

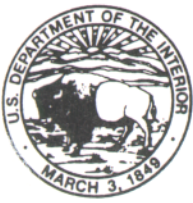


**U.S. Department of the Interior
Office of Inspector General**

**SPECIAL REPORT TO THE
CHAIRMAN, COMMITTEE ON
GOVERNMENTAL AFFAIRS
UNITED STATES SENATE**

**REVIEW OF THE FISCAL YEAR 1999
PERFORMANCE REPORTS AND
FISCAL YEAR 2001 PERFORMANCE PLANS
FOR
THE U.S. DEPARTMENT OF THE INTERIOR**

**REPORT NO. 00-I-533
JUNE 2000**



United States Department of the Interior

OFFICE OF INSPECTOR GENERAL

Washington, D.C. 20240

June 30, 2000

Honorable Fred Thompson
Chairman, Committee on
Governmental Affairs
United States Senate
Washington, D.C. 20510

Dear Mr. Chairman:

This report presents the results of our review of the fiscal year 1999 performance reports and fiscal year 2001 performance plans for the U.S. Department of the Interior and its bureaus and offices. The objective of our review was to analyze the reports and plans for the purpose of offering our comments and suggestions for improvements and to respond to the six questions contained in your May 10, 2000 letter to me about the strategies, goals, and measures in the fiscal year 1999 performance reports.

Our review was based on information contained in the performance plans and reports for fiscal year 1999 and the performance plans for fiscal year 2001 for the Departmental Management Offices, the Bureau of Indian Affairs, the Bureau of Land Management, the Bureau of Reclamation, the Minerals Management Service, the National Park Service, the Office of Insular Affairs, the Office of Surface Mining Reclamation and Enforcement, the U.S. Fish and Wildlife Service, and the U.S. Geological Survey. The Department and its bureaus and offices reported 261 goals\measures in their fiscal year 1999 performance reports and 188 in the fiscal year 2001 performance plans. We coordinated our efforts with the General Accounting Office (GAO) and did not examine the 30 goals\measures and related performance accomplishments reviewed by GAO. Our review covered the remaining 231 goals in the fiscal year 1999 reports and 2 goals that were included in the fiscal year 1999 plans but not discussed in the reports.

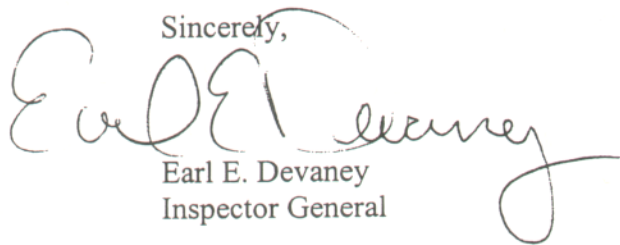
Overall, we concluded that the performance goals\measures were appropriate for and relevant to the accomplishment of Department and bureau missions\programs objectives. However, we believe that the goals and measures could be improved by eliminating or modifying goals that are not program or function-related, establishing goals for all significant programs and functions, describing the method used to establish target levels of accomplishment, indicating the relevance of performance measures, and establishing appropriate measures as performance indicators. We also concluded that 5 of the 10 bureaus and Departmental Management Offices included goals in their fiscal year 1999 performance plans that

addressed all of their applicable management challenges, the Department reported that it met 145 of the 231 (63 percent) performance goals\measures and adequately explained why 82 of the remaining 86 goals\measures were not achieved; the reported performance data for 161 of the 231 (70 percent) goals\measures were reliable assuming that the verification and validation processes described by the bureaus were implemented and adequate controls were instituted to ensure the integrity of the data; the agencies identified steps to correct identified shortcomings in the data; the bureaus provided an adequate explanation of why goals\measures included in the fiscal year 1999 plans were modified or excluded from the report; and the fiscal year 2001 plans are generally an improvement over their fiscal year 1999 plans.

Our general observations, responses to the six questions, and assessments of individual bureaus and offices performance plans and reports are presented in the body of the report. Department officials provided comments to a draft of this report, which we considered and incorporated into the final report as appropriate.

If you or any members of your staff have any questions about this report please contact me or Ms. Mary Adler, Deputy Inspector General, at (202) 208-5746.

Sincerely,

A handwritten signature in dark ink, appearing to read "Earl E. Devaney", with a long, sweeping horizontal line extending to the right.

Earl E. Devaney
Inspector General

cc: John Berry, Assistant Secretary Policy, Management and Budget
Susan Proper, Minority Staff Counsel,
Committee on Governmental Affairs United States Senate
Norma Campbell, Director, Office of Planning and Performance Management

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GENERAL OBSERVATIONS

In our analyses of the Department of the Interior's (DOI) performance reports and plans, we evaluated the performance goals and measures and data validation and verification procedures and, where appropriate, offered suggestions for improvements. Because the reports used the terms goals and measures inconsistently, we identify all performance goals and measures as "goals" in this report.

Performance Goals

Overall, we found that performance goals were appropriate for and relevant to the accomplishment of bureau mission\program objectives. Also, in general, we consider the bureaus' fiscal year 2001 plans to be an improvement over their fiscal year 1999 plans with respect to the elimination of nonessential goals and establishment of more mission-related goals. However, we believe that DOI could improve the goals in its performance plans by:

- **Eliminating or modifying goals that are not program or function-related.** In a few cases, bureaus established goals that were not related to programs but to approaches or strategies for achieving program results. For example, one of four goal categories established by National Park Service (NPS) is "ensure organizational effectiveness." (A similar goal was included in Bureau of Reclamation's (BOR) performance plan.) This goal category includes items such as "workforce stewardship" (that is, employee job satisfaction) and workforce diversity. Also, Fish and Wildlife Service's (FWS) fiscal year 2001 plan contains a secondary goal, "partnerships in accountability" (under its "Partnerships in Natural Resources" mission goal), the objective of which is "to ensure that the Service have [sic] in place processes, procedures, and controls . . . to ensure fiscal accuracy and accountability to the public." We do not consider organizational effectiveness to be a distinct performance goal because, as Bureau of Land Management (BLM) states in its performance plan, it is a "'means' rather than an outcome" and "only indirectly related to mission."

Bureaus also classified as goals data collection efforts or other strategies for accomplishing program objectives. For example, FWS classified grants management as a goal, the objective of which was to automate information on grants. Maintaining grants information is an activity that enables FWS to award grants for projects and programs that support FWS mission objectives. BLM classified as a goal the condition assessment of priority sub-basins. The performance of condition assessments is an activity that enables BLM to identify sub-basin areas in need of restoration, with restoration being the program for which performance measures should be established. Also, NPS classified as a goal the inventorying of archeological sites, an activity that supports another NPS goal, improving the condition of archeological sites.

- **Establishing goals for all significant programs and functions.** In some cases, bureaus did not establish performance goals for all major programs and functions. For example, NPS, which had performance goals for its historic structures, cultural landscapes, and archeological sites, did not have a performance goal related to the maintenance or construction of its basic

infrastructure of buildings, structures, roads, and other facilities. In addition, although NPS had a goal on visitor satisfaction it did not have a goal specific to its concessions program, which provides essential goods and services to park visitors. The Office of Surface Mining Reclamation and Enforcement (OSM), which has a statutory requirement to collect fees based on the type and amount of coal production, also did not have a performance goal related to its fee collection program. Annually, OSM collects fees of about \$277 million from coal operators. The fees are the sole funding source for OSM's Abandoned Mine Lands Program.

Performance Measures

In general, we found that the bureaus established appropriate measures or performance indicators and that baseline data in the fiscal year 2001 plan were more complete than data in the fiscal year 1999 plan. The measures, however, in many cases were not related to the achievement of program objectives but rather to the completion of tasks or activities. As such, the measures may not provide meaningful information to evaluate mission accomplishments. We believe that DOI could improve the measures in its performance plans by:

- Describing the method used to establish target levels of accomplishment. In general, the bureaus did not describe their rationale for targeting annual performance at a particular level. However, some bureaus for some measures, did provide an explanation for the targeted performance levels. OSM, for example, planned to reclaim 8,100 acres in fiscal year 2000 and 9,100 acres in fiscal year 2001. In the text of its 2001 plan, OSM stated that it had requested additional funding of \$15.3 million, "which will result in an additional 1,000 acres being reclaimed." Also, we found that some bureaus set fluctuating values for their performance goals, but did not explain the reason for the fluctuations. NPS, for example, having restored 14.7 percent of its disturbed lands in fiscal year 1999, established a fiscal year 2000 goal of restoring 16.8 percent of disturbed lands, and a 2001 goal of restoring 2 percent of disturbed lands. NPS provided no explanation for the fluctuating targeted level of accomplishment other than a note stating "the baseline was changed for the fiscal year 2001 goal."

- Indicating the relevance of the performance measure . In quantifying accomplishments, the bureaus, in general, did not provide information to show the relevance or value of the targeted level of performance. For example, OSM stated that it would reclaim a specific number of acres and fund a specific number of projects to accomplish its goal of environmental restoration. However, OSM's measure did not provide for prioritizing the accomplishment of reclamation projects based on the significance of the problems (health and safety projects should be given priority) and did not provide information on the total number of acres or projects in need of restoration.

- Establishing appropriate measures as performance indicators. In some cases, bureaus did not establish appropriate measures for their performance goals. For example:

-- The U.S. Geological Survey (USGS) has a program activity "Hazards" the objective of which is "to minimize the loss of life and property." However, the measures for achieving long-term and annual performance goals for this program activity do not describe the outcome in terms of conducting science or providing technologies that reduce risk, increase preparedness, or mitigate damage. Instead, USGS's hazard-related goals pertain to the maintenance of scientific equipment or the delivery of technical/scientific products.

-- The Bureau of Indian Affairs (BIA) has a long-term goal of improving the safety and functionality of BIA schools and facilities and measures the accomplishment of this goal in terms of the "number of schools on the priority list receiving replacement construction" and the number of facility improvement and repair projects awarded. The measures, however, do not provide information on whether schools are safer or more functional.

-- The Office of Insular Affairs (OIA) had a goal of improving the infrastructure and government systems and operations of insular area governments. For this goal, OIA established a performance measure of completing multi-year capital plans for each insular area government. We consider effective implementation and not completion of the plan to be the measure of program accomplishment.

-- BOR had goals of increasing water availability and improving water quality. BOR, however, had no performance measures which showed the increased water availability or the progress in improving water quality.

Data Reliability and Verification

Most bureaus and offices described the methods or proposed methods that would be used to validate or verify performance data. In some cases, a detailed explanation was provided that clearly stated the actions that would be taken to verify data, the individuals responsible for the verification, and the internal controls that might be implemented to ensure data reliability. However, some bureaus that had significantly revised their performance plans had not established performance baselines and, therefore, did not address the issue of data validation and verification. Also, although most bureaus' fiscal year 1999 reports disclosed data collection shortcomings and difficulties encountered in obtaining reliable data, only FWS included a separate section in its fiscal year 2001 plan that described data limitations for each performance measure.

RESPONSES TO QUESTIONS FROM THE U.S. SENATE COMMITTEE ON GOVERNMENTAL AFFAIRS

Our responses to the six questions in the May 10, 2000 letter from the Chairman of the U.S. Senate Committee on Governmental Affairs are as follows:

What performance goals for the agency's fiscal year 1999 performance plan relate directly to each of the management challenges?

Of the 231 goals reviewed, 56 goals related to the 10 management challenges¹ identified in our December 1998 letter to Congressman Dick Armey.

Bureau\Office	Challenges Applicable to Bureaus	Challenges Addressed in Bureau Plans	Goals	Goals Relating to Management Challenges
DMO	5	5	8	5
BIA	4	2	30	8
BLM	6	5	48	17
BOR	2	2	47	3
MMS	1	1	10	2
NPS	4	3	29	6
OIA	1	1	13	9
OSM	1	1	23	4
FWS	3	2	15	2
USGS	1	0	10	0

¹The key management challenges identified included: 1. Management of Indian Trust Funds, 2. Maintenance, 3. National Park Service Housing, 4. Financial Management, 5. Waste Management, 6. Revenue Collections, 7. Inspection and Enforcement of Fluid Minerals, 8. Range Monitoring, 9. Land Exchanges, and 10. Year 2000 Readiness

According to the performance report, how did the agency perform under each of the relevant goals?

