* To be determined by the Office of Management and Budget

Goal Description: In a March 9, 2001 memorandum for Heads and Acting Heads of Departments and Agencies, the Deputy Director, Office of Management and Budget, established the following FY 2002 Government-wide performance goal related to expanding the application of on-line procurement:

**"For FY 2002, agencies will post:
(a) all synopses for acquisitions valued at over \$25,000 for which widespread notice is required; and (b) all associated solicitations unless covered by an exemption in the Federal Acquisition Regulation (FAR) on the government-wide point-of-entry website www.FedBizOpps.gov. The related FAR rule is in the process of being finalized."**

Government-wide performance measurement goals for further expanding the application of on-line procurement are being established for FY 2003 through FY 2005 by the Office of Management and Budget.

IDEAS-EC, a web-based electronic commerce module of the Interior Department Electronic Acquisition System (IDEAS), allows buyers to issue solicitations, receive quotes and issue awards over the Internet. It is indexed to FedBizOpps.

Due to technological limitations, e.g., "downloadability" of attached specifications and drawings, the need for additional Electronic Commerce buy-in by prospective vendors, especially small businesses, security and electronic signature concerns, the use of the Internet by Interior's bureaus and offices for posting solicitations, receiving quotes, and issuing awards has been limited.

Strategies for identifying and resolving technological challenges, vendor reluctance and security concerns regarding expanded application of on-line procurement are being formulated Department-wide and Government-wide.

Expanded on-line procurement benefits the Government and taxpayer by increasing competition, reducing trans-

action processing time, and being much more economical and efficient than paper-based contracting processes.

FY 2000 ANNUAL PERFORMANCE REPORT

Not applicable – new goal for FY 2002.

DATA VERIFICATION AND VALIDATION

Data Validation	This is a Government-wide goal set by OMB Memorandum of March 9, 2001. The goal is measurable, understandable, and is directly related to the goal activity.
Data Verification	The Office of Federal Procurement Policy (OFPP) and Procurement Executives Council will establish a performance measurement methodology and baseline using standard Government-wide systems. Data will be monitored by agencies, the Office of Management and Budget, and the Procurement Executives Council. The goal will be tracked through standard Government-wide reporting systems, i.e., FedBizOpps and Federal Procurement Data System (FPDS) award data.
Data Source	Data will be collected automatically as procurement actions are posted on FedBizOpps.
Data Limitations	FedBizOpps information collection and reporting processes are still under development. Additional data collection and reporting capabilities may be required for FedBizOpps to capture comprehensive data regarding on-line procurement and expanded Internet access.
Planned Improvements	The General Services Administration will make system improvements to FedBizOpps based on OMB,

Long-Term Goal:

Ensure Financial and Managerial Accountability.

Performance Measure:

Number of Unqualified (clean) Audit Opinions.

FY 2002 Annual Performance Goal: Obtain unqualified (clean) audit opinions for Interior's eight bureaus, the Departmental Offices, and the Department's consolidated financial statements.

Performance Measure: Clean Audit Opinion

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

FY 1998 Actual	FY 1999 Actual	FY 2000 Plan	FY 2000 Actual	FY 2001 Plan	FY 2002 Proposed	FY 2005 Target
1. Yes	Yes	Yes	Yes	Yes	Yes	Yes
2. N/A	N/A	10	11	8	6	0
3. N/A	N/A	5	5	4	3	0
4. 7 of 8	7 of 8	9 of 9	7 of 9	9 of 9	9 of 9	9 of 9

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 2000 ANNUAL PERFORMANCE REPORT

Goal: Obtain unqualified (clean) audit opinions for

Interior's eight bureaus, the Departmental offices, and the Department's consolidated financial statements.

Report: Goal not achieved. The Department achieved unqualified opinions on 6 of the 8 bureau financial statements and received an unqualified opinion for the Departmental Offices financial statements. The U.S. Fish and Wildlife Service received a qualified audit opinion due to certain issues related to the reporting of undelivered orders, and the Minerals Management Service received an unqualified opinion on their Statement of Custodial Activity but the Inspector General was unable to complete the necessary audit work to issue an opinion on remaining financial statements within the tight time frames necessary for meeting the overall schedule for issuing the Accountability Report by March 1st. Both bureaus are now in the process of developing plans to address the issues identified during the Fiscal Year 2000 financial statement audit process.

DATA VERIFICATION AND VALIDATION

Data Validation	The goal was reviewed by the appropriate management officials. The goal is measurable, understandable, and is directly related to the goal activity.
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 particularly useful 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:

Resolution of Material Weakness and Management Risks.

FY 2002 Annual Performance Goal: Complete the 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.

IMPLEMENTATION OF OIG AND GAO AUDIT RECOMMENDATIONS

FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed	FY 2005 Target
N/A	61%	65%	77%	75%	75%	75%

COMPLETION OF CORRECTIVE PLANS FOR MATERIAL WEAKNESSES

FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed	FY 2005 Target
N/A	50%	70%	33%	80%	80%	80%

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:

Implement a New Tracking System: The Office of Financial Management will complete implementation of a new software system with improved functionality and ad hoc report capabilities. The target date to complete the system is 6/30/01. The new tracking system will enable the Department to consolidate tracking of audit follow up recommendations (both programmatic and financial management), provide for more frequent and direct bureau updates on the status of corrective action and implementation activities, and facilitate more timely management reporting.

Increase Progress Monitoring: In February 2001, the Department instituted a formalized quarterly progress monitoring program with bureaus and offices to support the oversight performed by the Management Control and Audit Follow-up Council, and improve and expand progress reporting and oversight during monthly Interior Management Council meetings.

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 implemented 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 2000 ANNUAL PERFORMANCE REPORT

Goal: Complete implementation of 65 percent of OIG and GAO audit recommendations within one year of referral, and complete 70 percent of corrective action plans for material weaknesses by their original target date.

Report: Goal not achieved. The goal for implementing audit recommendations was met as 77 percent of the OIG and GAO audit recommendations referred during FY 1999, and several referred in FY 2000, were implemented within 1 year of the date of referral. The same performance target of 75 percent is being maintained because (1) the Department expects the volume of OIG audit recommendations to substantially increase as a

result of fewer OIG resources being consumed by bureau and Department audited financial statement audits beginning in FY 2002; and (2) the FY 2000 results included the closure of a significant number of insular area audits and recommendations under a new OMB/OIG/Department administrative closure agreement.

The goal for implementing corrective action plans for material weaknesses by their original target date was not met as only 33 percent (1 of 3) of the material weakness corrective action plans scheduled for completion in FY 2000 was actually completed, falling short of the performance target of 70 percent. The two material weakness corrective action plans scheduled for completion in FY 2000 slipped due to the expansion of the scope of the corrective action plans. In one instance, additional corrective actions were added to the plan as a result of a new GAO audit report, and in the other, additional corrective actions were added as a result of an independent consulting study of the management controls of the organization. Hence, the failure to achieve the performance target was neither a result of performance or a failure in capturing pertinent data.

DATA VERIFICATION AND VALIDATION

Data Validation	The goal was reviewed by the appropriate management officials. The goal is measurable, understandable, and is directly related to the goal activity.
Data Verification	<p>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. The status of bureau audit data 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.</p> <p>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. The Department, OIG and bureaus meet quarterly to review progress in completing the milestones and to verify completion of implementation activities and if necessary, revise targeted completion dates.</p>
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 2002 Annual Performance Goal: Interior will complete an analysis of financial assistance payments within the Department and establish a baseline level for measuring erroneous payments.

Performance Measure: Implementation of Erroneous Payments Action Plan

FY 02 Proposed	FY 2003-2005
Conduct analysis, develop baseline	Implement action plan to correct any deficiencies identified in analysis, and reduce level of erroneous payments identified in baseline study

Goal Description: During the summer of 2000, a Congressional inquiry requested Interior and the other major Federal agencies to estimate the amount of erroneous payments made.

In a February 14, 2001, Memorandum for the Heads and Acting Heads of Departments and agencies on Performance Goals and Management Initiatives for the FY 2002 Budget, the Director of OMB identified several high priority government-wide management issues that should be addressed in the FY 2002 annual performance plans. One of these issues is reducing erroneous payments to beneficiaries and other recipients of government funds.

The Department makes financial assistance payments under a variety of programs and to vendors for goods and services. Interior does not make recurring entitle-

ment payments. Based on the Department's initial assessment, we are not aware of any major problems with erroneous payments. However, we do know that from time-to-time duplicate payments or payments in the wrong amount are made. In such cases, we pursue collection of identified overpayments. In order to better assess the Department's risk in the area of erroneous payments, Interior will perform a more in-depth study during FY 2002 to identify vulnerable areas and develop more detailed baseline information. After the analysis has been conducted and the baselines established, Interior will develop an action plan to correct any deficiencies and reduce the levels of any erroneous payments.

FY 2000 ANNUAL PERFORMANCE REPORT

Not applicable – new goal for FY 2002.

DATA VERIFICATION AND VALIDATION

Data Validation	The goal was reviewed by the appropriate management officials. The goal is measurable, understandable, and is directly related to the goal activity.
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.

Long-Term Goal:

Provide Safe and High Quality Places of Work.

Performance Measure:

Facilities Maintenance and Capital Improvements.

FY 2002 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 Measure: Percentage of projects completed, by funding year

FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed	FY 05 Target
Year 1: 30%	Year 1: 21.9%	Year 1: 30%	Year 1: 30%	Year 1: 30%
Year 2: 70%	Year 2: n/a	Year 2: 70%	Year 2: 70%	Year 2: 70%
Year 3: 95%	Year 3: n/a	Year 3: 95%	Year 3: 95%	Year 3: 95%

Goal Description: 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 53,000 native American children and a place of work for thousands of Interior employees. The value of these assets is measured in billions of dollars. Many are considered priceless for their historical significance. As the steward of these assets, Interior is committed to improving the maintenance of these existing facilities and making the capital investments in new facilities that are essential to its mission. The strategies for improving the management of these constructed assets are:

- **Identify Facilities Deficiencies:** Through a standardized facilities condition assessment survey process, establish an accurate and complete inventory of Departments 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. This will provide a method for the Department to collect and analyze comparable facility information from all bureaus.