Of the 231 goals reviewed, 145 were reported as met and 88 as not met, as summarized below.

Bureau\Office	Number of Goals	Goals Met	Goals Not Met
DMO	8	7	1
BIA	30	19	11
BLM	48	25	23
BOR	47	37	10
MMS	10	3	7
NPS	29	19	10
OIA	11	0	11
OSM	23	14	9
FWS	15	12	3
USGS	10	9	1
Totals	231	145	86

How valid and reliable is the data by which the agency judged its performance? Where data shortcomings exist, did the agency acknowledge them and indicate what steps it will take to correct them?

Since we did not audit the baseline measures or the reported accomplishments, we cannot make an independent assessment of the reliability and validity of the bureaus' and offices' data. However, we assessed the bureaus' and offices' validation and verification processes as described in their 1999 and 2001 plans in terms of whether the processes provided reasonable approaches that might produce reliable data. Based on these assessments, we consider the 161 of 231 goals to be based on processes that might produce reliable data if sufficient controls are implemented to ensure the integrity and consistency of the data collection. Also, bureaus and offices identified limitations on the data reliability of 104 goals and for 98 of these goals, the bureaus and offices described the actions that would be taken to improve data reliability. In our assessment we considered the discontinuation of a goal to be an action taken to address data reliability.

Where an agency has not met a performance goal, does the report adequately explain why and describe a strategy to meet the goal in the future?

Of 86 goals that were reported as not being met, the bureaus provided an adequate explanation for 82.

Where a goal from the fiscal year 1999 performance plan is not covered in the performance report or has changed, did the agency adequately explain why?

Of the 231 goals reviewed, all were in the fiscal year 1999 performance plans but 2 were not discussed in the reports. The omission of the two goals was not adequately explained. Thirteen goals in the plans were changed in the reports and only one of these changes was adequately explained.

What improvements has the agency made in its performance plan for Fiscal Year 2001 that are relevant to the above changes?

Our responses to this question are presented in our specific comments on the bureau and offices' plans and reports presented in the next section of the report.

SPECIFIC COMMENTS ON PLANS AND REPORTS

DEPARTMENTAL MANAGEMENT OFFICES (DMO)

DMO organized its fiscal year 1999 performance plan and report into 6 goal categories with 7 long-term goals and 8 annual goals and substantially revised its fiscal year 2001 plan into 4 long-term goals with 10 performance indicators. The 10 performance indicators in the fiscal year 2001 plan are essentially the same as the 7 long-term goals in the fiscal year 1999 plan with 3 additional indicators added. DMO did not describe the Departmental offices included or excluded from its plans and report. However, in the text of the plans' individual goals, reference was made to 7 of the 14 Departmental offices listed in DOI's budget justification. Typically, the plans provided for the reporting of results in terms of numbers or percentages.

Fiscal Year 1999 Performance Plan and Report

The fiscal year 1999 plan and report contained goal categories including: workforce of the future; the year 2000 computer problem; reliable and accurate financial information; faster, better, more cost-effective goods, services, and facilities; facilities maintenance and capital improvements; and waste management. The plan's long-term and annual performance goals consisted of improving the diversity of DOI's workforce; developing a new training program; achieving unqualified audit opinions on financial statements; remediating critical systems for the year 2000 date change; increasing purchase card transactions; improving accountability over museum objects; completing initial 5-year plans that identify the priority of facility maintenance needs; and establishing a baseline of environmental audit activities.

We consider seven of the eight annual goals to be appropriate indicators of the overall mission goals or goal categories with which they are allied. One annual goal, cataloguing museum collections, we consider to be inappropriately classified as "better, faster, more cost-effective goods, services and facilities," because the item does not pertain to the delivery of goods, services, or facilities. We also found that DMO revised the goal of annually increasing the percentage of catalogued museum objects to inventorying 38.2 million museum objects in the fiscal year 1999 performance report.

We cannot comment on whether DMO's fiscal year 1999 performance plan provided an adequate basis for evaluating DMO's mission or strategy because we did not review or audit to determine whether DMO did consider seven of the other Departmental offices.

Except for the two goals previously discussed, we consider most annual performance goals and targets for accomplishment of performance goals to be appropriate and results oriented. In most cases, DMO established a performance baseline that provided a reasonable approach to measuring performance and accomplishments. We cannot comment on whether the baseline data are valid or whether the performance targets (that is, the numbers, amount, or percentage of achievement) are appropriate or should be measured in greater or lesser amounts.

DMO was consistent in that, with the exception of two goals, the goal categories, long-term goals, and performance targets used in its 1999 performance plan were included in the 1999 performance report. DMO said that it achieved all but one of its fiscal year 1999 goals. Regarding the one unmet goal, achieving an unqualified opinion on the financial statements, DMO described the actions it planned to take to meet its objective.

Fiscal Year 2001 Performance Plan

In its fiscal year 2001 performance plan, DMO restated its long-term goals as (1) lead people to succeed, (2) provide the services and technology to manage, (3) ensure financial and managerial accountability, and (4) provide safe and high quality places of work. DMO also added three new goals which relate to DMO-wide operations, including: 1) completion of an information technology infrastructure protection plan; 2) completion of information technology architecture; and 3) resolution of material weaknesses and management risks.

DMO's fiscal year 2001 plan includes the fiscal year 1999 goal of establishing a DOI-wide baseline of environmental audit activities and programs. For this goal, we suggest that DMO establish a method or system for data accumulation, documentation, validation, and verification. The current plan states that bureaus differ in their capabilities to collect data and provides no explanation as to how DMO will ensure that environmental data are consistent and reliable.

In its fiscal year 2001 plan, DMO reclassifies inventorying museum property and credit card transactions as performance indicators under the long-term goal, "provide the services and technology to manage." Again, we find the museum property "indicator" inappropriately classified because the identification of museum objects is an asset accountability issue and not a services/technology management issue. If DMO intends to increase accountability over artifacts by "inventorying" or "cataloguing" the objects, we suggest that DMO clarify how it will verify and validate the accomplishment of this goal. Regarding the fiscal year 2001 goal on purchase card transactions, we found that the goal does not include indicators or measures to show that credit cards are used only for authorized and necessary purchases and/or that the purchases are transacted in compliance with regulations. Also, the plan does not provide for bureau services of internal controls to detect and prevent fraud, waste, or abuse in credit card use. We suggest that the plan provide for the bureaus to assume responsibility for validating purchase card payments and not rely on OIG for validation, as provided for in DMO's fiscal year 2001 Plan.

Departmental Management Offices

See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA PROGRAM ACTIVITY\MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
Mission Goal: The Workforce of the Future: Develop a Training and Development Approach and Achieve Levels of Diversity for the Workforce										
In Fiscal Year 1999, develop one new training and development program module focusing on the career development needs expressed by the bureaus.	Y	-	N	N	N	-	Y	N	-	
In Fiscal Year 1999, diverse representation in Interior's workforce will increase at least 1.1 % from the 1997 level.	Y	-	N	N	N	-	Y	N	-	
Mission Goal: Reliable and Accurate Financial Information: Strengthen the Integrity of Financial Operations to Ensure Accuracy of Financial Data and Obtain Unqualified Opinions on All Financial Statements										
For Fiscal Year 1999, achieve unqualified (clean) audit opinions for Interior's eight bureau financial statements, the Departmental Offices' financial statements, and the consolidated financial statements included in the Department's annual accountability report.	N	N	Y #4, 6	N	N	-	Y	N	-	Fiscal Year 1999 performance report states that MMS financial statements were not auditable and that the Department was working with MMS to address deficiencies and corrective action. Fiscal Year 1999 performance report stated that the Department had established a task group to work with BIA to resolve the auditors' concerns.

Legend of responses: Y = Yes; N = No A Dash (-) = Not applicable or no response required based on response to prior question.

Departmental Management Offices

See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA PROGRAM ACTIVITY\MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
Mission Goal: Faster, Better, More Cost Effective Goods, Services, and Facilities: Increase Productivity and Accountability in Acquisition, Financial Assistance, and Property Management Operations										
In Fiscal Year 1999, purchase transactions will exceed \$275 million.	Y	-	Y #4	N	N	-	Y	N	-	Fiscal Year 1999 performance report report states that bureaus validate data but does not state how. It also states OIG will validate the credit card data over time. The report does not state that the bureaus should validate bureau payments for purchase card transactions after they are approved by bureau management, and the report says nothing about improving agency internal or management controls over credit card transactions to prevent fraud, waste, abuse, mismanagement, irregularities, or errors.
In Fiscal Year 1999, the number of museum objects accurately catalogued will increase by 5 % annually above the baseline established in Fiscal Year 1998.	Y	-	N	N	Y	N	N	N	-	Fiscal Year 1999 performance report restated the goal from "cataloguing " museum objects to "38.2 million museum objects (cumulative) will be 'inventoried,' " while emphasizing "establishing accountability" and "accurate documentation." The change in goal and definitions directly affect the meaning of data validation and verification methods, systems, and results and, in our view, needs clarification to identify property accountability, documentation, data reliability, and validity.

Departmental Management Offices

See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA PROGRAM ACTIVITY\MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
Mission Goal: Facilities Maintenance and Capital Improvements: Improve Interior's Infrastructure by Allocating Resources That Emphasize Critical Health, Safety, and Resource Protection Deferred Maintenance Needs and Annual and Cyclical Maintenance.										
In Fiscal Year 1999, the Department of the Interior will 1) complete first Five-Year Plans, primarily emphasizing the highest priority critical health and safety and resource protection projects; 2) develop standards for condition assessments; and 3) refine requirements for maintenance management systems that provide common data elements.	Y	-	Y #2	N	N	-	Y	N	-	Fiscal Year 1999 performance report indicates a method and system for data verification and validation and states that OIG will annually audit deferred maintenance reporting.
Mission Goal: Waste Management: Conduct Environmental Audits of All Department of the Interior Facilities to Ensure Overall Environmental Compliance by the Department.										
In Fiscal Year 1999, establish a baseline of environmental audit activities and programs across the Department.	Y	-	Y #5	N	N	-	Y	Y	Y	Fiscal Year 1999 performance report states that bureaus differ in their capabilities to collect data. The Fiscal Year 1999 performance report lacks a method and system for data accumulation, documentation, validation, and verification.
Mission Goal: Year 2000 Computer Problem: Ensure the Department's Critical Information Systems and Processes Have Been Remediated and Are Operating Correctly for the Year 2000 Date Change.										
By March 31, 1999, ensure the Department's critical information systems and processes have been remediated and are operating correctly for the Year 2000 date change.	Y	-	Y #10	N	N	-	Y	N	-	Fiscal Year 1999 performance report stated that the goal was completed in March 1999 because Interior became the first cabinet agency to complete renovation and place back into service all mission-critical systems ahead of the Office of Management and Budget due date.
Total Goals: 8	7Y 1N	1N	5Y 3N	8N	1Y 7N	1N	7Y 1N	1Y 7N	1Y	

Departmental Management Offices

NOTES:

- A. The agencies generally reported whether or not the performance goal\measure was met for Fiscal Year 1999. However, in some instance the agency reported that for the performance goal\measure it did not have the data or was unable to collect the data met for the specific measure. In these instances, we recorded a No response for the performance goal\measure because it was not achieved. When necessary, a specific comment was included in the comment section.
- B. A response is only required for this question if the response in Column A was 'N'. Responses to Column B should reconcile to the number of N responses in Column A.
- C. On December 1, 1998, the Office of Inspector General provided the Congress a current assessment of the 10 key management challenges within the Department of the Interior. The table below shows each challenge and the Departmental agency it applies to.

10 Key Management Challenges	DMO	BIA	BLM	BOR	MMS	NPS	OIA	OSM	FWS	USGS
1. Management of Indian Trust Funds *										
2. Maintenance	x	x	x			x			x	
3. National Park Service Housing						x				
4. Financial Management	x	x					x			
5. Waste Management	x	x	x	x		x			x	
6. Revenue Collections	x	x	x	x	x	x		x	x	x
7. Inspection and Enforcement of Fluid Minerals			x							
8. Range Monitoring			x							
9. Land Exchanges			x							
10. Year 2000 Readiness	x									

*The Office of the Special Trustee for American Indians is responsible for the "Management of Indian Trust Funds." OST did not prepare a performance plan for Fiscal Year 1999 or produce a performance report. OST is in the process of implementing a Trust Management Improvement Project and is under a Court Order to produce a quarterly report of its progress on the High Level Implementation Plan.

- D. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals\measures were excluded from the report.
- E. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals\measures were changed in the report.
- F. If the agency excluded or changed any of its Fiscal Year 1999 planned goals\measures, indicate whether the agency adequately explained why it excluded or changed the goal\measure.
- G. We were not able to provide assurance regarding the validity and reliability of data because we have not assessed the adequacy of data collection, verification, and validation processes for each of the agency's Fiscal Year 1999 performance goals\measures. However, we attempted to determine whether the agency's verification and validation process as described in its performance plan and/or report could produce reliable data, assuming that there were adequate controls to ensure the integrity of the data throughout the process.
- H. In some instances an agency may have identified shortcomings or limitations in its data collection processes.
- I. Having identified shortcomings or limitations in its data collection processes, did the agency indicate what steps it would take to correct\overcome the problems. A Y response indicates that the agency has identified such steps or discontinued the performance goal\measure in its Fiscal Year 2001 performance plan. Responses to Column I should reconcile to the number of Y responses in Column H.

BUREAU OF INDIAN AFFAIRS

BIA's fiscal year 1999 performance plan and report had 8 mission goals, 19 long term goals, and 45 annual performance goals, while the fiscal year 2001 performance plan had 8 mission goals, 17 long term goals, and 44 annual performance. The performance targets for these goals typically consisted of units, such as number of houses repaired or fishing sites maintained, or percentages.

Fiscal Year 1999 Performance Plan and Report

The eight mission goals in the fiscal year 1999 performance plan appropriately addressed BIA's major programs.

While BIA's Fiscal Year 1999 performance report did not specifically identify the sources of data or the data verification and validation methodology for its 30 performance goals\measures that we reviewed (we excluded 2 mission goals, consisting of 15 annual performance goals that were reviewed by the GAO), its fiscal year 2001 performance plan includes a section "Data Verification and Validation" which provides a general discussion of BIA's performance data gathering and reporting process. It also indicates that its primary customers are Individual Indians and Tribal organizations and that information collection requirements limit what and when BIA can require the customer to provide data. This limits the BIA's data collection activities for 12 of the 30 goals\measures.

We are not able to provide assurance regarding the validity and reliability of data because we have not assessed the adequacy of BIA's data collection, verification, and validation processes for each of BIA's 30 performance goals\measures. However, we consider 18 of the 30 goals\measures to have processes that would produce reliable data if adequate controls are implemented to ensure the integrity of the data throughout the process.

We believe that the specific annual performance goals\measures are indicators of certain levels of program activities and that the method of reporting the results in an appendix does not communicate what outcomes were actually accomplished by performing those activities. Many of the BIA's goals\measures are activities which obligate funds through contracts, compacts, grants, or purchase orders. BIA's measurement of performance generally stops with obligating action, we believe that the plan should include measures that demonstrate whether the intended outcome from the obligations were realized and to what extent these outcomes accomplished the mission goal and long-term goal. In addition, a number of long-term goals are vague because baselines for measuring improvement have not been established and\or communicated in the plan.

Of the "Ten Management Challenges" identified in December 1998 by the OIG, four, were applicable to the BIA. BIA's fiscal year 1999 plan include goals\measures addressing "Maintenance" and "Financial Management," but did not have any goals\measures regarding "Waste Management " or "Revenue Collections." BIA estimated in 1997 that its cleanup liability for

known sites was \$66 million and that it needs approximately \$100 million for studies and evaluations to identify other sites and to determine associated estimates of cleanup costs. We believe that BIA should consider whether a performance measure should be established under the Mission Goal of Resources Management to address this matter. Also, BIA revenue collections for fiscal year 1999 were more than \$200 million. We believe that BIA should consider whether this matter should be addressed by a performance measure under the Mission Goal of Administration and Support Services.

Fiscal Year 2001 Performance Plan

BIA's fiscal year 2001 performance was changed significantly from the Fiscal Year 1999 performance plan. BIA eliminated or revised many goals/measures in order to improve the performance plan for fiscal year 2001. Overall, the fiscal year 2001 plan was an improvement. However, the fiscal year 2001 plan still includes a significant number of goals and measures that do not communicate program outcomes.

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TRIBAL GOVERNMENT MISSION GOAL: To provide Tribes with the resources they need to foster strong and stable Tribal Governments and exercise their authority as sovereign nations.										
01.01.01.01.99: The Bureau will increase the level of base funding obligations under contracts or compacts to 57.5%.	N	Y	N	N	N	-	Y	N	-	Goal was discontinued in Fiscal Year 2000. Measure is of an activity to increase funding. Measure does not reflect the outcome achieved by increased funding. Funding obligations should be verifiable to financial records.
01.01.01.02.99: Bureau will increase contract support funding to 83%.	Y	-	N	N	N	-	Y	N	-	Measure does not reflect results achieved by increased funding and is dependent on funds being appropriated. Goal/measure was significantly revised for Fiscal Year 2000. Funding obligations should be verifiable to financial records.
01.01.02.01.99: The Bureau will complete stage one of its five-stage implementation plan for the requirements of P.L. 103-176, the "Indian Tribal Justice Act".	Y	-	N	N	N	-	N	Y	Y	Measure does not reflect results achieved by implementing the activities. Verifying that activities were accomplished can be subjective and tedious. Goal/measure was significantly revised for Fiscal Year 2000.
01.01.03.01.99: The Bureau will reduce the number of petitions on active consideration within the petitioning process by 3.	Y	-	N	N	N	-	N	Y	Y	Goal was discontinued in Fiscal Year 2000. BIA cannot control the number of petitions it receives; however, it can manipulate the number that are actively being considered.

Legend of responses: Y = Yes; N = No A Dash (-) = Not applicable or no response required based on response to prior question.

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HUMAN SERVICES MISSION GOAL: Ensure that individual Indians residing on or near reservations who need assistance receive aid for basic essential needs such as food, clothing, shelter and other services that improve the conditions of families.										
02.02.01.01.99: The Bureau will provide repair and replacement work to 849 of the 30,179 eligible housing applicants.	N	Y	N	N	N	-	Y	N	-	Measure assumes that the service provided improved individual Indians living conditions. Goal\measure was significantly revised for Fiscal Year 2000, basis for allocating funds was changed provide more funding to needy applicants. Funding obligations can be verified to financial records.
02.02.01.02.99: The Bureau will increase the number of Tribes operating comprehensive welfare plans to 15.	Y	-	N	N	N	-	Y	N	-	Measure does not reflect the adequacy and/or accomplishments of tribal operated comprehensive welfare plans. This measure does not ensure that individuals who need assistance actually received the aid needed. Funding obligations of Tribes operating plans can be verified to financial records.
02.02.01.03.99: The Bureau will assist three of seven adult care facilities in becoming State Medicare providers.	N	Y	N	N	N	-	Y	N	-	BIA reported that Congress did not provide Fiscal Year 1999 requested funding, which transfers the accomplishment responsibility to the Congress. Minor changes to goal\measure in Fiscal Year 2000. Funding obligations of assistance provided can be verified to financial records.
PUBLIC SAFETY AND JUSTICE MISSION GOAL: To provide quality investigative and police services and technical expertise to Tribes.										

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02.03.01.01.99: The Bureau will reduce the Indian Country crime rate to 33 % by focusing on core law enforcement issues.	N	Y	N	N	N	-	N	Y	Y	The measure does not relate to how the goal of to provide quality investigative and police services and technical expertise to Tribes would be achieved, i.e., if crimes were not reported the measure would be achieved but not the goal. Methods for measuring performance were revised for Fiscal Year 2000. BIA is totally dependent on the information reported by Tribal law enforcement organizations. This data was not available in time to include in the Fiscal Year 1999 report.
COMMUNITY DEVELOPMENT MISSION GOAL: To provide Tribes with the resources necessary to develop a self-sustaining economic base which in turn will work to empower Tribes.										
02.04.01.01.99: The Bureau will increase the success rate of participants in reaching their educational, training and employment objectives to 70 percent.	Y	-	N	N	N	-	N	Y	Y	Grantees submit reports to BIA which will compile a consolidated database. BIA is totally dependent on outside entities for its data, thus data verification to grantee records would be time consuming and travel intensive. Measure does not address the quality of the educational training or whether the resultant employment related to the training received.
02.04.01.02.99: The Bureau will improve the success rate of businesses provided loan guarantees to 91 percent.	Y	-	N	N	N	-	N	Y	Y	Performance Goal/measure was modified by BIA in Fiscal Year 2000 to provide a meaningful measure of economic development.
02.04.02.01.99: The IACB, will increase public access to museum property by two percent.	Y	-	N	N	N	-	N	Y	Y	BIA is dependent on data submitted by IACB, verification to museum records would be time consuming. How this measure relates to achieving the goal of developing a self-sustaining economic base is not explained.

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02.04.02.02.99: The IACB will increase the number of Indian businesses promoted by five percent.	N	Y	N	N	N	-	N	Y	Y	Goal/measure was discontinued in Fiscal Year 2000. It was replaced with two new goals/measures that are more related to economic development. BIA is dependent on data submitted by IACB, verification to museum records would be time consuming.
02.04.03.01.99: The Bureau will prioritize the maintenance of the 1,400 miles of paved roads constructed with HTF.	Y	-	Y #2	N	N	-	Y	N	-	Result would be verifiable if BIA compiled a priority list, since there is no criteria cited for how such a list would be compiled there would be no basis for questioning the established priority. Measure does not reflect a result such as the miles of paved roads maintained to acceptable highway standards. This was revised for Fiscal Year 2000. Also, a new measure to maintain roads to a safe standard was added.
02.04.03.02.99: The Bureau will inspect 245 of 750 Bureau system bridges to identify, prioritize, and address safety deficiencies.	Y	-	Y #2	N	N	-	Y	N	-	Measure does not reflect a result sure as the number of bridges that meet established safety standards or number of safety deficiencies corrected. Measure revised for Fiscal Year 2000. Result would be verifiable if BIA conducted the inspections and compiled a priority list.
Administration and Support Services Mission Goal: To reduce long-term costs and improve timeliness of services through the use of modern, automated techniques and processes for management and to ensure the efficient and effective use of resources for new construction, renovation, and maintenance of Bureau-funded facilities.										
02.05.01.01.99: By September 1999, the Bureau will establish records management procedures and delegations for effectiveness.	Y	-	Y #4	N	N	-	Y	N	-	Goal was discontinued in Fiscal Year 2000. Procedures established and function transferred to Office of the Special Trustee. Special Trustee should be able to verify that procedures were prepared.

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02.05.01.02.99: The Bureau will eliminate 30 percent of reasons for qualifications to the financial statement.	Y	-	Y #4	N	N	-	Y	N	-	Measure is a percentage reduction in reasons, however, since OIG conducts the audits of the BIA's Financial Statements we could determine if results have been achieved.
02.05.01.03.99: The Bureau will improve the prompt pay interest penalty performance by 20 percent over Fiscal Year 1998 levels.	Y	-	Y #4	N	N	-	Y	N	-	Measure is a percentage of improvement in prompt pay area; however, since OIG conducts the audits of the BIA's Financial Statements we could determine if results have been achieved.
02.05.02.01.99: The Bureau will replace two of the eight schools awaiting replacement on the Replacement School Construction Priority List.	Y	-	Y #2	N	N	-	Y	N	-	These measures report contracting or grant activity for construction and/or repair. One must assume that the spending of funds accomplishes a goal. Measures do not relate to how the activity or mission goal will be accomplished. There is no mention of: how long-term costs will be reduced; how timeliness of services provided will be improved through the use of modern, automated techniques and processes for management; and how the Bureau will ensure the efficient and effective use of resources for new construction, renovation, and maintenance of Bureau-funded facilities. Verification to procurement and property documents should be adequate.
02.05.02.02.99: The Bureau will award seven major Facilities Improvement and Repair projects to reduce unsafe conditions at seven of the 187 education facility locations.	Y	-	Y #2	N	N	-	Y	N	-	
02.05.02.03.99: The Bureau will replace 10 of the 20 existing unsafe and unserviceable fire trucks.	Y	-	Y #2	N	N	-	Y	N	-	Measure does not relate to activity or mission goal, unless BIA considers a fire truck to be a facility? Verification to procurement and property documents should be adequate.
02.05.02.04.99: The Bureau will prepare 12 of 85 radio sites for conversion to narrowband technology.	N	Y	N	N	N	-	Y	N	-	Accomplishment appears to be dependent on funds being appropriated. Verification to procurement and property documents should be adequate.
EDUCATION MISSION GOAL: To provide quality education opportunities from early childhood through life in accordance with the Tribal needs for cultural and economic well-being in keeping with the wide diversity of Tribes and Alaska Native villages as distinct cultural and governmental entities.										