- **Address the Most Egregious Facilities Deficiencies First:** Through the implementation of Departmental Five-Year Facilities Maintenance and Capital Improvement Plan, focus maintenance and construction funding on the highest priority health, safety, and resource protection facilities needs within the Department.
- **Evaluate Effectiveness:** Through annually submitted completion reports, provide project-specific accountability on the completion of repair and construction projects funded through the Five-Year Plans.

FY 2000 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 fiscal year, complete 70 percent by the end of the second year after funding, and 95 percent after the third year.

Report: Goal not achieved. The goal of completing 30 percent of the Five-Year Plan projects by the end of the funding fiscal year was missed by 8.10 percent (actual 21.90 percent). Funding increases in this program over the past 3 years and the number of Congressional additions that require unanticipated planning and design prior to construction have made it difficult to achieve

the 30 percent target. To reach the 21.90 percent level reflects an immense effort by the bureaus. With the anticipation of further increases, this remains a challenging performance target and will be evaluated over the next year to see if it is still the appropriate level for the end of the funding year performance.

DATA VERIFICATION AND VALIDATION

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 incompleting 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 the reporting of project completions is a recent requirement, the receipt of timely and complete data needs improvement. At this time, the process does not allow the Department to field verify the data.
Planned Improvements	Automated facilities management systems are being implemented in each of the facilities managing bureaus to provide more timely, accurate and verifiable data related the completion of Five-Year Plan projects.

Long-Term Goal:

Provide Safe and High Quality Places of Work.

Performance Measure:

Completion of Environmental Audits.

FY 2002 Annual Performance Goal: Complete initial environmental audits of 75 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 Measure: Completion of environmental audits.

FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed	FY 05 Target
N/A	50%	70%	(90%/57%)*	(85%/70%)*	75%‡	100%

*(Note: See explanation in FY 2000 Annual Performance Report below).

‡(Note: Using FY 2000 data as the base. See explanation in FY 2000 Annual Performance Report below).

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 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, number of facility audits scheduled for the next fiscal year, 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 2002 proposed target is 75 percent. However, this is subject to change based on bureau funding and management priorities.

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, complete initial environmental audits of 70 percent of all Interior facilities (cumulative).

Report: The FY 2000 target was achieved. Interior bureaus reported that they had performed 412 audits in FY 2000 for a cumulative total of 1,426 audits [89.6 percent of the FY 1999 base] of the 1,589 Interior-owned and operated facilities reported in FY 1999.

There was an increase in the number of bureau-owned and operated facilities reported in FY 2000 (2,509) as compared to the FY 1999 total (1,589). The FY 2000

target of 70 percent was exceeded using FY 1999 data as the base. We have adjusted the baseline for our FY 2001 and 2002 targets.

DATA VERIFICATION AND VALIDATION

Data Validation	This goal is viewed by senior officials as being measurable, understandable, and directly related to the goal activity
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. 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.
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.

Long-Term Goal:

Ensure Efficient and Effective Business Practices.

Performance Measure:

Amount of Purchase Card Transactions.

FY 2002 Annual Performance Goal: Purchase card transactions will exceed \$420 million.

Performance Measure: Continued growth in charge card purchase transactions

FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed	FY 05 Target
\$278 million	\$312 million	\$333 million	\$393 million	\$410 million	\$420 million	\$450 million

Goal Description: The goals of the purchase charge card program include: (a) providing 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 charge card program, non-procurement personnel may select and order items under the micro-purchase threshold of \$2,500.

The annual performance goal for FY 2001 has been adjusted upward due to the exceptional performance in FY 2000. In addition, while the original goal was a percent of eligible actions under \$2,500, the DOI is now using the much more aggressive goal of eligible actions under \$25,000. To meet the new goal the Department and its bureaus are: (a) providing new and updated training for reviewing officials and program coordinators regarding their charge card program roles and responsibilities; (b) issuing revised Departmental charge card guidelines (many of the bureaus are also updating their supplemental guidelines) to further emphasize applicable management controls; (c) working to control delinquencies in individually billed accounts for travel

expenses; (d) conducting new program evaluations in cooperation with the Office of Financial Management; (e) working with bureau procurement managers to reduce or eliminate on a class basis, the processing of purchase requirements under \$2,500 in purchasing offices except in special cases.

In 2000, the Office of Inspector General (OIG) initiated a Department-wide audit of the charge card program. The Office of Acquisition and Property Management plans and makes on-going program changes, as appropriate, as the audit progresses and feedback is obtained from the OIG.

In addition to the program's effectiveness and efficiency in streamlining administrative processes, reducing paperwork, and saving government manpower, Interior's vendor community (much of which is comprised of small businesses), benefits from the charge card program's fast and convenient payment methods.

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: Purchase charge card transactions will exceed \$333 million.

Report: The FY 2000 goal was exceeded. The final tally of charge card purchase transactions was valued at \$393 million or approximately 94 percent of eligible actions under \$25,000. Out-year goals have been

increased accordingly with a goal of \$410 million set for FY 2001, \$420 million for FY 2002, and a challenging \$450 million for FY 2005.

DATA VERIFICATION AND VALIDATION

Data Validation	The goal was reviewed by the appropriate management officials. The goal is measurable, understandable, and is directly related to the goal activity.
Data Verification	Data are processed by a Bank of America (BOA) subcontractor, which 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, reviewing 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 highly 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 wide 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 reporting.

Long-Term Goal:

Ensure Efficient and Effective Business Practices.

Performance Measure:

Museum Objects Inventoried.

FY 2002 Annual Performance Goal: Accurately catalog an additional 2.5 million museum objects for a cumulative total of 50.8 million.

Performance Measure: Accurately catalog an additional 2.5 million museum objects for a cumulative total of 50.8 million.

FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed	FY 05 Target
36.4 million	41.7 million	43.7 million	45.8 million	48.3 million	50.8 million	56 million

Goal Description: The 45.8 million museum objects cataloged by FY2000 represent 39% of Interior's total holdings, estimated at 117 million museum objects. Accountability of un-cataloged objects cannot be verified, and the objects are not accessible for use. Lack of accountability and control over artwork and artifacts has been cited by Interior's Inspector General as a material weakness for the Department. At current resource levels, it will take more than 20 years to eliminate the cataloging backlog. Bureaus cite resource constraints as the primary barrier to quicker elimination of the cataloging backlog.

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 is presenting new training opportunities for bureau curatorial staff members, and is increasing access to technical assistance.

Cataloging museum collections is necessary for basic accountability of these nationally important heritage assets. It makes them available for both responsible management actions and for public access and use. Cataloging also informs planning of diverse program activities, preventing unnecessary future growth of the

collections when existing collections provide required data.

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 such as interpretive exhibits and conservation of cultural and natural resources.

FY 2000 ANNUAL PERFORMANCE REPORT

Goal: In FY 2000, accurately inventory 2 million objects for a cumulative total of 43.7 million objects inventoried.

Report: Goal exceeded. We exceeded the goal and cataloged nearly two million more objects than projected in FY 2000. This was due to outstanding performance by the Bureau of Reclamation and by the National Park Service. The goal for 2002 has been revised to reflect the increase in performance.

For now we are retaining the 2005 goal of 56 million, which was revised upward last year from 49.1 million. Above-target performance was due in part to reporting

for the first time objects that were previously cataloged by non-federal institutions that we partner with for curatorial services. Thus, the higher performance may

not be sustainable once all previously cataloged collections are reported. The pace could be increased by greater investment of resources.

DATA VERIFICATION AND VALIDATION

Data Validation	These data are measurable, understandable, and appropriate as an indicator of the status of museum property management.
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 estimates based on the best available information. The precise size of the total collection will not be known until all collections are cataloged.
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.

Long-Term Goal:

Ensure Efficient and Effective Business Practices.

Performance Measure:

Make Greater Use of Performance-Based Service Contracting (PBSC)

FY 2002 Annual Performance Goal: 20 percent of total eligible service contract dollars applicable to actions over \$25,000 that meet PBSC criteria will be awarded through PBSC.

Performance Measure: Percentage of total eligible service contract dollars applicable to actions over \$25,000 that meet PBSC criteria and are awarded through PBSC

FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed	FY 05 Target
N/A	N/A	N/A	N/A	N/A	20%	50%

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 and program personnel have received PBSC training and developed PBSC acquisition strategies. 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 above goal.

To further support PBSC use, stricter government-wide acquisition regulatory requirements for PBSC contracts will be issued in FY 2001 and implemented Department-wide. PBSC accomplishment data will be tracked through Department-wide and government-wide contract reporting processes. Feedback will be provided to all DOI bureaus and offices.

FY 2000 ANNUAL PERFORMANCE REPORT

Not applicable – new goal for FY 2002.

DATA VERIFICATION AND VALIDATION

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 will be collected electronically as contracts are awarded through the Interior Department Electronic Acquisition System (IDEAS), a standardized contracting system. Data will be 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 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 2002 Annual Performance Goal: Compete not less than 5 percent of the positions listed on the Department-wide FAIR Act inventory as potentially commercial.

Performance Measure: Percentage of FTE listed on Department-wide FAIR Act inventories for which competitions are held.

FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed	FY 05 Target
N/A	N/A	N/A	N/A	N/A	5% (1,000 FTE)	TBD*

**To be determined by the Office of Management and Budget.*

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 one of the tools available for outsourcing 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 performance 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 5 percent of the FTE listed on their FAIR Act (commercial) inventories.

The Department of the Interior's FY 2000 FAIR Act inventory identified a total of 7,325 commercial functional activities, and 20,269.2 total commercial FTE (includes 210 commercial FTE reported by OIG under separate submission, none having the potential for outsourcing). Of that number, 1,757.1 FTE (8 percent of the total commercial FTE amount) were identified for potential outsourcing to the private sector.

In order to meet the FY 2002 A-76 competition/outsourcing goal of 5 percent of agency commercial inventory (i.e., approximately 1,000 FTE), the Department of the Interior must do the following:

(a) **Develop Expertise:** Contract for A-76/outsourcing training for the Department and bureau personnel who will serve as outsourcing experts within their respective bureaus and Departmental offices, e.g., program management, budget, Office of Hearings and Appeals, Office of the Solicitor, acquisition and property management, human resources, employee/labor relations, ethics, and Congressional liaison.

(b) **Identify FTE for Competition Plan:** Obtain contract support, as appropriate, to assist in accurately identifying the number of FTE to be studied/competed, their locations and functions. Develop a Department-wide competition plan.

(c) **Apply Competition Plan** to the FAIR Act inventory. Perform A-76 or direct conversion competitions.

FY 2000 ANNUAL PERFORMANCE REPORT

Not applicable – new goal for FY 2002.

DATA VERIFICATION AND VALIDATION

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 standards for data collection and reporting that are consistent Department-wide.
Data Source	Data will be collected and reported by DOI bureaus and offices to the Office of Acquisition and Property Management based on their respective competition plans, activities, and their FAIR Act inventories.
Data Limitations	Initially, this will be a manual process.
Planned Improvements	Reporting standards and templates will be developed.

Section IV

Additional GPRA Information

4.1 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 managerial accountability including GPRA, issue tracking by the Interior Management Council, program evaluations, and organizational assessments based on the Baldrige National Quality Award criteria.

Interior's GPRA Strategic Plans and Annual Performance Plans include performance goals for the Department's major programs and activities. Performance goals represent key outcomes and outputs for our bureaus and offices. The Departmental Overview also includes performance goals for Interior's critical management areas. Improvements in data collection, verification and validation have been a focused effort in FY2001. A data verification/validation model is nearing completion. This model will provide Interior's bureaus and offices specific guidance for ensuring data reliability for future GPRA reporting. Progress in achieving GPRA goals is reported quarterly. Department management offices meet indi-

vidually with senior-level management 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 (IMC) in 1994 to address Department-wide issues, especially 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 developed an organizational assessment model based on the criteria contained in the Baldrige National Quality Award program. 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 organizational assessment models could begin in FY 2002 and continue into FY 2003.

CUSTOMERS

Customer Service Activities: The Department is committed to providing the best possible products and services to our customers, partners, and stakeholders. We have incorporated customer service measures into our strategic and annual performance plans as key measures of performance. Additionally, the Department is taking action to improve our responsiveness and service:

- 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, is to be included in all 2000-2001 SES performance agreements. In addition, this performance element will address 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.
- Interior will design and begin to implement a Customer Complaint System in FY 2001. This system will enable DOI to respond quickly and accurately to customer concerns, inquiries, or problems. In addition, the system will eliminate repeated hand-offs that increase costs and waste resources.
- Efforts are underway to develop a three-year generic clearance request that 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 has a mission goal to increase customer satis-

faction with its revenue management program data and information,

- OSM is establishing a baseline for customer satisfaction this year,
- BLM continues extensive yearly surveys of customer satisfaction,
- BOR is completing the second round of customer satisfaction surveys,
- USGS has recently implemented a comprehensive sampling of customer satisfaction of products and services,
- FWS is initiating a customer satisfaction baseline this year,
- NPS continues their goal of maintaining a 95 percent customer and community satisfaction level,
- BIA initiated customer satisfaction surveys with the Office of Tribal Services,
- OIA will be conducting a baseline survey to monitor insular governments satisfaction.

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 responsibilities, 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.

Like many 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 planning 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 considerations into our budget and planning processes.

Finally, Interior has participated in a number of employee surveys over the past several years. Results from these surveys suggest that while Interior employees are generally satisfied with their jobs, there remains significant room for improvement. Taking a lead from these surveys, the Department will develop and implement several new human resources accountability processes, including a Department-wide employee survey designed to develop information on employee attitudes, management practices, quality of work life issues, and progress under Interior's Human Resources Strategic Plan. This survey will be administered on a continual basis so that changes in these areas can be measured and trended over time.

BUSINESS MANAGEMENT

All Interior bureaus are using managerial cost accounting at some level. Information on unit costs or program costs can be used to analyze historical trends, compare similar program areas, compare agencies, and to benchmark programs against industry standards. Some bureaus can develop cost accounting estimates for their GPRA goals. For example, BLM is using activity based cost accounting for each of its performance goals. Also, the Department now provides the Office of the Inspector General (OIG) auditors with an inventory of cost accounting data currently used for management purposes.

We have been making progress in linking our performance goals to our budget request. All of the FY 2002 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 measurement 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 to coordinate GPRA review activities, to develop useful information for management, and to make overall improvements in how Interior is implementing GPRA. We have established monthly coordination meetings on GPRA, have worked to resolve issues related to meeting cost accounting standards, and have made GPRA part of the management audit process. 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.

4.2 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, 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: In the FY 1999 and FY 2000 Departmental Overview Annual Performance Plans we combined and defined certain Interior-level projects as Crosscutting Programs. These were programs considered crosscutting in that they involve the participation of multiple Interior bureaus and/or other Federal agencies to achieve the program goals (Crosscutting Views 1 and 2, above). This year, we have included examples of crosscutting relationships in Category 3, as well.

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. They are presented under their respective Departmental goals.

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 the program 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, two American Indian Tribes, sixteen counties, municipal governments and other interest groups and businesses throughout South Florida. The restoration effort keys 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 Forest Service, with scientific support from USGS. The California Desert project involves planning and management of the natural and cultural resources of the California desert, 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 and Interior land management agencies that pool their resources to achieve their common fire fighting goals. The BLM, NPS, BIA, and 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.

High Tech Fire Fighting

During the summer of 2000, fire coordination centers had a difficult time meeting requests for critical firefighting resources due to the broad geographic spread of wildfires. In response to the need for greater real-time data on fires and potential impacts on resources at risk, the Geospatial Multi-Agency Coordination team (GeoMAC) was formed. This effort brought together computer and satellite mapping capabilities to provide layers of data on specific sites that could be used by coordination and command centers to more effectively fight the wildfires and protect imperiled property and resources. Fire data came from intelligence sources, global position systems, and imagery from aircraft and satellites.

Goal 2

Provide Recreation for America

Recreation.Gov (www.recreation.gov) provides a single point of access to information about more than 1,900 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 the U.S. Geological Survey as well as the Forest Service, U.S. Army Corps of Engineers, Federal Highway Administration, National Weather Service, and Tennessee Valley Authority.

Goal 3

Manage Natural Resources for a Healthy Environment and a Strong Economy

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, Forest Service, and National Marine Fisheries Service.

Goal 4

Science for a Changing World

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.

Goal 5

Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities

The Bureau of Indian Affairs (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 cross-cutting example is MMS working with BIA and the OST on the complex process of collecting and distributing the mineral revenues and trust management. Virtually all bureaus are involved in various trust responsibilities.

Summary of Departmental Crosscutting Efforts:

The following table 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.

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	
Subject	Interior	Others	Interior	Others	Interior	Others	Interior	Others	Interior	Others
Accidents (OCS)					MMS	CG				
Air Quality	NPS	EPA	NPS	EPA	BLM	EPA	USGS		BIA	EPA
Abandoned Mine Lands	OSM BLM NPS	FS			OSM	FS	USGS			
Ag. Research							BOR	NRCS		
Biology/ Research							USGS with All	FS		
Birds	BLM						USGS with FWS			
Cadastral Surveys					BLM with FWS, BOR	FS ACE Tribes States			BIA	Tribes
California Desert	BLM FWS NPS	DOD					USGS			
Clean Coal							USGS	DOE		
Clean Water	BLM	NOAA FS			BLM	EPA	USGS			
Coalbed Methane	BLM						USGS	DOE		
Coastal Erosion							USGS	NOAA DOD		
Community Development							USGS		BIA	Tribes USDA DOJ, DOD, DOL, HHS, HUD, Treas., FHA, ACE

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	
	Interior	Others	Interior	Others	Interior	Others	Interior	Others	Interior	Others
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									BIA	States
Cultural & Archeological Resource Protection	NPS BLM	Partners								
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		

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	
	Interior	Others	Interior	Others	Interior	Others	Interior	Others	Interior	Others
Environmental Hazards							USGS	Tribes		
Energy and Mineral Resources					BLM	States Tribes	USGS	USDA DOL		
Employment									BIA	DOL
Facilities/ Infrastructure	BLM	States	FWS BOR							
Fire (Wildfire) Management	BLM BIA FWS NPS	FS					USGS		BIA	FS
Fisheries Research							USGS	Tribes States		
Fish Habitats	BOR	States			MMS	NOAA	USGS		BOR	Tribes
Florida Ecosystem Restoration	NPS FWS BOR	ACE DOD FAA NMFS FS States Tribes Interest groups Business					USGS			
Forestry					BLM FWS NPS	FS NMFS	USGS			

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	
	Interior	Others	Interior	Others	Interior	Others	Interior	Others	Interior	Others
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
Human Services									BIA	States
Hydrology							USGS with ALL DOI bureaus	USDA DOT EPA FEMA USAID DOC States		
Indian Education									BIA	DOEd

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	
	Interior	Others	Interior	Others	Interior	Others	Interior	Others	Interior	Others
Inspections					MMS	DOT				
Invasive Species	BLM *** FWS	FS Univer. *** ACE Customs CG DOS EPA NOAA NMFS USPS					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
Maps/Mapping							USGS with ALL DOI bureaus	FS ACE States		
Marine Habitats	NPS	NOAA					USGS			

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	
	Interior	Others	Interior	Others	Interior	Others	Interior	Others	Interior	Others
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
Natural Hazards							USGS	DOT DOD FEMA FS NASA ACE NAS NSF Red Cross Utilities Univer. States		

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	
	Interior	Others	Interior	Others	Interior	Others	Interior	Others	Interior	Others
Natural Resources Mgmt.	BIA BLM	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	FWS	NAS Bass Ducks			USGS	AFB, Env. Grps.	BIA FWS	Univ. NAFWS
Permitting (OCS)					MMS	ACE				
Pipelines					MMS	DOT				
Preservation Issues	NPS	DOD					USGS			
Range Management	BLM	FS					USGS			
Recreation.gov			BLM	FS ACE Tribes			USGS			
Recreation Lands			BLM	FS						
Recreation Management			BOR NPS BLM	FS						

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	
	Interior	Others	Interior	Others	Interior	Others	Interior	Others	Interior	Others
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		
Sustainable Practices	NPS	DOE					USGS			
Technical Assistance					BLM with MMS BIA	Tribes	USGS		BOR	Tribes
Technology Transfer	OSM	FS					USGS			

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	
	Interior	Others	Interior	Others	Interior	Others	Interior	Others	Interior	Others
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			
Water Development					BOR	Tribes			BIA	ACE
Waterfowl Surveys							USGS	States		
Water Production					BOR	ACE States				
Water Power Production					BOR	ACE States				

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	
	Interior	Others	Interior	Others	Interior	Others	Interior	Others	Interior	Others
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								
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)

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)
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
Insular	(Insular Areas)
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

4.3 MANAGEMENT ISSUES

This plan 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, the Office of the Inspector General (OIG), and the 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 Council (IMC), 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 includes representatives from the bureaus, the departmental management offices, and the OIG, 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 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 2002 is to 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.