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02.06.01.01.99: The Bureau will decrease the student dropout rate to 11 percent.	N	Y	N	N	N	-	N	Y	Y	Goal was discontinued in Fiscal Year 2000. Bureau was dependent on the reporting from Tribal organizations to accomplish the measure.
02.06.01.02.99: The Bureau will increase student attendance to 93 percent.	N	Y	N	N	N	-	N	Y	Y	This measure does not relate to the goal of providing a QUALITY EDUCATION OPPORTUNITY. These are activity based measures not specific results. Bureau was dependent on the reporting from Tribal organizations to accomplish the measure.
02.06.01.03.99: The Bureau will increase Native Language programs to 84 percent. <i>[Discontinued]</i>	Y	-	N	N	N	-	N	Y	Y	Goal was discontinued in Fiscal Year 2000. Bureau was dependent on the reporting from Tribal organizations to accomplish the measure.
02.06.01.04.99: The Bureau will increase accredited schools to 94.5 percent.	Y	-	N	N	N	-	Y	N	-	This measure does not relate to the goal of providing a QUALITY EDUCATION OPPORTUNITY. These are activity based measures not specific results. Verification of accreditation should be easy to accomplish.
02.06.01.05.99: The Bureau will increase student transportation mileage to 67.8 percent of national rate.	Y	-	N	N	N	-	Y	N	-	Goal was discontinued in Fiscal Year 2000. Verification is a mathematical calculation based on funding provided to schools.
02.06.01.06.99: The Bureau will increase square footage within Bureau-funded schools by 2.6 percent.	Y	-	N	N	N	-	Y	N	-	Goal was discontinued in Fiscal Year 2000. Should be verifiable to real property records or Bureau records of O&M for schools. O&M funding is allocated based on square footage.
02.06.01.07.99: The Bureau will increase the number of Tribally-operated schools by 10.	N	Y	N	N	N	-	Y	N	-	Goal was discontinued in Fiscal Year 2000. Matter of summarizing contract and grant documents for operation Indian schools.

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02.06.02.01.99: The Bureau will increase the Indian Student Count at TCCCs to 12,141.	N	Y	N	N	N	-	N	Y	Y	Goal was discontinued in Fiscal Year 2000. Bureau was dependent on the reporting from Tribal organizations to accomplish the measure.
02.06.02.02.99: The Bureau will increase the number of graduates from TCCCs to 1,532	N	Y	N	N	N	-	N	Y	Y	Goal was discontinued in Fiscal Year 2000. Bureau was dependent on the reporting from Tribal organizations to accomplish the measure.
Total Goals: 30	19 Y 11 N	11 Y	8 Y 22 N	30 N	30 N	-	18 Y 12 N	12 Y 18 N	12 Y	Excluded from our review were the 15 Fiscal Year 1999 performance goals\measures that the General Accounting Office was tasked with evaluating.

NOTES:

- A. The agencies generally reported whether or not the performance goal\measure was met for Fiscal Year 1999. However, in some instance the agency reported that for the performance goal\measure it did not have the data or was unable to collect the data met for the specific measure. In these instances, we recorded a No response for the performance goal\measure because it was not achieved. When necessary, a specific comment was included in the comment section.
- B. A response is only required for this question if the response in Column A was 'N'. Responses to Column B should reconcile to the number of N responses in Column A.

Bureau of Indian Affairs

- C. On December 1, 1998, the Office of Inspector General provided the Congress a current assessment of the 10 key management challenges within the Department of the Interior. The table below shows each challenge and the Departmental agency it applies to.

10 Key Management Challenges	DMO	BIA	BLM	BOR	MMS	NPS	OIA	OSM	FWS	USGS
1. Management of Indian Trust Funds *										
2. Maintenance	x	x	x			x			x	
3. National Park Service Housing						x				
4. Financial Management	x	x					x			
5. Waste Management	x	x	x	x		x			x	
6. Revenue Collections	x	x	x	x	x	x		x	x	x
7. Inspection and Enforcement of Fluid Minerals			x							
8. Range Monitoring			x							
9. Land Exchanges			x							
10. Year 2000 Readiness	x									

*The Office of the Special Trustee for American Indians is responsible for the "Management of Indian Trust Funds." OST did not prepare a performance plan for Fiscal Year 1999 or produce a performance report. OST is in the process of implementing a Trust Management Improvement Project and is under a Court Order to produce a quarterly report of its progress on the High Level Implementation Plan.

- D. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals/measures were excluded from the report.
- E. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals/measures were changed in the report.
- F. If the agency excluded or changed any of its Fiscal Year 1999 planned goals/measures, indicate whether the agency adequately explained why it excluded or changed the goal/measure.
- G. We were not able to provide assurance regarding the validity and reliability of data because we have not assessed the adequacy of data collection, verification, and validation processes for each of the agency's Fiscal Year 1999 performance goals/measures. However, we attempted to determine whether the agency's verification and validation process as described in its performance plan and/or report could produce reliable data, assuming that there were adequate controls to ensure the integrity of the data throughout the process.
- H. In some instances an agency may have identified shortcomings or limitations in its data collection processes.
- I. Having identified shortcomings or limitations in its data collection processes, did the agency indicate what steps it would take to correct/overcome the problems. A Y response indicates that the agency has identified such steps or discontinued the performance goal/measure in its Fiscal Year 2001 performance plan. Responses to Column I should reconcile to the number of Y responses in Column H.

BUREAU OF LAND MANAGEMENT

BLM organized its fiscal year 1999 and fiscal year 2001 performance plan into eight goal categories, each of which had subsets of annual goals (48 in 1999 and 20 in 2001). The annual goals, in turn, had one or more performance targets to measure accomplishments. These targets consisted of units, such as acres, number of sites; or percentages.

Fiscal Year 1999 Performance Plan and Report

BLM's Fiscal Year 1999 Performance Plan and Report generally provided an adequate basis for evaluating BLM's accomplishment of its essential mission goals. One significant exception was that a number of BLM's goals were activity rather than program based and thus may not provide a meaningful performance measure. For most goals and measures, BLM reported that it established a performance baseline for each annual goal and that the basis for the baseline was described in a separate document. We cannot comment on whether the baseline data are valid or whether the annual goals (in terms of numerical amount) are appropriate because we have not reviewed the supporting document.

BLM's 1999 Plan provided overall but not detailed information on methods BLM planned to use to validate data. BLM said that there were data limitations in collecting data that was used to document the achievement of performance goals.

In its fiscal year 1999 performance report, BLM either met or exceeded 26 of 48 goals. BLM adequately explained why 22 goals were not met and provided a strategy to ensure that the goals will be met in the future or deleted it, or revised the goal.

One long-term goal target in the fiscal year 1999 Plan was changed in the performance report without any explanation. BLM changed the goal for "acres of vegetation are improved" from 316,000 acres to 250,000 acres (although the Report stated that 253,771 acres were improved).

Fiscal Year 2001 Performance Plan

In its fiscal year 2001 Plan, BLM added one mission goal, deleted one mission goal, deleted 30 annual goals, and added or modified other annual goals. As a result of these changes, the 2001 plan is a significant improvement over the 1999 plan in that it contains more annual goals to measure program performance. Because BLM has a complex mission and is responsible for managing 264 million acres of public land and 70 million acres of subsurface interests on privately owned lands, we consider the task of establishing meaningful goals and measures to be a difficult one for BLM.

The 2001 plan provided detailed information on the data that would be used to measure performance and in most cases described the data collection process and the methods used to validate the data.

Based on our review, we believe that BLM could improve its fiscal year 2001 plan to convey program objectives and the accomplishments of performance measures as follows:

- Provide additional information to more fully explain its goals and measures and the significance of each goal measure.

- Describe the total program area for which a measure has been established. For example, one fiscal year 2001 annual goal is to correct physical safety hazards at 10 abandoned mine sites and clean up 156 hazardous material sites. The plan did not identify the total number of sites that have been identified as needing improvements.

- Establish more precise and limited goals to measure program performance. For example, one fiscal year 2001 goal is to "complete 91% of actions on existing energy and mineral leases, permits, and claims consistent with established land health standards to minimize future liabilities." This goal encompasses oil and gas leases which generate about \$517 million of Federal revenue, coal leases which generate about \$305 million of Federal revenue, and production of other revenue-producing minerals (such as gold, silver, and copper). Because each of these resources requires separate oversight and program management activities, we believe that a separate measure is needed to monitor performance in each area.

- Add annual goals or measures for some programs. For example, BLM has two goals directly related to its cultural resource program. While these goals address critical elements and known problem areas within the program, BLM has no goal, measure, or strategy for inventorying BLM lands to identify all culturally significant sites. Because OIG, in a 1999 audit report, stated that BLM had comprehensively surveyed less than 5 percent of its lands for the presence of cultural sites, we believe that BLM needs to include in its performance plan a process for identifying its culturally significant sites.

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Provide Opportunities for Environmentally Responsible Recreation										
01.01.01.00 80% of users are satisfied with the condition of BLM recreation areas.	Y	-	N	N	N	-	Y	Y	Y	Goal was revised for Fiscal Years 2000 and 2001 to measure condition per BLM maintenance records rather than recreation users being surveyed.
01.01.02.00 65% of users are satisfied with recreation information and services accessed electronically.	Y	-	N	N	N	-	Y	Y	Y	Goal was discontinued.
01.01.03.00 90% of field offices are managing recreation activities and resources within BLM's local and regional market niche(s), and 73% of BLM recreation customers are satisfied with their experience (117 total field offices.)	Y	-	N	N	N	-	Y	Y	Y	Goal was discontinued.
01.01.04.00 Recreation fee collections increased to \$7,430,000, and state grant funds total \$6,170,000.	N	Y	Y #6	N	N	-	Y	Y	Y	Goal was discontinued.
Provide Opportunities for Environmentally Responsible Commercial Activities										
01.02.01.00 Report annual economic benefits of commercial activities-statistics.	N	Y	Y #6	N	N	-	N	Y	Y	Goal was discontinued. BLM did not establish a target amount.
01.02.01.00 Complete reviews on 30% (2.18 million acres) of BOR withdrawals and initiate Federal Energy Regulatory Commission Relicensing Reviews.	N	Y	Y #6	N	N	-	N	Y	Y	Goal was discontinued.
01.02.02.00 100% of NEPA documents for new commercial authorizations address achievement of land health standards.	N	Y	N	N	N	-	Y	Y	Y	Goal was discontinued.

Legend of responses: Y = Yes; N = No A Dash (-) = Not applicable or no response required based on response to prior question.

Bureau of Land Management

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01.02.02.00 211.0 MMBF (34,815 mcf) of timber is offered for sale under the standards and guidelines for land health outlined in the Pacific Northwest Forest Plan.	N	Y	Y #6	N	N	-	Y	Y	Y	Goal was revised for Fiscal Year 2001.
01.02.03.00 Backlogs in authorizing rights-of-way and oil and gas applications for permit to drill are cumulatively reduced from the 1998 baseline by 20% and 10%, respectively, and customer satisfaction with use authorization processes is increased to 66%.	N	Y	Y #7	N	N	-	N	Y	Y	Goal was revised for Fiscal Year 2001.
01.02.04.00 45 abandoned mines that degrade water quality are improved or remediated.	Y	-	Y #5	N	N	-	Y	Y	Y	Goal was incorporated into another goal.
01.02.04.00 66% of regulations are reviewed for adequacy of bonds or other financial assurances, and needed revisions are initiated to protect the financial interests of the public.	Y	-	N	N	N	-	Y	Y	Y	Goal was discontinued.
Preserve Natural and Cultural Heritage										
01.03.01.00 One state is employing a statewide vegetation classification system for rare, vulnerable, and representative habitat types.	N	Y	N	N	N	-	N	Y	Y	Goal was abandoned in Fiscal Year 1999 because of a lack of funds.
01.03.01.00 40% of site records for recorded cultural properties on public lands are automated, and 15% of site locations for recorded cultural properties are digitized.	Y	-	N	N	N	-	N	Y	Y	Goal was discontinued.
01.03.02.00 5% of evaluation studies for National Wild and Scenic Rivers are completed.	N	Y	N	N	N	-	N	Y	Y	Goal was discontinued.
01.03.03.00 Conditions are improved in 2% of wilderness areas, wild and scenic rivers, areas of critical environmental concern, and other designated special areas.	Y	-	N	N	N	-	Y	Y	Y	Goal was modified for Fiscal Years 2000 and 2001.

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01.03.03.00 76 Herd Management Areas are at Appropriate Management Level and 6,316 (100%) of wild horses and burros removed from public lands are accurately accounted for and are monitored for humane treatment.	N	Y	Y #8	N	N	-	Y	Y	Y	Goal was modified for Fiscal Years 2000 and 2001.
01.03.03.00 Three visitor\operations sites will be designated for the Escalante-Grand Staircase National Monument.	N	Y	N	N	N	-	N	Y	Y	Goal was discontinued.
01.03.03.00 79% of customers are satisfied with BLM's protection of historical, cultural, and other heritage resources.	Y	-	N	N	N	-	Y	Y	Y	Goal increased to 82% for Fiscal Years 2000 and 2001.
Reduce Threats to Public Health, Safety, and Property										
01.04.01.00 In Fiscal Year 1999, the percentage of BLM facilities in good safety, health, and environmental condition will be increased by 2% over the 1998 baseline, and 111 hazardous materials sites will be under remediation.	N	Y	Y #2	N	N	-	Y	Y	Y	Goal was modified for Fiscal Years 2000 and 2001.
01.04.02.00 Facilities structurally maintained in fair or good condition are increased an average of 1 percent (includes recreation sites, administrative sites, trails, roads, bridges, and dams).	N	Y	Y #2	N	N	-	Y	Y	Y	Goal was modified for Fiscal Years 2000 and 2001.
01.04.03.00 100% of state and field offices are prepared for emergencies and can respond to current threats.	Y	-	N	N	N	-	Y	Y	Y	Goal was modified for Fiscal Years 2000 and 2001.
01.04.04.00 15 steps are completed in the Wildland Firefighter Awareness Study\Implementation Plan, and 60% of key firefighting positions have new standards.	Y	-	N	N	N	-	N	Y	Y	Goal was discontinued.

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Improve Land, Resource, and Title Information										
01.05.01.00 Automated land records cartographic products module is deployed in 0% of states.	N	Y	N	N	N	-	N	Y	Y	Goal was discontinued.
01.05.02.00 25,000 townships of GCDB data are collected (cumulative) and percent of total.	Y	-	N	N	N	-	Y	Y	Y	Goal was incorporated into another goal.
01.05.03.00 Land resource information is available on Internet map servers in 10% of BLM states.	Y	-	N	N	N	-	N	Y	Y	Goal was discontinued.
Provide Economic and Technical Assistance										
01.06.01.00 15% of field offices have formal agreements with federally recognized tribes.	Y	-	N	N	N	-	Y	Y	Y	Goal was modified for Fiscal Years 2000 and 2001.
01.06.01.00 Document the specific trust responsibilities of 66% of field offices by tribe.	N	Y	N	N	N	-	N	Y	Y	Goal was discontinued.
01.06.02.00 100% of land entitlement action plans are completed for states, tribes, and Alaska Natives that have statutory land entitlements.	Y	-	N	N	N	-	Y	Y	Y	Goal was discontinued.
Restore and Maintain the Health of the Land										
02.01.01.00 53% of land use plans contain comprehensive land health standards.	N	Y	Y #5, 8	N	N	-	Y	Y	Y	Goal was discontinued.
02.01.01.00 5 (of 7 total) milestones are completed for the national health of the land reporting system.	N	Y	Y #5, 8	N	N	-	Y	Y	Y	Goal was incorporated into another goal for Fiscal Years 2000 and 2001.
02.02.02.00 Assess 7,065 miles of flowing riparian areas and 2,347,00 acres of key watersheds and standing wetlands.	N	Y	Y #5,7,8	N	N	-	Y	Y	Y	Goal was incorporated into another goal for Fiscal Years 2000 and 2001.

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02.03.01.00 Improvements are completed on 39,974 acres of watersheds and 2,000 miles of riparian in the NW Forest Plan, Interior Columbia Basin, and other priority areas.	Y	-	Y #5,8	N	N	-	Y	Y	Y	Goal was incorporated into another goal for Fiscal Years 2000 and 2001.
02.03.02.00 Plant and animal habitat improvement prescriptions are applied on 1,213,500 acres and 800 miles of public lands.	Y	-	Y #5,7,8	N	N	-	Y	Y	Y	Goal was incorporated into another goal for Fiscal Years 2000 and 2001.
02.03.03.00 250,000 acres of vegetation communities are improved.	Y	-	Y #8	N	Y	N	Y	Y	Y	Goal was 316,000 acres in Fiscal Year 1999 plan. No explanation for the change. Goal was incorporated into another goal for Fiscal Years 2000 and 2001.
02.03.04.00 116,494 acres are treated to prevent spread of noxious weeds and undesirable plants.	Y	-	Y #8	N	N	-	Y	Y	Y	Goal was incorporated into another goal for Fiscal Years 2000 and 2001.
Improve Organizational Effectiveness										
03.01.01.00 Establish national protocols for identifying scientific information needs with 3 national research organizations.	Y	-	N	N	N	-	N	Y	Y	Goal was discontinued.
03.01.02.00 16 regional information sharing partnerships are established to increase condition and trend data and innovative resource management practices.	Y	-	N	N	N	-	N	Y	Y	Goal was discontinued.
03.01.03.00 Two field classrooms will be available to teachers and students on BLM public land under the Hands-on -the-Land network of field classrooms.	Y	-	N	N	N	-	N	Y	Y	Goal was discontinued.
03.02.01.00 66% of public lands are covered by multi-jurisdictional planning efforts, and 60% of state and local government stakeholders and partners are satisfied with BLM's ability to communicate with the public.	N	Y	N	N	Y	Y	N	Y	Y	Goal was discontinued. This Goal had 2 performance measures. BLM revised 1 measure downward from 66% to 9% and reported it was achieved and reported that it did not collect data for the other measure.

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03.03.01.00 \$8,977,000 is leveraged as a result of the BLM Challenge Cost Share Program.	Y	-	N	N	N	-	N	Y	Y	Goal was discontinued.
03.04.01.00 60% of users are satisfied with BLM's Management Information System.	N	Y	N	N	N	-	N	Y	Y	Goal was discontinued.
03.05.01.00 The dollar amount of operating costs recovered is increased to \$55,000,000.	Y	-	Y #6	N	N	-	N	Y	Y	Goal was discontinued.
03.06.01.00 97% of payments subject to the Prompt Payment Act do not require interest.	Y	-	N	N	N	-	N	Y	Y	Goal was discontinued.
03.07.01.00 70% of customers are satisfied with BLM's Annual performance report.	Y	-	N	N	N	-	N	Y	Y	Goal was discontinued.
03.08.01.00 63 offices and interagency centers providing services to the public are co-located. 65% of customers are satisfied with BLM's working with other federal and state agencies and organizations.	N	Y	N	N	N	-	N	Y	Y	Goal was discontinued.
03.09.01.00 57% of employees say customer service is an important priority.	N	Y	N	N	N	-	N	Y	Y	Goal was discontinued.
03.10.01.00 Critical skills are identified for 20% of BLM's job series. BLM has about 140 job series.	N	Y	N	N	N	-	N	Y	Y	Goal was discontinued.
03.11.01.00 Annual workforce composition statistics (national).	N	Y	N	N	N	-	N	Y	Y	Goal was discontinued. BLM did not establish a target performance level for this goal.
Total Goals: 48	25Y 23N	23Y	17Y 31N	48N	2Y 46 N	1Y 1N	24Y 24N	48Y	48Y	

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NOTES:

- A. The agencies generally reported whether or not the performance goal\measure was met for Fiscal Year 1999. However, in some instance the agency reported that for the performance goal\measure it did not have the data or was unable to collect the data met for the specific measure. In these instances, we recorded a No response for the performance goal\measure because it was not achieved. When necessary, a specific comment was included in the comment section.
- B. A response is only required for this question if the response in Column A was 'N'. Responses to Column B should reconcile to the number of N responses in Column A.
- C. On December 1, 1998, the Office of Inspector General provided the Congress a current assessment of the 10 key management challenges within the Department of the Interior. The table below shows each challenge and the Departmental agency it applies to.

10 Key Management Challenges	DMO	BIA	BLM	BOR	MMS	NPS	OIA	OSM	FWS	USGS
1. Management of Indian Trust Funds *										
2. Maintenance	x	x	x			x			x	
3. National Park Service Housing						x				
4. Financial Management	x	x					x			
5. Waste Management	x	x	x	x		x			x	
6. Revenue Collections	x	x	x	x	x	x		x	x	x
7. Inspection and Enforcement of Fluid Minerals			x							
8. Range Monitoring			x							
9. Land Exchanges			x							
10. Year 2000 Readiness	x									

*The Office of the Special Trustee for American Indians is responsible for the "Management of Indian Trust Funds." OST did not prepare a performance plan for Fiscal Year 1999 or produce a performance report. OST is in the process of implementing a Trust Management Improvement Project and is under a Court Order to produce a quarterly report of its progress on the High Level Implementation Plan.

- D. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals\measures were excluded from the report.
- E. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals\measures were changed in the report.
- F. If the agency excluded or changed any of its Fiscal Year 1999 planned goals\measures, indicate whether the agency adequately explained why it excluded or changed the goal\measure.
- G. We were not able to provide assurance regarding the validity and reliability of data because we have not assessed the adequacy of data collection, verification, and validation processes for each of the agency's Fiscal Year 1999 performance goals\measures. However, we attempted to determine whether the agency's verification and validation process as described in its performance plan and/or report could produce reliable data, assuming that there were adequate controls to ensure the integrity of the data throughout the process. In addition, the FY 1999 plan referenced a 130-page document which stated BLM included detailed information on data specifications for each goal. OIG did not review this document.
- H. In some instances an agency may have identified shortcomings or limitations in its data collection processes. BLM's Fiscal Year 2001 performance plan acknowledges that BLM has shortcomings in collecting data and explains how it is trying to overcome this problem.
- I. Having identified shortcomings or limitations in its data collection processes, did the agency indicate what steps it would take to correct\overcome the problems. A Y response indicates that the agency has identified such steps or discontinued the performance goal\measure in its Fiscal Year 2001 performance plan. Responses to Column I should reconcile to the number of Y responses in Column H.

BUREAU OF RECLAMATION

BOR's fiscal year 1999 performance plan and report had 15 mission goals, 47 annual performance goals, and 47 performance indicators. Its fiscal year 2001 plan had 3 mission goals, 27 annual goals, and 48 performance indicators (some annual goals had 2 or more indicators). The indicators typically consisted of units, such as number of projects or reviews; single tasks, such as issuing guidelines; or percentages.

Fiscal Year 1999 Performance Plan and Report

BOR's fiscal year 1999 performance plan included 15 mission goals and 47 annual performance goals which covered all of BOR's major programs. However, several of the mission goals were overlapping and/or did not address major program areas or program outcomes. For example, the plan included the mission goal "Facility Maintenance and Rehabilitation" which addressed all BOR facilities but also included a separate goal, "Enhance Recreational Opportunities Through State and Local Partnerships," which addressed the maintenance of recreation facilities.

Several annual goals had performance indicators which measured the accomplishment of processes and activities (outputs) rather than the accomplishment of the missions (outcomes). For example, BOR established annual goals/performance indicators such as drafting proposed surplus and shortage guidelines for the Colorado River; increasing the number of tribes receiving BOR technical assistance to 10; publishing the results of 72 research projects; reviewing and commenting on 100 percent of water conservation plans submitted for review; and preparing 5 regional reports on the quality, accuracy, and accessibility of BOR's water quality reporting systems. Generally, the plan's performance indicators did not measure BOR's progress in accomplishing mission goals. For example, there were six annual goals addressing the mission goal "Increase Water Availability," but none of the goals actually measure the increase in water availability. (BOR included a goal in its FY 2001 Plan which measures increases in water availability, but it is limited to the CALFED Bay-Delta Program.) Similarly, none of the four annual goals under the mission goal "Maintain and protect water quality" provided baseline information on water quality or any performance measurements demonstrating the progress in accomplishing the mission goal.