The Department and the bureaus have also established GPRA performance measures to address many of the management issues that have been identified internally by Interior, by GAO, and by the OIG. The remaining management issues are tracked internally by Interior and the bureaus. Table 4.3A shows the Interior management issues that are addressed by related GPRA performance goals.

TABLE 4.3A - MANAGEMENT RISKS AND MATERIAL WEAKNESSES

Issue	Source of Management Issue			Related GPRA Performance Measure
	DOI	OIG	GAO	
Management of Indian Trust Funds and Indian Trust Records Management (BIA, OST)	•	•	•	DOI, BIA
Facilities Maintenance and Management (DOI)	•	•		DOI
Internal Controls Over Accounting Operations (MMS)	•			MMS
Federal Aid Management Controls (FWS)	•			FWS
Health and Safety/Waste Management (DOI)		•		DOI
Revenue and Debt Collections (BIA)	•	•		BIA
Inspection and Enforcement of Fluid Minerals (BLM)		•		BLM
Range Monitoring (BLM)		•		BLM
Management of Ecosystem Restoration (DOI)			•	DOI
Improve Management of National Parks (NPS)			•	NPS
Irrigation Operations and Management (BIA)	•			BIA
Real Property Management (BIA)	•			BIA
Accountability & Control of Artwork & Artifacts (DOI)	•			DOI
Land Inventory and Financial Reconciliation (BOR)	•			BOR
Information Technology (DOI)		•		DOI
Inadequate Computer Security (DOI)	•			DOI
Human Capital/Workforce Planning (DOI)		•	•	DOI
Office of Insular Affairs/Financial Management (OIA)			•	OIA

Additional Management Issues

Interior, GAO, and the OIG have identified several management challenges that are being addressed internally through means other than GPRA. In addition to reviews at monthly Interior Management Council meetings, many

of these management issues are tracked by additional oversight groups. Table 4.3B identifies these additional management issues and identifies relevant oversight groups.

TABLE 4.3B - ADDITIONAL MANAGEMENT CHALLENGES

Issue	Source of Issue	Oversight Groups
Land Exchanges (BLM)	OIG, GAO	Interior Management Council, DOI Management Control and Audit Follow-up Council, BLM Executive Leadership Team
Inadequate Structural Fire Program (NPS)	DOI	Interior Management Council, DOI Management Control and Audit Follow-up Council, NPS National Leadership Council
Irrigation of Ineligible Land (BOR)	DOI	Interior Management Council, DOI Management Control and Audit Follow-up Council, BOR Commissioner's Policy Team
Acquisition Management (BIA)	DOI	Interior Management Council, DOI Management Control and Audit Follow-up Council
Financial Management (BIA)	GAO	Interior Management Council, DOI Management Control and Audit Follow-up Council
Inadequate Wireless Telecommunications (DOI)	DOI	Interior Management Council, DOI Management Control and Audit Follow-up Council, Interior CIO Council
Procurement, Contracts, and Grants (DOI)	OIG	Interior Management Council
Managing an Expanding Land Base (DOI)	GAO	Interior Management Council, DOI Office of Budget

Performance Measures

Several of the major management issues for Interior that are identified in Table 4.3A are addressed in this Annual Performance Plan Overview. We have also established a goal for the timely resolution of audit recommendations and correction of material weaknesses. The following management issues are covered in this Overview:

Facilities Maintenance

The Department is working to reduce the total amount of deferred maintenance of Interior's facilities and has established standard guidelines for the conduct of cyclical facilities condition assessments. Improved stewardship of constructed assets will be measured by the Department's ability to reduce accumulated deferred maintenance for Interior facilities. The goal for FY 2002 is to 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.

Waste Management

To manage and control waste on Interior's lands and facilities, each Interior bureau is responsible for developing and implementing an environmental auditing program. Environmental auditing is the systematic, documented, periodic, and objective review of facility operations and practices related to meeting environmental compliance. In 1997, Interior issued a new policy requiring environmental auditing of all departmental facilities. The bureaus are at different stages in developing and implementing their environmental auditing programs. The goal for FY 2002 is to complete initial environmental audits of 75 percent of all Interior facilities (cumulative—using revised baseline established in FY 2000).

Lack of Accountability and Control Over Artwork and Artifacts (Museum Collections)

Interior is responsible for an estimated 113 million museum property items (69 million objects and 44 million documents). Our museum collections include important artifacts of our national cultural and natural

heritage. Careful documentation of these museum collections establishes accountability for their management and use in preserving our Nation's natural and cultural resources, in supporting our science activities, and in providing heritage recreation and education for the public. Interior established a baseline in FY 1998 of 36.4 million objects accurately documented. We are now focusing on reducing the documentation backlog. The goal for FY 2002 is to accurately inventory 2.5 million museum objects (for a cumulative total of 50.8 million).

Management Challenges and Risks

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 goal for FY 2002 is to 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.

Information Technology

With the heightened reliance on information systems to accomplish basic missions, the need for comprehensive IT planning and architecture has become a key business necessity. Interior has initiated an IT architecture and planning process to comply with the requirements of the Clinger-Cohen Act to establish an enterprise-wide analysis of business, information and technology practices. The Department is using a widely recognized applied Capabilities Maturity Model (CMM) as the metric to gauge our progress in developing our target information architecture. In FY 2002, all Interior organizations will achieve a level 2 on 80% of the established CMM measurements.

Information Security

The increasing growth in electronic commerce, and the growing vulnerabilities of information systems to unauthorized access have resulted in a need for a comprehensive Departmental program to improve computer security. Interior is implementing an agency-wide information security program which fully meets the requirements of public laws, Executive Branch directions, Federal standards, and Interior's policies. The Department is using the Federal Information Technology Security Assessment Framework, a widely recognized Federal measurement standard, as the metric to determine progress in implementing the security program. In FY 2002, Interior will achieve compliance Level 2 and Level 3 of the Framework for all National Critical Infrastructure Systems, all National Security Information Systems, and for 33 percent of Interior's Mission Critical Systems.

Human Capital/Workforce Planning

The Comptroller General has recently added the issue of human capital to GAO's high risk list of government-wide management challenges. Because of the rapidly aging Federal workforce, the need to recruit and retain highly skilled workers in a competitive job market, and the changing nature of the Federal work environment, it is vital that Federal agencies develop effective strategies for workforce planning, management succession, and employee training and development. To respond to this challenge, in FY 2002, Interior will initiate workforce planning processes in all Interior bureaus and the Wildland Fire Program.

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.

4.4. DATA VERIFICATION AND VALIDATION

During the past several years, the Department of the Interior 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 began development of a more directed approach — a data validation and verification "matrix" that is now being 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, 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 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 begin to step up its schedule of program evaluations in FY 2002. By internally distributing these guidelines in FY 2001 (Phase II), organizations have the opportunity to review their Data V&V practices and address weaknesses that have been detected (Phase III). The second phase has been completed, while the third phase is expected to continue through the course of this calendar year.

Concurrently, limited testing of a Data V&V evaluation process will occur for selected goals and offices (Phase IV). The tests will help gauge the workload involved with compliance and specific issues that arise from real-time situations. Testing is expected to begin in April 2001 and continue through midyear. During the second half 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 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 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.

DATA RELIABILITY AND COMPLETENESS

Performance data in this combined annual plan and performance report are considered reliable and complete based on guidelines for assessing data completeness and reliability in OMB Circular No. A-11. No instances of material inadequacy have been identified. Any data limitations or plans to further improve data validation and verification procedures are described in the Data V&V tables for each goal or in Data V&V section immediately above.

4.5 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 conduct-

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	Review the extent of use on allowed lands - laws, rules, and policies	GAO Personal Watercraft and Snowmobile Use
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	Check compliance of Federal Oil and Gas Royalty Management Act and ensure inactive wells properly classified and plugged	OIG Inspection and Enforcement Program
BOR	Reduce risks - Dam safety and site security modifications	Internal four-phase review process
Goal 4: Provide Science for a Changing World		
BLM	Cadastral Survey	Surveys and site visits to State and field organizations
USGS	Review of future roles and responsibilities	National Research Council
Goal 5: Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities		
MMS	Indian Direct Payments Program	Internal alternative management control review
BIA	Assess quality of education programs and services	Annually by Administrative program reviews

ed 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 173.

4.6 CAPITAL ASSETS/CAPITAL PROGRAMMING

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. Each year, the Department prepares a series of Capital Asset Plans and Justifications (Exhibit 300Bs) 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 oversees the budgeting and planning for major acquisitions by the Department and the bureaus. The Committee, which is chaired by the Assistant Secretary for Policy, Management and Budget and includes representatives from the appropriate Departmental management offices, reviews and approves Exhibit 300B 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 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 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. In the coming months, as pilot implementation projects are completed, the Department's capital investment process will become more simplified and standardized.