The plan did not include sufficient baseline data or other information for us to determine whether performance indicators were appropriate. For example, the plan did not discuss why the performance indicator for the goal "Provide Power" increased from \$2.18/Mwh in fiscal year 1998 to \$2.57/Mwh in fiscal year 1999.

We are unable to provide independent assurance regarding the reliability of BOR's performance data because neither the plan nor the report described the verification and validation processes for each performance measure, and we have not assessed the adequacy of BOR's data collection, verification, and validation processes or tested the accuracy of the reported data. However, the fiscal year 2001 does describe the validation and verification process for each indicator, including those for the 12 goals carried over from the fiscal year 1999 plan, and it appears that these processes would produce reliable data assuming that adequate controls are in place to ensure the

integrity and consistency of the data throughout the process. We also determined that the performance data for 10 additional goals in the fiscal year 1999 plan was likely to be reliable because the goal was simply to complete a task such as issuing guidelines.

Fiscal Year 2001 Performance Plan

We believe that BOR's fiscal year 2001 plan is a significant improvement, in both format and content, over its fiscal year 1999 plan. BOR decreased the number of mission goals from 15 to 3, which eliminated overlapping goals and provided a clearer link to its budget categories. BOR also decreased the number of annual performance goals and measures from 47 to 27 by eliminating some goals and measures and combining others. For example, BOR eliminated 21 goals which were one-time efforts that were completed in fiscal year 1999 or expected to be completed in fiscal year 2000; 8 goals which it determined were unmeasurable or did not provide a meaningful measurement of achievement of a mission goal; and 3 goals that were process oriented. BOR adequately described its basis for eliminating these goals. The 27 goals in the fiscal year 2001 plan include 15 new goals and 12 goals from the fiscal year 1999 plan, some of which had modified performance measurements.

BOR's mission and long-term goals on managing, developing and protecting water and related resources and on operating, maintaining and rehabilitating facilities generally cover BOR's major programs and functions. However, its third mission goal, "Advance Reclamation's Organizational Effectiveness" includes some activities such as customer service benchmarking evaluating workforce capability, and workforce representation (diversity) that support the accomplishment of the other goals. Also, none of the eight annual performance goals provide measures demonstrating that organization effectiveness has improved as a result of those activities.

While the Fiscal Year 2001 Plan contains more outcome measures than the Fiscal Year 1999 Plan, it still contains a relatively large number of output measures which do not fully demonstrate that BOR has achieved its mission or long-term goals. For example, to address its long-term goal of improving water quality affected by BOR projects, the fiscal year 2001 Plan included the following annual goal: Conduct water quality assessments at 10 BOR reservoirs and stream segments, implement 3 operational changes and structure modifications, and provide technical assistance to states and local watershed groups. Although these activities may contribute to accomplishing the goal, they do not provide a measurement of water quality improvement. Overall, many of the goals and measures in the plan while measuring outputs rather than outcomes, appear to represent critical initial steps in accomplishing BOR's long-term goals, including the establishment of procedures and baseline information. We would expect that once these activities are accomplished, more outcome-oriented goals and measures can be established.

An additional improvement in the fiscal year 2001 plan is the inclusion of a brief description, for each performance measure, of BOR's data collection methodology, sources, and limitations and its data verification and validation process. The plan also indicates that BOR has issued a guide on procedures and definitions for reporting on the fiscal year 2001 annual performance goals.

BOR's verification and validation procedures should ensure the reliability of the reported performance information if adequate control procedures are in place to ensure the accuracy and consistency of the data.

Regarding the key management challenges applicable to BOR (Revenue Collections and Waste Management), the fiscal year 2001 plan did not sufficiently address these issues. Our prior audits have identified several issues related to and sound business practices with respect to cost recovery on BOR's water projects, and several of the related recommendations have not yet been fully resolved and/or implemented. While the fiscal year 2001 plan contains some goals related to these issues ("Complete long-term water contract renewals" - to ensure full collection of contract obligations; "Improve incidental resource management," (which addresses prior OIG recommendations) and "Improve management of indirect costs") we believe that the plan could be improved by including a goal which addresses the overall issue of ensuring that BOR employs sound business practices in recovering the costs of its projects, including the timely resolution of all related audit issues. With respect to the Waste Management challenge, the annual related goal in the fiscal year 1999 plan has been discontinued and the fiscal year 2001 Plan does not include an annual goal which specifically addresses this issue.

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Mission Goal: Manage, Develop, and Protect Water and Related Resources										
1. Deliver water. In Fiscal Year 1999, deliver or release the amount of water [30.3 million acre feet] contracted for from Reclamation owned and operated facilities.	Y	-	N	N	N	-	Y	Y	N	Goal included in Fiscal Year 2001 Plan (No. 2.9.01 - Meet water contracts).
2. Provide power. Generate power to meet Reclamation's contractual commitments 100 percent of the time.	Y	-	N	N	N	-	Y	Y	Y	Goal included in Fiscal Year 2001 Plan (No. 2.9.02 - Deliver power to meet contracts).
3. Cost of power. In Fiscal Year 2000, attain power production costs per megawatt capacity that rank in the upper 25 percentile (ranked lowest cost to highest) for comparable hydropower facilities.	Y	-	N	N	N	-	Y	Y	Y	The goal is included in Fiscal Year 2001 Plan (No. 2.12.01 - Achieve cost effective power production), but the basis for measuring accomplishment was modified. The determination of cost efficiency requires accounting records that include power generation costs. Prior OIG reports have found that all power-related costs were not always allocated to the power function, which could understate power costs and impact power rates. For example, the project cost allocation for the Columbia Basin Project does not include about \$100 million in power related construction costs.
4. Drought response plans. By the end of Fiscal Year 1999, in conjunction with the Western Governors Association, Reclamation will identify the criteria for analyzing existing Drought Response Plans adopted by states, tribes, localities, federal agencies, and other entities.	Y	-	N	N	N	-	Y	N	-	This was a one-time effort that has been completed, and the goal was not included in the Fiscal Year 2001 Plan.

Legend of responses: Y = Yes; N = No A Dash (-) = Not applicable or no response required based on response to prior question.

Bureau of Reclamation

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5. Drought workshops. By the end of Fiscal Year 1999, in conjunction with the National Drought Mitigation Center, Reclamation will complete five drought workshops to help local, state, and other entities learn how to prepare Drought Contingency Plans and evaluate mitigation options.	Y	-	N	N	N	-	N	N	-	This was a one-time effort that was completed in Fiscal Year 1999, and the goal was not included in the Fiscal Year 2001 Plan. The goal measured output (the accomplishment of an activity) rather than outcome.
Mission Goal: Increase Water Availability										
6. Lower Colorado River water market rule. By the end of Fiscal Year 1999, have in place a consensus-based rule to implement interstate water marketing in the Lower Basin of the Colorado River System.	N	Y	N	N	N	-	Y	N	-	This was a one-time effort that was completed in November 1999, and the goal was not included in the Fiscal Year 2001 Plan. The goal measured output rather than outcome.
7. Colorado River diversions. By the end of Fiscal Year 1999, Reclamation will have in place a plan developed with stakeholders, that will ensure that California will be able to limit its Colorado River diversions, if and when required to no more than its maximum entitlement of 4.4 million acre-feet per year.	N	Y	N	N	N	-	Y	N	-	This was a one-time effort that was completed in October 1999, and the goal was not included in the Fiscal Year 2001 Plan. The goal measured output rather than outcome.
8. Surplus\shortage guidelines. By the end of Fiscal Year 1999, draft proposed surplus and shortage guidelines for the Colorado River.	Y	-	N	N	N	-	Y	N	-	This was a one-time effort that was completed in Fiscal Year 1999, and the goal was not included in the Fiscal Year 2001 Plan. The goal measured output rather than outcome.
9. Water recycling projects. In Fiscal Year 1999, Reclamation will facilitate development of new water supplies by participating in water reuse feasibility studies, completing construction prerequisites for meritorious projects, and entering into cooperative agreement(s) for initiation of construction of at least 1 of 18 water recycling project authorizations in Fiscal Year 1997.	Y	-	N	N	N	-	Y	N	-	This goal is included in the Fiscal Year 2001 Plan as part of goal No. 1.1.0.1 - Complete water delivery and recycling\reuse projects . While the Fiscal Year 1999 goal measured output, the Fiscal Year 2001 goal includes an additional more meaningful measure of achieving the mission goal of "Increase Water Availability": the number of acre feet of recycled water.

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10. Assist water districts. By the end of Fiscal Year 1999, increase the efficient use of water supplies associated with federal water projects by assisting 201 districts, through the Water Conservation Field Services Program, and other programs to develop, submit, and implement effective water conservation plans.	Y	-	N	N	N	-	Y	Y	Y	This goal was included in the Fiscal Year 2001 Plan as part of goal No. 1.1.02 - Facilitate water use efficiency . A more meaningful measure of the mission goal "Increase Water Availability" would include the amount of conserved water to be applied to other uses.
11. Water conservation plans. Fiscal Year 1999, Reclamation will review and comment on 100% of all water conservation plans submitted 30 days prior to the end of the federal fiscal year.	Y	-	N	N	N	-	N	N	-	This goal, which measured output, was not included in the Fiscal Year 2001 Plan.
Mission Goal: Complete Projects Under Construction										
12. Complete construction projects. By the end of Fiscal Year 1999, initiate project benefits and recovery of federal capital investments by substantially completing 10 water supply and energy projects under construction in Fiscal Year 1997 and implementing repayment contracts and providing benefits.	Y	-	N	N	N	-	N	N	-	This goal, which measured output, was not included in the Fiscal Year 2001 Plan.

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Mission Goal: Fulfill Obligations to Indian Tribes										
13. Assist tribes. In Fiscal Year 1999, increase by 10 the number of tribes receiving Reclamation technical assistance.	Y	-	N	N	N	-	Y	Y	Y	This goal was included in the Fiscal Year 2001 Plan (No. 1.4.01 - Provide technical assistance to tribes in water resource use), but the performance measure was slightly modified to measure the total number of tribes receiving assistance. This is a process-oriented goal and does not measure the results of providing assistance to the tribes. BOR provided assistance to 19 tribes in Fiscal Year 1999 (9 more than its goal of 10). Because the number of tribes assisted is dependent, in part, on the number of requests received, it may be difficult to establish a valid target for this goal.
14. Indian trust assets. In Fiscal Year 2000, ensure that Reclamation considers potential impacts on Indian trust assets (ITAs) in 100 percent of new Reclamation actions through affirmative measures codified in Reclamation's trust procedures.	Y	-	N	N	N	-	N	N	-	This goal, which measured output, was not included in the Fiscal Year 2001 Plan.
Mission Goal: Maintain and Protect Water Quality										
15. Planning and remediation projects. By the end of Fiscal Year 1999, complete planning activities for Stillwater area, Nevada; Middle Green River, Utah; and Kendrick Reclamation Project, Wyoming. Continue planning in Gunnison\Grand Valley, Colorado. Continue remediation at Middle Green River, and initiate remediation at Kendrick Reclamation Project.	N	Y	Y #5	N	N	-	N	Y	Y	This goal, which measured output, was a one-time effort, and planning was completed in Fiscal Year 1999 for 4 of the 6 projects targeted. The goal was not included in the Fiscal Year 2001 Plan, but BOR said it will continue efforts to complete the planning for the 2 remaining projects.

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See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOALS/MEASURES	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS/ MEASURES AND VALIDATION METHODS
16. Remove Colorado River salt. In Fiscal Year 1999, improve Colorado River water quality by removing at least 25,000 new tons of salt at a cost not greater than \$50 per ton.	Y	-	N	N	N	-	Y	Y	N	This goal was included in the Fiscal Year 2001 Plan (No. 1.3.01 - Remove Colorado River Salt).
17. Water quality reports. By the end of Fiscal Year 1999, prepare 5 regional reports on the quality, accuracy, and accessibility of Reclamation's water quality reporting systems to better understand the quality of water at Reclamation facilities.	Y	-	N	N	N	-	N	N	-	The goal was not included in the Fiscal Year 2001 Plan. This was a process-oriented goal/measure and did not show the accomplishment of the mission goal of "Maintaining and protecting water quality."
18. Identify reservoirs and streams for water quality assessments. As part of a cooperative effort, by the end of Fiscal Year 1999, identify up to 20 priority reservoirs and streams to USGS for characterization of water quality affected by Reclamation facility operations.	Y	-	N	N	N	-	N	N	-	The goal was not included in the Fiscal Year 2001 Plan. This was a process-oriented goal/measure and does not show the accomplishment of the mission goal of maintaining and protecting water quality.
Mission Goal: Transfer Research and Technology										
19. Research projects. In Fiscal Year 1999, develop, test, demonstrate, and publish the results of 72 research projects on water resources, environment resources, and facilities and infrastructure through Reclamation-wide partnerships and with other federal and non-federal entities.	Y	-	N	N	N	-	N	N	-	Goal was discontinued for Fiscal Year 2001 because the research program supports all of the mission goals. This is a process-oriented goal, and there is no measurement of the benefits derived from the research projects.

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GPRA MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOALS\MEASURES	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
Mission Goal: Operate Facilities										
20. Review operating plans. By the end of Fiscal Year 1999, Reclamation will review existing Reclamation-owned and operated facility operating plans to ensure that operations meet authorized project purposes and to identify flexibility for modifying operations to accommodate the needs of broader range of resource uses as changing requirements dictate.	Y	-	N	N	Y	N	N	N	-	The goal, which measured output, was discontinued for Fiscal Year 2000 "to reduce process goals." The performance plan did not identify the number of operating plans to be reviewed, while the performance report shows a target of 43 plans.
21. Prevent floods. In Fiscal Year 1999, manage Reclamation facilities to continue to prevent or minimize flood damage.	Y	-	N	N	N	-	N	Y	Y	Goal was not included in the Fiscal Year 2001 Plan. The reported benefits of \$2.3 billion does not represent the result of BOR's Fiscal Year 1999 activities to prevent or minimize flood damage but instead measures the entire amount of flood damages averted by BOR's projects and normal operation of the facilities. Further, the results should not have been reported as "exceed target" because no target was established because BOR "cannot predict flood benefits."
22. Controlled releases. In Fiscal Year 1999, maintain controlled releases from Reclamation-operated reservoirs 100% of the year for predictable hydrological events.	Y	-	N	N	N	-	N	N	-	Goal was not included in the Fiscal Year 2001 Plan because it is unlikely that BOR would not maintain controlled releases 100 percent of the time.
23. Power availability. In Fiscal Year 1999, where cost/benefit analysis justifies expenditure, attain an 85% availability rate for non-seasonal hydropower generating units, from the 1997 84% availability rate, considering water systems, power systems, and environmental limitations.	Y	-	N	N	N	-	N	Y	Y	Goal was not included in the Fiscal Year 2001 Plan because BOR said the goal does not accurately measure facility reliability.

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See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOALS\MEASURES	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
Mission Goal: Facility Maintenance and Rehabilitation										
24. Maintenance schedules. By the end of Fiscal Year 1999, at Reclamation-operated facilities, prepare a schedule of maintenance needs, on a per-facility basis, necessary to maintain or upgrade those facilities at levels that will maintain their availability (100%).	Y	-	N	N	N	-	N	N	-	This goal, which measured output, was discontinued to reduce the number of process goals.
25. Analysis of O&M. In Fiscal Year 1999, 5 of the 16 area offices with operation and maintenance (O&M) responsibility will complete formal analyses of O&M practices for one Reclamation-operated water storage and delivery system to identify economically justifiable measures that will reduce system breakdowns.	Y	-	N	N	Y	N	N	N	-	This goal, which measured output, was not included in the Fiscal Year 2001 Plan. The goal does not measure whether required maintenance has been performed or the condition of Reclamation's facilities.
26. Test governors and voltage regulators. In Fiscal Year 1999, Reclamation will test and adjust approximately 20 percent of 140 governors and voltage regulators at power facilities consistent with our strategy to review all governors and voltage regulators every 5 years to maintain power system stability at or above Western Systems Coordinating Council requirements.	Y	-	N	N	N	-	N	Y	Y	This goal, which measured output, was not included in the Fiscal Year 2001 Plan. The goal does not measure whether required maintenance has been performed or the condition of Reclamation's facilities.
27. Forced outage. In Fiscal Year 1999, attain a three 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.	Y	-	N	N	N	-	Y	N	-	This goal was included in the Fiscal Year 2001 Plan (No. 2.13.01 - Maintain a lower forced outage rate).

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GPRA MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOALS\MEASURES	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
Mission Goal: Reduce Risk to Public Safety										
28. Safety of Dams peer findings. Implement actions to address all findings of the Commissioner's 1997 Dam Safety Peer Review (CDSPR) by the end of Fiscal Year 1999.	Y	-	N	N	N	-	N	N	-	This process-oriented goal was a one-time effort that was completed in Fiscal Year 1999 and was not included in the Fiscal Year 2001 Plan.
29. Safety of Dams Officer recommendations. By the end of Fiscal Year 1999, implement all approved Dam Safety Officer's recommendations as presented in the annual dam safety assessment report.	Y	-	N	N	N	-	N	N	-	This process-oriented goal was a one-time effort that was completed in Fiscal Year 1999 and was not included in the Fiscal Year 2001 Plan.
30. Safety of dams modifications. From Fiscal Year 1998 to the end of Fiscal Year 1999, complete correction of deficiencies at nine dams.	Y	-	N	N	N	-	Y	N	-	This goal was included in an expanded goal, Reduce risks , in the Fiscal Year 2001 Plan (No. 2.15.01). The validity of the goal of completing correction of deficiencies at nine dams cannot be determined from the report because it is not clear how many dams have deficiencies that require corrective action.
31. Emergency action plans for high hazard dams. By the end of Fiscal Year 1999, complete upgrade of emergency action plans (EAPs) to ensure all 247 high hazard and significant hazard Reclamation dams meet the requirements of Reclamation Directive FAC-01-01, "Emergency Management."	N	Y	N	N	N	-	N	N	-	This goal, which measured output, was a one-time effort that was essentially completed in Fiscal Year 1999 and was not included in the Fiscal Year 2001 Plan.
32. Assess site security. By the end of Fiscal Year 1999, complete assessments of all 336 of pertinent Reclamation dams and facilities to identify the need for site security improvements.	Y	-	N	N	N	-	N	N	-	This goal, which measures output was a one-time effort that was completed in Fiscal Year 1999 and was not included in the Fiscal Year 2001 Plan.

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GPRA MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOALS\MEASURES	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
Mission Goal: Enhance Recreational Opportunities Through State and Local Partnerships										
33. Recreation assessments. By the end of Fiscal Year 1999, develop, distribute, and complete a Reclamation-wide assessments to identify issues and constraints associated with recreation opportunities.	Y	-	N	N	N	-	N	N	-	This goal, which measured output, was a one-time effort that was completed in Fiscal Year 1999 and was not included in the Fiscal Year 2001 Plan. The goal was to complete 5 assessments, and 11 were actually accomplished, raising the question of the validity of the goal.
34. Concessions management. By the end of Fiscal Year 1999, develop policy, directives, standards, and guidance on recreation and concessions management.	Y	-	N	N	N	-	Y	N	-	This goal, which measured output, was a one-time effort that was completed in Fiscal Year 1999 and was not included in the Fiscal Year 2001 Plan. We verified accomplishment of this goal during a recent audit.
35. Identify improvements to recreation facilities. By the end of Fiscal Year 1999, complete identification of improvements to recreation facilities directly managed by Reclamation needed to meet public health, safety, and accessibility standards.	Y	-	N	N	Y	N	N	N	-	This goal, which measured output, was a one-time effort that was completed in Fiscal Year 1999 and was not included in the Fiscal Year 2001 Plan. A related goal in the Fiscal Year 2001 Plan is limited to the accessibility issue and also covers nonrecreational facilities. The performance plan did not establish a specific target, while the performance report shows a target of 5 facilities.
Mission Goal: Manage Land Resources										
36. Inventory land resource risks. By the end of Fiscal Year 1999, each area office with land management responsibilities will develop an inventory of those land areas that have resources at risk.	N	Y	N	N	N	-	N	N	-	This goal, which measures output, was a one-time effort that was completed in Fiscal Year 2000 and was not included in the Fiscal Year 2001 Plan.
37. Real property system. By the end of Fiscal Year 1999, implement a new real property system.	N	Y	N	N	N	-	Y	N	-	This goal, which measured output, was not included in the Fiscal Year 2001 Plan.
Mission Goal: Make Watershed-based Decisions										
38. Colorado River multi-species plan. Complete all	N	Y	N	N	N	-	Y	Y	Y	Goal was discontinued because it was "difficult to

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See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOALS\MEASURES	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
39. Wetlands. By the end of Fiscal Year 1999, achieve no net loss of wetlands by developing and implementing projects to create, restore, and enhance wetlands, and mitigate for wetlands lost.	Y	-	N	N	N	-	Y	N	-	This goal was included in the Fiscal Year 2001 Plan (No. 1.8.01 - Enhance fish and wildlife habitat), but the measurement was expanded to include acre feet provided for endangered species and acres of land and miles of in-stream or riparian habitat preserved, restored, or established.
Mission Goal: Manage Finances										
40. Working capital fund. By the end of Fiscal Year 1999, the CFO Council will complete a comprehensive analysis of Reclamation's Working Capital Fund and establish a process for performing ongoing reviews, which will include cost- efficiency measures.	Y	-	Y #6	N	N	-	Y	N	-	This goal, which measured output, was a one-time effort that was completed in Fiscal Year 1999 and was not included in the Fiscal Year 2001 Plan.
41. Rule for revenues. By the end of Fiscal Year 1999, publish a final rule for revenue management in the "Federal Register" in order to clarify the disposition of incidental revenues.	Y	-	Y #6	N	N	-	Y	N	-	This goal, which measured output, was a one-time effort that was completed in Fiscal Year 1999 and was not included in the Fiscal Year 2001 Plan. The Fiscal Year 2001 plan includes a goal for measuring compliance with the new policies and procedures and their effectiveness (No. 3.17.03 - Improve incidental revenue management).
42. Title transfer of projects. By the end of Fiscal Year 1999, Reclamation will complete analysis and negotiations for the potential transfer of projects or parts of projects [1] to local non-federal entities.	Y	-	N	N	N	-	Y	N	-	The goal, which measured output, was included in the Fiscal Year 2001 Plan (No. 3.18.01 - Transfer project titles to interested and capable parties) but expanded to measure the number of projects or parts of projects for which an agreement on goals and process has been completed.

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See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOALS\MEASURES	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
43. Transfer operations and maintenance. By the end of Fiscal Year 1999, Reclamation will complete transfer of responsibility for project O&M activities and associated responsibility to willing non-federal entities, including funding of all O&M activities.	Y	-	N	N	N	-	N	N	-	Goal was discontinued "to streamline goals."
Mission Goal: Improve Customer Service										
44. Customer service benchmarking. By the end of Fiscal Year 1999, based on adopted Reclamation-wide customer service principles, establish a baseline for cyclical benchmarking, and identify changes, which increase customer satisfaction.	N	Y	N	N	N	-	Y	N	-	This goal, which measured output, was completed in Fiscal Year 2000 and was not included in the Fiscal Year 2001 Plan.
Mission Goal: Maintain Diverse, Skilled Workforce Excellence										
45. Workforce representation. In Fiscal Year 1999, Reclamation will show improvement in representativeness of its workforce in the six most underrepresented occupations compared with the diversity for these occupations in national civilian workforce.	N	Y	N	N	N	-	Y	N	-	This goal is included in the Fiscal Year 2001 Plan (No. 3.19.03 - Workforce representation).
46. Violence\drug training. By the end of Fiscal Year 1999, 75% of managers and supervisors receive approximately 8 hours of formal training on workplace violence and 4 hours of training on drug free workplace program.	N	Y	N	N	N	-	N	N	-	This goal, which measures output, was not included in the Fiscal Year 2001 Plan because training was to be completed for all employees in Fiscal Year 2000.
47. Diversity training. By the end of Fiscal Year 1999, 25% of managers and supervisors will complete diversity training.	Y	-	N	N	N	-	N	N	-	Goal was not included in the Fiscal Year 2001 Plan because BOR far exceeded its goal (85 percent were trained) and remaining training was expected to be completed in Fiscal Year 2000.