The Annual Performance Plans 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. The following table summarizes the Department's 300B exhibits for FY 2002:

**TABLE 4.6.1 FY 2002 ONGOING AND NEW CAPITAL PROJECTS
(300B EXHIBITS)**

Organization	Project
BLM	<p><u>Ongoing Capital Projects:</u></p> <ul style="list-style-type: none"> • Grand Staircase-Escalante National Monument Facilities • National Integrated Land System • Legacy Rehost 2002 • Wild Horse and Burro System • Management Information System • Incident Qualification and Certification System
MMS	<p><u>Ongoing Capital Projects:</u></p> <ul style="list-style-type: none"> • Minerals Revenue Management Reengineering • Technical Information Management System <p><u>New Capital Projects:</u></p> <ul style="list-style-type: none"> • Royalty-in-Kind System
USGS	<p><u>Ongoing Capital Projects:</u></p> <ul style="list-style-type: none"> • National Water Information System • National Biological Information Infrastructure • Classified Networks • Accessible Data Transfer • Geospatial Data Architecture <p><u>New Capital Projects:</u></p> <ul style="list-style-type: none"> • Facilities Management Software System (MAXIMO)
FWS	<p><u>Ongoing Capital Projects:</u></p> <ul style="list-style-type: none"> • Rehabilitate Seawall, Tern Island NWR, HI • Dormitory, National Conservation Training Center, WVA • Federal Aid Information Management System <p><u>New Capital Projects:</u></p> <ul style="list-style-type: none"> • HQ and Visitor Center, Alaska Maritime Refuge • HQ and Education Center, Bear River Refuge • Education and Administration Center, Chincoteague Refuge • Laboratory Expansion, Bavin Forensics Laboratory • Water Supply and Management System, Klamath Basin Refuge

TABLE 4.6.1 FY 2002 ONGOING AND NEW CAPITAL PROJECTS
(300B EXHIBITS) - CONTINUED

Organization	Project
NPS	<p><u>Ongoing Capital Projects:</u></p> <ul style="list-style-type: none"> • Cape Hatteras Light Station, Cape Hatteras NS (Completing final report) • Mather Point Transit Center, Grand Canyon NP (Completing final report) • Reconstruct El Portal Road, Yosemite NP (Completing final report) • Heritage Center/Historic District Restoration, Grand Canyon NP • Elwha River Restoration, Olympic NP • Restore Forest, Build Day-Use Facility, Sequoia NP • Reconstruct Yosemite Lodge Area, Yosemite NP • Visitor Facilities and Headquarters Complex, Wrangell-St. Elias NP • Everglades Modified Water Delivery, Everglades NP <p><u>New Capital Projects:</u></p> <ul style="list-style-type: none"> • Facilities Management Software System (MAXIMO) • Lakota Heritage Center, Badlands NP • Structural Upgrade, Pier 2, Package 282, Golden Gate • Rehabilitate C.A. Thayer Schooner, San Francisco Maritime NHP • Brooks Camp Development, Katmai NP • Visitor/Maintenance Facility, Western Arctic Parklands
BOR	<p><u>Ongoing Capital Projects:</u></p> <ul style="list-style-type: none"> • Glen Canyon Dam Temperature Control Device • Horsetooth Dam • Clear Lake Dam • Pineview Dam • Salmon Lake Dam • Wickiup Dam • Deer Creek Dam • Keechelus Dam • Rocky Boys
BIA	<p><u>Ongoing Capital Projects:</u></p> <ul style="list-style-type: none"> • Trust Asset and Accounting Management System • New Science Building, Southwest Polytechnic Institute, NM • Baca Thoreau Consolidated Community School, NM • Lummi Tribal School, WA • Wingate Elementary School, NM • Many Farms Dam • Canyon Diablo Dam <p><u>New Capital Projects:</u></p> <ul style="list-style-type: none"> • Polacca Day School, AZ • Holbrook Dormitory, AZ • Riverside School, OK • Wingate High School, NM • Ojibwa School, ND

TABLE 4.6.1 FY 2002 ONGOING AND NEW CAPITAL PROJECTS
(300B EXHIBITS) - CONTINUED

Organization	Project
OST	<u>Ongoing Capital Projects:</u> <ul style="list-style-type: none"> • Trust Funds Accounting System
Departmental / Multi-Office	<u>Ongoing Capital Projects:</u> <ul style="list-style-type: none"> • Federal Financial System • Advanced Budget and Accounting Information System • Federal Payroll and Personnel System • Interior Department Electronic Acquisition System

Departmental/Multi-Office Systems

Interior's capital asset plans cover four major administrative systems that are used across the Department. Data for several Departmental management goals in this overview are gathered compiled through these systems.

The chart below shows the relationships between the Departmental information systems and the Departmental management goals in this plan.

4.8 WAIVERS FOR MANAGERIAL ACCOUNTABILITY AND FLEXIBILITY

Interior's Annual Performance Plan Overview includes no requests for managerial accountability and flexibility.

TABLE 4.6.2 DEPARTMENTAL/MULTI-OFFICE SYSTEMS

Departmental/Multi-Office Information Systems (covered by 300Bs)	Related Departmental Management Goals
Federal Financial System	<ul style="list-style-type: none">• Number of unqualified (clean) audit opinions• Reduce erroneous payments
Advanced Budget and Accounting Information System	<ul style="list-style-type: none">• Number of unqualified (clean) audit opinions• Reduce erroneous payments
Federal Payroll and Personnel System	<ul style="list-style-type: none">• Increase in diverse workforce representation• Workforce planning
Interior Department Electronic Acquisition System	<ul style="list-style-type: none">• Expand online procurement• Make greater use of performance-based contracts• Amount of purchase card transactions

4.7. 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. In response to critical reviews by GAO and Congress on the formatting and organization of our previous GPRA documents, the Department procured the services of a contractor to provide technical assistance to more effectively communicate the Department's and bureaus' expected performance and results. This technical assistance involved design, layout, and editing assistance in preparing the Department's documents.

Appendix I

FY 2000 Annual Performance Report Goals At-A-Glance

Goal 1: Protect the Environment and Preserve Our Nation's Natural and Cultural Resources

[illegible]

Actual	Report
<p>Exceeded. 3,148,100 acres restored or enhanced.</p> <p>3,287,764 acres (FWS only)</p>	<p>This goal is achieved by the restoration activities of OSM, FWS, NPS, and BIA. The bureaus met or exceeded their individual targets, and NPS was just below meeting their goal.</p>
<p>Not Met. 70 restoration projects</p> <p>Exceeded. 173 settlements</p> <p>Exceeded. 217% recoveries</p>	<p>The process of moving to restoration is proving to be slower than anticipated due to a number of issues: trustee coordination and public participation; compliance with other laws; difficulties with partial settlements; dealing with conservation easements; staffing and workload issues.</p> <p>After a thorough analysis, the Restoration Program recognizes that a number of settlements fall into a "small-dollar value" category. The number of these minor settlements distorts the perception of progress towards restoration and, for this reason, is not a good performance measure. The program will no longer report on this measure beyond FY 2000.</p> <p>The Restoration Fund received nearly \$21 million in settlements (excluding Exxon Valdez). This measure changes in FY 2001 to measure cumulative recovery funds on deposit instead of as a percent of appropriations.</p>

FY 2000 Annual Performance Report Goals At-A-Glance Continued

Goal 1: Protect the Environment and Preserve Our Nation's Natural and Cultural Resources - Continued

Long-Term Goal	Annual Goal	Measure
Maintain Healthy Natural Systems	<u>South Florida Natural Systems Restored:</u> In FY 2000, Federal agencies participating in the South Florida task force will acquire approximately 26,000 acres of land in the South Florida ecosystem, and the State of Florida will acquire approximately 99,042 acres of land in the South Florida ecosystem of which 3,755 will be acquired with funding provided through the Department of the Interior.	26,000 acres acquired by Federal agencies 3,755 acres acquired by State of Florida with DOI funding
	<u>Natural Processes Restored Through Fire Management:</u> By 2000, restore natural ecological processes by increasing the use of fire (wildland and prescribed) and other land treatment to 1.0 million acres	1.0 million acres treated
Protect and Recover Imperiled Species	<u>Species Protected:</u> In FY 2000, 197 of 532 species populations listed a decade ago or more are improving or stable, 15 species are approved for removal from candidate or proposed status, 57 of 442 species in park areas show improved status, and 80 of 442 species in park areas have stable status.	197 of 532 species listed 10 years or more are improving or stable 15 species approved for removal from candidate or proposed status 57 of 442 species in park areas show improved status 80 of 442 species in park areas have stable status

Actual	Report
<p>Not Met. 36 acres acquired by Federal agencies</p> <p>Exceeded. 5,833 acres acquired by the State of Florida with DOI funding.</p>	<p>From an overall standpoint, the goal to acquire lands as part of the South Florida ecosystems restoration was not met. The State of Florida exceeded the performance target; however, the Federal agencies were unable to achieve their target. This happened because a portion of the funding for Federal land acquisition – \$35 million – was reprogrammed and was no longer available for land acquisition.</p> <p>Note: Land acquisition in the South Florida ecosystem by the State of Florida was not intended to be a DOI goal. Lands acquired with funding provided through the DOI remains a DOI goal.</p>
<p>Not Met. 502,718 acres treated</p>	<p>This goal was not achieved for two reasons. First, the escape of the Cerro Grande prescribed burn in New Mexico resulted in a freeze on additional fire treatment actions until a review was completed by each bureau. Second, the wildland fire season was one of the worst on record and all fire suppression resources were applied to fighting fires, thus there were no resources available to allow prescribed burn projects to be carried out. With a review of the prescribed burn process completed for each bureau, the wildland fuel treatment program should be able to support increases in acres treated for the future years.</p>
<p>Exceeded. 309 of 571 species are improving or stable</p> <p>Exceeded. 19 species approved for removal</p> <p>Exceeded. 64 species show improved status</p> <p>Exceeded. 94 species show stable status</p>	<p>The actual number of stable populations listed a decade ago or more was 309 of 571 (54 percent). In FY 2000, 19 species were approved for removal from candidate or proposed status. Conservation agreements, such as the New Mexico-Federal agreement for the Pecos Pupfish, and other mechanisms have provided for recovery with listing.</p>

FY 2000 Annual Performance Report Goals At-A-Glance Continued

Goal 1: Protect the Environment and Preserve Our Nation’s Natural and Cultural Resources - Continued

Long-Term Goal	Annual Goal	Measure
Protect and Restore Cultural Resources	<p><u>Cultural Properties (Sites) Restored:</u></p> <p>At the end of FY 2000, 47% of 23,167 his- toric structures are in good condition and 35.2% of 236 cultural landscapes are in good condition against baseline.</p>	<p>47% structures in good condition</p> <p>35.2% cultural landscapes in good condition</p>

Actual	Report
<p>Met. 11,124 structures are in good condition</p>	<p>The actual number of structures in good condition (11,124) exceeds the numerical target . Against the original baseline of 23,167 structures, NPS achieved 48 percent in good condition. However, the current baseline has changed to an inventory of 25,507 structures. When we compare on a percentage basis, the 11,124 structures in good condition are 43.6 percent against the new baseline. To avoid the appearance of overinflating their results when the baseline is static, the NPS has adjusted their goal, starting with FY 2000, to a percent of structures in good condition against a current inventory. This measure will continue to consider both the absolute number of structures in good condition and percentages.</p>
<p>Met. 112 cultural landscapes in good condition</p>	<p>The actual number of cultural landscapes in good condition exceeded the performance target, so we consider the goal to have been met. As percentage comparison, the NPS achieved 28 percent of the current inventory in good condition when the goal was 35 percent. This is a result of having the number of cultural landscapes in the inventory grow from 236 to 396 landscapes, a 67 percent increase. This measure will continue to consider both the absolute number and percentages.</p>

FY 2000 Annual Performance Report Goals At-A-Glance Continued

Goal 2: Provide Recreation for America

Long-Term Goal	Annual Goal	Measure
Provide quality experiences to visitors on Federal lands and facilities	<u>Ensure Visitor Satisfaction:</u> FY 2000 target levels are 95% satisfaction for NPS visitors, and 93% satisfaction for BLM visitors.	95% satisfaction 93% satisfaction
Provide for Safe Visits to Public Lands	<u>Ensure Visitor Safety:</u> The FY 2000 target is to reduce the NPS visitor accident/incident rate to 8.82 incidents per 100,000 visitor days.	8.82 accident/incidents per 100,000 visitor days

Actual	Report
<p>Met. 95% satisfaction</p> <p>Exceeded. 94% satisfaction</p>	<p>Survey results show a 95% satisfaction level of park visitors were satisfied with park facilities, service, and recreational opportunities.</p> <p>BLM survey results found that 94% of recreation users were satisfied with the quality of their recreation experience.</p>
<p>Exceeded. 5.14 accidents-incidents per 100,000 visitor days.</p>	<p>The parks reported a rate of 5.14 accidents/incidents per 100,000 visitor days in FY 2000.</p>

Goal 3: Manage Natural Resources for a Healthy Environment and a Strong Economy

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Actual	Report
<p>Exceeded. 4,190 allotments authorized</p>	<p>Some 10 million animal unit-months of grazing were provided through permits. Grazing permits were about 20 percent higher than planned because a portion of the permits renewed in 1999 under the authority of the 1999 appropriations rider were issued for just 1-2 years. A portion of these permits were again renewed in FY 2000 for the full 10-year period. Planned permit renewals for FY 2001 also anticipate this additional workload.</p>
<p>Met. 69.2 mmbf offered for sale</p>	<p>Target was amended (from 211mmbf to 70 mmf) in FY 2000 due to legal questions that precluded offering significant acreage and also to reduction in demand.</p> <p>On the basis of the new target, the goal was considered met. The result was only 1.5% short of the target that was an approximated figure of needed sales. The overall outcome was achieved by offering for sale nearly 70 million board feet of timber.</p>
<p>Exceeded. 43,600 acres restored</p>	<p>This represents forest and woodland management treatments.</p>
<p>Exceeded. 30 million acre-feet of water provided.</p>	<p>Reclamation responded to severe drought conditions in FY 2000 by releasing additional water to ensure adequate flows for agricultural and other purposes.</p> <p>[Note: This goal was not included in last year's Departmental Overview. This and several other goals have been added, retroactive to FY2000, to provide a more comprehensive treatment of this Departmental Goal. It is not included as a FY 2000 measure for statistical purposes.]</p>
<p>Met. 3 dams modified</p>	<p>Safety modifications were completed on Bradbury, Pueblo and Willow Creek dams.</p> <p>[Note: This goal was not included in last year's Departmental Overview. This and several other goals have been added, retroactive to FY2000, to provide a more comprehensive treatment of this Departmental Goal. It is not included as a FY 2000 measure for statistical purposes.]</p>

FY 2000 Annual Performance Report Goals At-A-Glance Continued

Goal 3: Manage Natural Resources for a Healthy Environment and a Strong Economy - Continued

Long-Term Goal	Annual Goal	Measure
	<p><u>Decrease Environmental Impacts of Offshore Production:</u></p> <p>In FY 2000, show a decrease in the number of adverse environmental impacts per OCS mineral development activity below the 1998 baseline.</p> <p>In FY 2000, show a decrease in the amount of oil spilled to a level of 5.06 barrels spilled per million barrels produced.</p>	<p>9.45</p> <p>5.06</p>
	<p><u>Energy Conservation, Recycling and Green Purchasing (Formerly Green Purchasing):</u></p> <p>Promote energy efficiency and reduce energy consumption at Interior facilities by 20% from 1985 levels.</p> <p>Increase by 40% the solid waste diverted from disposal in landfills through recycling, and</p> <p>Increase the purchasing rate of nine recycled content, environmentally preferable, and bio-based products. Increase purchases of these products by at least 30% per year until these products are in use in all appropriate Interior equipment and facilities.</p>	N/A

Actual	Report
TBD	Both of these measures are calculated on a calendar year basis. Final, verified data were not available at the time of printing. Results are expected to be available shortly and will be posted on DOI Internet web pages and in future GPRA publications.
TBD	[Note: This goal was not included in last year's Departmental Overview. This and several other goals have been added, retroactive to FY2000, to provide a more comprehensive treatment of this Departmental Goal. It is not included as a FY 2000 measure for statistical purposes.]
N/A	<p>No target was to be formally reported for FY 2000. This is a new goal and set of measures for FY 2001.</p> <p>[Note: This goal was not included in last year's Departmental Overview. This and several other goals have been added, retroactive to FY2000, to provide a more comprehensive treatment of this Departmental Goal. It is not included as a FY 2000 measure for statistical purposes.]</p>

FY 2000 Annual Performance Report Goals At-A-Glance Continued

Goal 3: Manage Natural Resources for a Healthy Environment and a Strong Economy - Continued

Long-Term Goal	Annual Goal	Measure
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts	<p><u>Fair Market Value for Resources and Prompt Recipient Access to Royalty Payments:</u></p> <p>In FY 2000, maintain the current high bids received for OCS leases to MMS estimated value ratio of 1.8 to 1 and ensure payments are at least 90% of the expected value at the due date for 35% of properties.</p>	<p>1.8 (+/- 0.4) to 1 ratio</p> <p>payments are 90% of the value</p> <p>[Compliance index target for FY 2000 is .9775 which covers CY 1998] - see comments at right</p>
	<p><u>Low Cost, Efficient Hydropower Generation:</u></p> <p>In FY 2000, attain power production costs per megawatt capacity that rank in the upper 25 percentile (ranked lowest cost to highest) for comparable hydropower facilities.</p>	<p>In 25 percentile rank</p> <p>[= \$6300 per megawatt capacity]</p>
	<p><u>Maximize Power Generation and Enhance Revenues:</u></p> <p>In FY 2000, 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.</p>	<p>3 percent</p>

Actual	Report
<p>Met. 2:02:1 ratio was achieved</p> <p>Not Met. [Compliance index result for CY 1998 is .9730]</p>	<p>History and testing done on this measure over the last 15-16 years, has shown that this is the right level for this measure.</p> <p>This was intended to be a new goal for FY 2001, replacing a compliance index. However, the index will continue to be used through FY 2002 at which time the reengineered royalty system will be operational and a new compliance methodology and goal will be developed</p>
<p>Met. In 25 percentile rank</p> <p>[\$6,009 per megawatt capacity]</p>	<p>Reclamation continued its efficient operations by ranking extremely well in comparison to comparable hydropower facilities.</p> <p>[Note: In last year's Overview, this goal was listed under the Long Term Goal of Ensuring Environmentally Sound Development.]</p>
<p>Exceeded. 1.5 percent</p>	<p>Reclamation facilities continue to demonstrate their reliability and well-maintained condition by experiencing a forced outage rate in FY 2000 that was about half of the national industry average.</p> <p>[Note: This goal was not included in last year's Departmental Overview. This and several other goals have been added, retroactive to FY2000, to provide a more comprehensive treatment of this Departmental Goal. It is not included as a FY 2000 measure for statistical purposes.]</p>

FY 2000 Annual Performance Report Goals At-A-Glance Continued

Goal 4: Provide Science for a Changing World

Long-Term Goal	Annual Goal	Measure
Add to the Environmental and Physical Science Knowledge Base	<u>Improve Environmental and Natural Resource Information:</u> In FY 2000, 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 efforts, and develop 6 new decision support systems and predictive tools.	46 data collection/data management efforts maintained 6 new decision support systems developed
	<u>Improve Environmental and Natural Resource Information:</u> Provide and improve long-term environmental and natural resource information, systematic analysis and investigations, and predictive options for decision-making about natural systems by: -delivering 1,058 new systematic analyses and investigations to our customers.	995 analyses
Increase Hazard Knowledge and Warning	<u>Improve Prediction and Monitoring of Hazardous Events:</u> In FY 2000, deliver to customers 10 Risk Assessments of areas particularly vulnerable to natural disaster to mitigate loss, and increase to 200 the cumulative number of real-time earthquake sensors.	10 risk assessments 200 real-time earthquake sensors
	<u>Improve Prediction and Monitoring of Hazardous Events:</u> 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 4,700.	4,700 streamgages maintained on the Internet

Actual	Report
<p>Met. 46 collection/data management efforts</p>	<p>USGS maintained 44 long-term data collection/data management efforts and supported two large data infrastructures in partnership with others.</p>
<p>Exceeded. 7 systems developed</p>	<p>Seven new decision support systems and predictive tools for decision makers were developed.</p>
<p>Exceeded. 1113 analyses</p>	<p>Total analyses provided exceeded the target by 11 percent.</p> <p>[Note: This goal was not included in last year's Departmental Overview. This and several other goals have been added, retroactive to FY2000, to provide a more comprehensive treatment of this Departmental Goal. It is not included as a FY 2000 measure for statistical purposes.]</p>
<p>Exceeded. 17 risk assessments</p> <p>Exceeded. 201 real-time earthquake sensors</p>	<p>Risk assessments completed exceeded the target of 70%.</p> <p>The target was slightly exceeded.</p>
<p>Exceeded. 4,872 streamgages maintained</p>	<p>During FY 2000, USGS significantly improved its delivery of real-time streamflow data on the Internet. This increase was mostly due to the addition of some new real-time streamgages, but it is also due to improvements in the reliability of data delivery systems, including back-up computers that keep these vital data flowing to emergency management officials even when floods and hurricanes disrupt electrical service.</p> <p>[Note: This goal was not included in last year's Departmental Overview. This and several other goals have been added, retroactive to FY2000, to provide a more comprehensive treatment of this Departmental Goal. It is not included as a FY 2000 measure for statistical purposes.]</p>

Goal 5: Meet Our Trust Responsibilities to American Indians and Our Commitments to Island Communities

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Actual	Report
<p>Not Met. 90% of requests completed</p> <p>Not Met. 1 dam repaired, bringing cumulative total to 15 dams</p>	<p>The BLM was able to complete only 90 percent of the requests for technical assistance for mineral operations on Indian lands. This is a demand driven goal, and the performance target was determined using 1998 baseline data does not necessarily reflect the current demand. For FY 2001, the target measure has changed to the number of post-lease mineral assistance actions processed.</p> <p>Only one dam was completed. Repair construction was performed on a second dam, but seepage from the dam was noted upon refilling, preventing BIA from meeting the goal for two repairs completed. BIA anticipates completing the work on this dam in FY 2001.</p>
<p>Not Met. 35,400 transactions processed</p> <p>Not Met. TFAS is being used in all offices, TAAMS has not been fully deployed</p>	<p>The target was not met due to limitations on the amount of time the BIA real estate staff could devote to this. In most cases, staff were diverted to working on BIA's larger trust reform efforts. The bureau expects to adjust staff duties to ensure that the responsibilities under this goal can be completed in FY 2001 and beyond.</p> <p>Goal revised in the FY 2000 - FY 2005 Strategic Plan – New FY 2002 Annual Performance Goal: By the end of FY 2002, facilitate the growth of Trust income by processing 37,000 trust transactions for Tribal and individual Indian land owners, and complete 17 of the milestones of the 11 subprojects in the High Level Implementation Plan.</p>

Goal 5: Meet Our Trust Responsibilities to American Indians and Our Commitments to Island Communities - Continued

Long-Term Goal	Annual Goal	Measure
Improve the Indian Quality of Life	<u>Improve Facilities and Services:</u> In FY 2000, 1,348 housing applicants will receive repair and replacement work on homes, 10,000 (cumulative) miles of existing BIA system roads will be maintained, and 25 Tribes will operate comprehensive welfare plans.	1,348 housing applicants receive home repair and replacement (cumulative)
		10,000 miles of road maintained
		25 Tribes operate welfare plans
	<u>Improve Quality of Education:</u> In FY 2000, to improve the quality of education, 100% of schools will be accredited, 47% of students will be proficient in Math and 45% of students will be proficient in Language Arts, and 1,000 of new/replacement computers (cumulative) will be provided for classroom use.	100% of schools accredited
		47% students proficient in Math
		45% students proficient in Language Arts

Actual	Report
<p>Not Met. 1,240 applicants (cumulative)</p>	<p>The housing goal achieved an additional 440 houses repaired or replaced because the HIP funds were distributed in FY 2000 under a new method that delayed distribution until late in the fiscal year. With the new distribution system in place and operating, the BIA expects to meet is projected performance targets for FY 2001.</p>
<p>Exceeded. 11,500 miles</p>	<p>BIA exceeded this goal and is working to achieve greater consistency in collecting and reporting road maintenance data.</p>
<p>Exceeded. 35 Tribes operate welfare plans</p>	<p>Part of this increase is due to the Welfare-to-Work reforms in P.L. 102-477 increasing Tribal interest in the welfare program.</p>
<p>Not Met. 96% of schools accredited</p>	<p>Accreditation deficiencies were noted in several areas: the student/teacher ratio, adequacy of facilities, teacher certification, and staffing needs unmet.</p>
<p>Exceeded. 50% proficient</p>	<p>During FY 2000, the OIEP was restructured to provide improved administrative support such as technical assistance and training provided by 13 school education reform specialists. These specialists are in field locations, close to schools, and assist in setting higher standards and higher performance expectations, and helping schools deliver expanded opportunities to help students succeed from pre-school through high school.</p>
<p>Exceeded. 48% proficient</p>	

FY 2000 Annual Performance Report Goals At-A-Glance Continued

Goal 5: Meet Our Trust Responsibilities to American Indians and Our Commitments to Island Communities - Continued

Long-Term Goal	Annual Goal	Measure
		1000 new/replacement computers
Improve Management of Island Communities	<u>Improve Government Services:</u> In FY 2000, financial management improvement plans will be completed for 5 of the 7 insular governments, and the ratio of OIA-funded projects completed to projects started will increase to .45.	5 financial plans completed Ratio increased to .45 for projects completed to projects started

Actual	Report
<p>Not Met. 200 computers replaced</p>	<p>The goal was based on a Y2K initiative which is no longer funded. Without adequate funding, the BIA has eliminated this goal.</p>
<p>Met. 5 plans completed</p>	<p>Full completion of this goal will require 11 financial management plans to be completed by the end of FY 2005. OIA is on schedule to achieve the long-term goal.</p>
<p>Not Met. 51% of projects were completed as started</p>	<p>The FY 2000 goal for the projects completed to start-ed was not met because the target ratio was revised to be 0.90 instead of 0.45. Against that new goal and only half as many projects were completed as started (51 percent).</p>

FY 2000 Annual Performance Report Goals At-A-Glance Continued

Managing for Excellence and Accountability

Long-Term Goal	Annual Goal	Measure
Lead People to Succeed	<u>Increase Workforce Diverse:</u> Diverse representation in Interior's workforce will increase by at least 2.1% from 1997 levels.	2.1% increase from FY 1997 base
	<u>Expand Training and Development Programs:</u> Develop and implement at least 1 new training program.	Establish 1 new training program
Provide the Services and Technology to Manage	<u>Expand Amount of Purchase Card Transactions:</u> Purchase card transactions will exceed \$333 million.	\$333 million in purchase card transactions
	<u>Inventory Museum Objects:</u> Accurately inventory 2 million museum objects (for a cumulative total of 43.7 million)	43.7 million museum objects inventoried (cumulative)
Ensure Financial and Managerial Accountability	<u>Achieve Unqualified (clean) Audit Opinions:</u> Achieve unqualified (clean) audit opinions for Interior's eight bureaus, the Office of the Secretary, and the Department's consolidated financial reports.	10 clean audit opinions

Actual	Report
Not Met. 2.0% increase from FY 1997 base	Impediments in achieving the goal are attributed to: (a) difficulty in attracting high quality candidates, (b) increasing employment opportunities in the private sector, and (c) the location of Interior job sites.
Achieved. 1 new training program established	A Department-wide policy and curriculum for a class- room and technology-based supervisory training pro- gram was developed.
Exceeded. \$393 million in purchase card transactions	Purchase card purchase transactions was valued at \$393 million or approximately 94% were eligible actions under \$25,000. Out-year goals have been increased accordingly with a goal of \$410 million set for FY 2001, \$420 million for FY 2002, and a chal- lenging \$450 million for FY 2005.
Exceeded. 45.8 million museum objects inventoried (cumulative)	Over two million more objects were inventoried than projected for FY 2000. This was due to outstanding performance by the Bureau of Reclamation and by the National Park Service.
Not Met. 8 of 10 clean audit opinions	The Department achieved an unqualified audit opinion on the Department's consolidated financial statement for the fourth consecutive year. The Department issued its FY 2000 Accountability Report and the accompanying OIG's audit opinion by the statutory due date of March 1, 2001. The Department achieved unqualified opinions on 6 of 8 bureau financial state- ments and received an unqualified opinion for the Departmental Offices financial statements. The FWS received a qualified opinion due to certain issues related to the reporting of undelivered orders, and MMS received an unqualified opinion on their Statement of Custodial Activity but the IG was unable to complete the necessary audit work to issue an opinion within the necessary timeframe. Both bureaus are developing actions plans to address the issues identified during the audit process.

FY 2000 Annual Performance Report Goals At-A-Glance Continued

Managing for Excellence and Accountability - Continued

Long-Term Goal	Annual Goal	Measure
	<p><u>Resolve Material Weaknesses and Management Risks:</u> Complete implementation of 65 percent of OIG and GAO audit recommendations within 1 year of referral and complete 70 percent of corrective action plans for material weaknesses by their original target date.</p>	<p>65% of referred audit recommendations implemented</p> <p>70% of material weaknesses corrected by target date</p>
Provide Safe and High Quality Places of Work	<p><u>Ensure Effective Facilities Maintenance and Capital Improvements:</u> 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.</p>	<p>30% of projects completed by end of funding fiscal year</p> <p>70% of projects completed by end of the 2nd year after funding</p> <p>95% of projects completed by end of the 3rd year after funding</p>
	<p><u>Complete Environmental Audits:</u> Complete initial environmental audits of 70 percent of all Interior facilities (cumulative).</p>	<p>70% of DOI facilities audited</p>

Actual	Report
<p>Exceeded. 77% of referred audit recommendations implemented</p> <p>Not Met. 33% of material weaknesses corrected</p>	<p>The goal for implementing corrective action plans for material weaknesses by their original target date was not met. The two material weakness corrective action plans scheduled for completion in FY 2002 which slipped were due to the expansion of the scope of the corrective action plans. In one instance, additional corrective actions were added to the plan as a result of a new GAO audit report, and in the other, additional corrective actions were added as a result of an independent consulting study of the management controls of the organization. Hence, the failure to achieve the performance target was neither a result of performance or a failure in capturing pertinent data.</p>
<p>Not Met. 21.90% of projects completed</p>	<p>The goal of completing 30 percent was missed by 8.10 percent (actual 21.90 percent). Funding increases in this program over the past 3 years and the number of Congressional add-ons which require planning and design prior to construction have made it difficult to achieve the 30 percent target. To reach the 21.90 percent level reflects an immense effort by the bureaus. With the anticipation of further increases, this remains a challenging performance target and will be evaluated over the next year to see if it is still the appropriate level.</p>
<p>Met. 90% of DOI facilities audited</p>	<p>Interior bureaus reported that they had performed 412 audits in FY 2000 for a cumulative total of 1,426 (89.6% of the FY 1999 base) of the 1,589 Interior-owned and operated facilities reported in FY 1999. There was an increase in the number of bureau-owned and operated facilities reported in FY 2000 (2,509) as compared to the FY 1999 total (1,589). The FY 2000 target of 70% was exceeded using FY 1999 data as the base. We have adjusted the baseline for our FY 2001 and 2002 targets.</p>

Appendix II

FY 2001 Goals-At-A-Glance

Goal 1: Protect the Environment and Preserve Our Nation's Natural and Cultural Resources

Long-Term Goal	FY 2001 Annual Performance Goal
Restore the Health of Public Lands	<p><u>Public Lands Restored:</u> 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.</p> <p><u>Damaged Lands and Resources Restored:</u> In Fiscal Year 2001, increase the cumulative number of restoration projects to 85, increase the cumulative number of damage assessments resulting in settlements to 185, and increase the cumulative percentage of funds received into the Restoration Fund equal to 225% of the cumulative annual appropriations. Revised Goal in FY 2001 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 \$120.0.</p>
Maintain Healthy Natural Systems	<p><u>South Florida Natural Systems Restored:</u> In FY 2001, Federal agencies participating in the South Florida task force will acquire approximately 12,225 acres of land in the South Florida ecosystem, and the State of Florida will acquire approximately 82,540 acres of land in the South Florida ecosystem of which 14,342 will be acquired with funding provided through the Department of the Interior. Revised Goal in FY 2001 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.</p> <p><u>California Desert Protection and Restoration:</u> In FY 2001, complete six (8 cumulative) Coordinated Management Plans for the California Desert (West Mojave, Northern and Eastern Mojave, Northern and Eastern Colorado Coordinated Management Plans, the Coachella Valley Habitat Conservation Plans, and the Mojave National Preserve and Death Valley National Park General Management Plans). Revised Goal in FY 2001 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.</p>

FY 2001 Goals-At-A-Glance Continued

Goal 1: Protect the Environment and Preserve Our Nation's Natural and Cultural Resources (Continued)	
Long-Term Goal	FY 2001 Annual Performance Goal
	<p><u>Natural Processes Restored Through Fire Management:</u></p> <p>By FY 2001, restore natural ecological processes by increasing the use of fire (wildland and prescribed) and other land treatment to 1,400,000 acres.</p>
Protect and Recover Imperiled Species	<p><u>Species Protected:</u></p> <p>In FY 2001, 210 of 568 species populations listed a decade ago or more are improving or stable, 20 species are approved for removal from candidate or proposed status, 64 of 442 species in park areas show improved status, and 94 of 442 species in park areas have stable status.</p> <p><u>Revised Goal in FY 2001</u></p> <p>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.</p>
Protect and Restore Cultural Resources	<p><u>Cultural Properties (Sites) Restored:</u></p> <p>At the end of FY 2001, 46% of 24,225 historic structures are in good condition (baseline year 1999) and 28.7% of 359 cultural landscapes are in good condition against baseline.</p> <p><u>Revised Goal in FY 2001</u></p> <p>At the end of FY 2002, 11,700 of 26,000 (or 45 percent) structures are in good condition and 117 of 408 (or 28.6 percent) cultural landscapes are in good condition.</p>
Goal 2: Provide Recreation for America	
Provide quality experiences to visitors on Federal lands and facilities	<p><u>Ensure Visitor Satisfaction:</u></p> <p>FY 2001 target levels are 95% satisfaction for NPS visitors, and 94% satisfaction for BLM visitors.</p>
Provide for safe visits to public lands	<p><u>Ensure Visitor Safety:</u></p> <p>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.</p>

FY 2001 Goals-At-A-Glance Continued

Goal 3: Manage Natural Resources for a Healthy Environment and a Strong Economy

Long-Term Goal	FY 2001 Annual Performance Goal
Ensure Environmentally Sound Development	<p><u>Authorize Sustainable Grazing</u> In FY 2001, authorize 2,740 livestock grazing allotments.</p>
	<p><u>Pacific Northwest Forest Plan:</u> In FY 2001, offer 70 mmbf of timber for sale and restore 35,700 acres of forested lands.</p>
	<p><u>Meeting Water Resources Needs:</u> [NEW OVERVIEW GOAL] 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.</p> <p>In FY 2001, reduce risks to the downstream public and resources by completing dam safety modifications at 6 dams or obtaining a decision not to complete an identified modification based on a further analysis of risk.</p>
	<p><u>Decrease Environmental Impacts of Offshore Production:</u> 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)</p> <p>In FY 2001, show a decrease in the amount of oil spilled to a level of 10 barrels spilled per million barrels produced. (Target revised from 5.05)</p>
	<p><u>Green Purchasing:</u> In FY 2001, promote energy efficiency and reduce energy consumption by 20% from 1985 levels, divert solid waste from disposal in landfills through recycling by 40% and increase the purchasing rate of nine recycled content, environmentally preferable and bio-based products preferentially by at least 30% per year until these products are in use in all appropriate Interior equipment and facilities.</p>

FY 2001 Goals-At-A-Glance Continued

Goal 3: Manage Natural Resources for a Healthy Environment and a Strong Economy (Continued)

Long-Term Goal	FY 2001 Annual Performance Goal
Manage Resources to Ensure Economic Viability and Sound Management of Mineral Receipts	<p><u>Fair Market Value for Resources & Prompt Recipient Access to Royalty Payments:</u></p> <p>In FY 2001, maintain the current high bids received for OCS leases to MMS estimated value ratio of 1.8 (+/- 0.4) to 1.</p> <p>In FY 2001, ensure that payments are at least 90% of the expected value at the due date for 35 percent of properties.</p> <p><u>Note:</u> This was intended to be a new goal for FY 2001, replacing a compliance index. However, the index will continue to be used through FY 2002 at which time the reengineered royalty system will be operational and a new compliance methodology and goal will be developed.</p> <p>Revised Goal in FY 2001:</p> <p>In FY 2001, achieve a compliance index of .9775 (for calendar year 1999).</p>
	<p><u>Low Cost, Efficient Hydropower Generation:</u></p> <p>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)</p>
	<p><u>Maximize Power Generation and Enhance Revenues:</u></p> <p>[NEW OVERVIEW GOAL]</p> <p>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.</p>

FY 2001 Goals-At-A-Glance Continued

Goal 4: Provide Science for a Changing World

Long-Term Goal	FY 2001 Annual Performance Goal
	<p><u>Improve Environmental and Natural Resource Information:</u> In FY 2001, provide and improve long-term environmental and natural resource information, systematic analysis, and investigations about natural systems by:</p> <ul style="list-style-type: none"> - maintaining 46 long-term data collection/data management/data infrastructure efforts - develop 7 new decision support systems and predictive tools, and <p>[NEW OVERVIEW GOAL]</p> <ul style="list-style-type: none"> - deliver 1,146 new systematic analyses and investigations to our customers. <p>(Revised from 1,077 in 2001 APP)</p>
Add to the Environmental and Physical Science Knowledge Base	<p><u>Assess the condition and Risks to Priority Public Lands:</u> 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.</p> <p>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.</p>
Increase Hazard Knowledge and Warning	<p><u>Improve Prediction and Monitoring of Hazardous Events:</u> In FY 2001, deliver to customers 9 Risk Assessments of areas particularly vulnerable to natural disaster to mitigate loss, and increase to 350 the cumulative number of real-time earthquake sensors.</p> <p>Revised Goal in FY 2001 8 Risk Assessments and 329 real-time earthquake sensors.</p> <p><u>Improve Prediction and Monitoring of Hazardous Events:</u> [NEW OVERVIEW GOAL] 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). (Revised from 5,000 in FY 2001 APP because the FY 2000 goal was exceeded.)</p>

FY 2001 Goals-At-A-Glance Continued

Goal 5: Meet Our Trust Responsibilities to American Indians and Our Commitments to Island Communities

Long-Term Goal	FY 2001 Annual Performance Goal
Protect Indian Trust Assets	<p><u>Protect Natural Resource Assets:</u></p> <p>In FY 2001, 17 dams (cumulative) will have repair construction completed, 91 % of requests for Technical Assistance for Mineral Operations on Indian lands will be completed, and 22 technical assistance activities that will be completed, increasing tribal opportunities to develop, manage, and protect their water resources.</p> <p>Revised Goal in FY 2001</p> <p>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.</p> <p><u>Fiscal Resources Protected for Tribes and Indians:</u></p> <p>By the end of FY 2001, facilitate the growth of Trust income by processing 40,000 trust transactions for Tribal and individual Indian land owners, and have all of BIA Regional Offices (12) using both the Trust Funds Accounting System (TFAS) to ensure accurate accounting, collection, investment, and disbursement of Tribal and individual Indian trust funds; and the Trust Asset and Accounting Management System (TAAMS) to ensure that land title ownership information is current and accurate and that income derived from these lands are properly collected and allocated.</p> <p>Revised Goal in FY 2001</p> <p>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 62 of the milestones of the 11 subprojects in the High Level Implementation Plan.</p>
Improve the Indian Quality of Life	<p><u>Improve Facilities and Services:</u></p> <p>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.</p> <p><u>Improve Quality of Education:</u></p> <p>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.</p>

FY 2001 Goals-At-A-Glance Continued

Goal 5: Meet Our Trust Responsibilities to American Indians and Our Commitments to Island Communities (Continued)

Long-Term Goal	FY 2001 Annual Performance Goal
Improve Management of Island Communities	<p><u>Improve Government Services:</u> 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.</p>

Managing for Excellence and Accountability

Long-Term Goal	FY 2001 Annual Performance Goal
Lead People to Succeed	<p><u>Increase Workforce Diversity:</u> Diverse representation in Interior's workforce will increase by at least 3.1% from 1997 levels.</p> <p><u>Expand Training and Development Programs:</u> Develop and implement at least 1 new training program.</p>
Provide the Services and Technology to Manage	<p><u>Expand Amount of Purchase Card Transactions:</u> Purchase card transactions will exceed \$410 million. Note: FY 2001 target was increased from \$342 million to \$410 million due to higher than projected performance in FY 2000.</p> <p><u>Inventory Museum Objects:</u> Accurately inventory 2.5 million museum objects (for a cumulative total of 48.3 million) Note: FY 2001 target was increased from 2.25 million objects to 2.5 million objects as a result of higher than expected performance in FY 2000.</p> <p><u>Implement Information Technology Infrastructure Protection Plan:</u> Complete a Critical Information Technology Infrastructure Protection Plan.</p> <p><u>Implement Information Technology Architecture Strategy:</u> 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.</p>

FY 2001 Goals-At-A-Glance Continued

Managing for Excellence and Accountability (Continued)

Long-Term Goal	FY 2001 Annual Performance Goal
Ensure Financial and Managerial Accountability	<p><u>Achieve Unqualified (clean) Audit Opinions:</u> Achieve unqualified (clean) audit opinions for Interior's eight bureaus, the Office of the Secretary, and the Department's consolidated financial reports.</p> <p><u>Resolve Material Weaknesses and Management Risks:</u> 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.</p>
Provide Safe and High Quality Places of Work	<p><u>Ensure Effective Facilities Maintenance and Capital Improvements:</u> 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.</p> <p><u>Complete Environmental Audits:</u> Complete initial environmental audits of 70 percent of all Interior facilities (cumulative).</p> <p>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.</p>

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DEPARTMENT OF THE INTERIOR