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See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA MISSION GOAL : FISCAL YEAR 1999 PERFORMANCE GOALS\MEASURES	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
Total Goals: 47	37Y 10N	10Y	3Y 44N	47N	2Y 45N	2N	22Y 25N	11Y 36N	9Y 2N	

NOTES:

- A. The agencies generally reported whether or not the performance goal\measure was met for Fiscal Year 1999. However, in some instance the agency reported that for the performance goal\measure it did not have the data or was unable to collect the data met for the specific measure. In these instances, we recorded a No response for the performance goal\measure because it was not achieved. When necessary, a specific comment was included in the comment section.
- B. A response is only required for this question if the response in Column A was 'N'. Responses to Column B should reconcile to the number of N responses in Column A.

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- C. On December 1, 1998, the Office of Inspector General provided the Congress a current assessment of the 10 key management challenges within the Department of the Interior. The table below shows each challenge and the Departmental agency it applies to.

10 Key Management Challenges	DMO	BIA	BLM	BOR	MMS	NPS	OIA	OSM	FWS	USGS
1. Management of Indian Trust Funds *										
2. Maintenance	x	x	x			x			x	
3. National Park Service Housing						x				
4. Financial Management	x	x					x			
5. Waste Management	x	x	x	x		x			x	
6. Revenue Collections	x	x	x	x	x	x		x	x	x
7. Inspection and Enforcement of Fluid Minerals			x							
8. Range Monitoring			x							
9. Land Exchanges			x							
10. Year 2000 Readiness	x									

*The Office of the Special Trustee for American Indians is responsible for the "Management of Indian Trust Funds." OST did not prepare a performance plan for Fiscal Year 1999 or produce a performance report. OST is in the process of implementing a Trust Management Improvement Project and is under a Court Order to produce a quarterly report of its progress on the High Level Implementation Plan.

- D. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals/measures were excluded from the report.
- E. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals/measures were changed in the report.
- F. If the agency excluded or changed any of its Fiscal Year 1999 planned goals/measures, indicate whether the agency adequately explained why it excluded or changed the goal/measure.
- G. We were not able to provide assurance regarding the validity and reliability of data because we have not assessed the adequacy of data collection, verification, and validation processes for each of the agency's Fiscal Year 1999 performance goals/measures. However, we attempted to determine whether the agency's verification and validation process as described in its performance plan and/or report could produce reliable data, assuming that there were adequate controls to ensure the integrity of the data throughout the process.
- H. In some instances an agency may have identified shortcomings or limitations in its data collection processes.
- I. Having identified shortcomings or limitations in its data collection processes, did the agency indicate what steps it would take to correct/overcome the problems. A Y response indicates that the agency has identified such steps or discontinued the performance goal/measure in its Fiscal Year 2001 performance plan. Responses to Column I should reconcile to the number of Y responses in Column H.

MINERALS MANAGEMENT SERVICE

The Minerals Management Service (MMS) organized its fiscal year 1999 and fiscal year 2001 performance plans into GPRA mission goal categories (8 in 1999 and 7 in 2001), each of which has subsets of long-term goals (14 in 1999 and 9 in 2001) and annual goals (22 in 1999 and 9 in 2001). The annual goals, in turn, had one or more performance targets to measure accomplishments. The targets typically consisted of barrels, cubic measurements, dollars, or percentage.

Fiscal Year 1999 Performance Plan and Report

MMS's fiscal year 1999 performance plan generally provided an adequate basis for evaluating MMS's accomplishment of its two primary missions: offshore minerals management and royalty management. For most goals, MMS established a performance baseline that provided a reasonable approach to measuring the accomplishment of mission objectives. However, we cannot comment on whether the baseline data are valid or whether the annual goals for measuring accomplishments are appropriate because information on the development of the baselines and the numerical goals for annual accomplishments were not in the Plan or Report. Because the General Accounting Office reviewed 5 mission goals and 12 annual goals, we limited our review to the remaining 4 mission goals and 10 annual goals.

MMS's 1999 Plan provided overall but not detailed information on the methods MMS planned to use to validate data. MMS did not acknowledge any data limitations.

Fiscal Year 2001 Performance Plan

In its 2001 Plan, MMS explained why it eliminated or revised 1999 goals, stating that these goals primarily depend on outside (market) conditions which are beyond MMS's control. For the 2001 Plan, MMS identified seven mission goals with nine related annual goals. Of the seven mission goals, three were the same as those in its fiscal year 1999 plan; three were rephrased from fiscal year 1999, and one was new. Of the nine annual goals, five were rephrased from fiscal year 1999 and four were new. The 2001 plan provided detailed information on the data that would be used to measure performance and in most cases described the data collection process and the methods used to validate the data. Overall, the mission and annual goals in the fiscal year 2001 plan provide a better framework for measuring performance than those in MMS' fiscal year 1999 plan.

Minerals Management Service

See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA PROGRAM ACTIVITY\MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE (EXCLUDES THE 4 MISSION GOALS, CONSISTING OF 12 ANNUAL GOALS\MEASURES REVIEWED BY THE GAO)	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
Improve the Timeliness and Accuracy of Payments to States, Indian Tribes, BIA Offices, and Other Federal Agencies										
In Fiscal Year 1999, the percentage of the collected dollars and accompanying information that is provided timely to states and Indians is 98.7 percent.	N	Y	Y #6	N	N	-	Y	N	-	This goal was reworded in the Fiscal Year 2000 and beyond plans.
In Fiscal Year 1999, late disbursement interest costs are targeted at \$45,000.	Y	-	N	N	N	-	Y	N	-	This goal has been discontinued for the Fiscal Year 2000 and beyond plans.
Improve the Cost Effectiveness of Mineral Royalty Collection and Disbursement Services (Discontinued)										
In Fiscal Year 1999, increase the percentage received electronically for royalty reports to 96 percent.	N	Y	N	N	N	-	Y	N	-	This goal has been discontinued for the Fiscal Year 2000 and beyond plans.
In Fiscal Year 1999, increase the percentage received electronically for production reports to 95 percent.	N	Y	N	N	N	-	Y	N	-	This goal has been discontinued for the Fiscal Year 2000 and beyond plans.
In Fiscal Year 1999, increase the percentage of dollars received electronically to 95 percent.	N	Y	N	N	N	-	Y	N	-	This goal has been discontinued for the Fiscal Year 2000 and beyond plans.
Improve Reporters' Compliance With Lease Terms, Rules, Regulations, and Laws										
In Fiscal Year 1999, the percentage of royalty and production reports submitted without fatal errors is 97.5 percent.	N	Y	N	N	N	-	Y	N	-	This goal has been discontinued for the Fiscal Year 2000 and beyond plans.
In calendar year 1999, achieve a compliance index (calculated on the year 1997) of .975.	Y	-	Y #6	N	N	-	Y	N	-	This goal has been discontinued for the Fiscal Year 2000 and beyond plans.

Legend of responses: Y = Yes; N = No A Dash (-) = Not applicable or no response required based on response to prior question.

Minerals Management Service

See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA PROGRAM ACTIVITY\MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE (EXCLUDES THE 4 MISSION GOALS, CONSISTING OF 12 ANNUAL GOALS\MEASURES REVIEWED BY THE GAO)	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
Provide Indian Tribes With Increased Opportunities for Education and for Assuming Functional Responsibilities With Respect to the Royalty Management Program (Discontinued)										
In Fiscal Year 1999, increase the number of Indian tribes having system access to 15.	N	Y	N	N	N	-	Y	N	-	This goal has been discontinued for the Fiscal Year 2000 and beyond plans.
In Fiscal Year 1999, increase the number of Indian tribe training IPA's or internships to five.	N	Y	N	N	N	-	Y	N	-	This goal has been discontinued for the Fiscal Year 2000 and beyond plans.
In Fiscal Year 1999, increase the number of Indian tribes assuming functions (audits, etc.) to eight.	Y	-	N	N	N	-	Y	N	-	This goal has been discontinued for the Fiscal Year 2000 and beyond plans.
Total Goals: 10	3Y 7N	7Y	2Y 8N	10N	10N	-	10Y	10N	-	

NOTES:

- A. The agencies generally reported whether or not the performance goal\measure was met for Fiscal Year 1999. However, in some instance the agency reported that for the performance goal\measure it did not have the data or was unable to collect the data met for the specific measure. In these instances, we recorded a No response for the performance goal\measure because it was not achieved. When necessary, a specific comment was included in the comment section.
- B. A response is only required for this question if the response in Column A was 'N'. Responses to Column B should reconcile to the number of N responses in Column A.

Minerals Management Service

- C. On December 1, 1998, the Office of Inspector General provided the Congress a current assessment of the 10 key management challenges within the Department of the Interior. The table below shows each challenge and the Departmental agency it applies to.

10 Key Management Challenges	DMO	BIA	BLM	BOR	MMS	NPS	OIA	OSM	FWS	USGS
1. Management of Indian Trust Funds *										
2. Maintenance	x	x	x			x			x	
3. National Park Service Housing						x				
4. Financial Management	x	x					x			
5. Waste Management	x	x	x	x		x			x	
6. Revenue Collections	x	x	x	x	x	x		x	x	x
7. Inspection and Enforcement of Fluid Minerals			x							
8. Range Monitoring			x							
9. Land Exchanges			x							
10. Year 2000 Readiness	x									

*The Office of the Special Trustee for American Indians is responsible for the "Management of Indian Trust Funds." OST did not prepare a performance plan for Fiscal Year 1999 or produce a performance report. OST is in the process of implementing a Trust Management Improvement Project and is under a Court Order to produce a quarterly report of its progress on the High Level Implementation Plan.

- D. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals/measures were excluded from the report.
- E. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals/measures were changed in the report.
- F. If the agency excluded or changed any of its Fiscal Year 1999 planned goals/measures, indicate whether the agency adequately explained why it excluded or changed the goal/measure.
- G. We were not able to provide assurance regarding the validity and reliability of data because we have not assessed the adequacy of data collection, verification, and validation processes for each of the agency's Fiscal Year 1999 performance goals/measures. However, we attempted to determine whether the agency's verification and validation process as described in its performance plan and/or report could produce reliable data, assuming that there were adequate controls to ensure the integrity of the data throughout the process.
- H. In some instances an agency may have identified shortcomings or limitations in its data collection processes.
- I. Having identified shortcomings or limitations in its data collection processes, did the agency indicate what steps it would take to correct/overcome the problems. A Y response indicates that the agency has identified such steps or discontinued the performance goal/measure in its Fiscal Year 2001 performance plan. Responses to Column I should reconcile to the number of Y responses in Column H.

NATIONAL PARK SERVICE

NPS organized its fiscal year 1999 and 2001 performance plans into four goal categories, each of which had subsets of annual goals (32 in 1999 and 34 in 2001). The annual goals, in turn, had one or more performance targets to measure accomplishments. These targets typically consisted of units, such as number of square feet or number of sites, or percentages.

Fiscal Year 1999 Performance Plan and Report

NPS's fiscal year 1999 performance plan provided an adequate basis for evaluating NPS's accomplishment of its mission. NPS had four goal categories: preserving park resources, providing for public enjoyment and visitor experience of the parks, and strengthening and preserving natural and cultural resources and enhancing recreational opportunities. The fourth goal category, ensuring organizational effectiveness, contains program activities that support the accomplishment of the three other goal categories, but it does not represent a core NPS program or mission in itself. For example, by obtaining information (Goal IVa1. Data Systems), recruiting a diverse workforce (Goal IVa4. Workforce Diversity), and increasing financial resources (Goals IVb2.: Donations and Grants, IVb3: Concession Returns, and IVb4: Fee Receipts), NPS is better able to accomplish its mission. Because the items in goal category 4 are important management functions, we suggest that NPS and DMO consider including these goals in the Department's performance plan as cross-cutting program objectives for the management of the Department in areas such as information resources, human resources, and financial resources.

Although the goal categories, in general, were appropriate, we believe that some long-term goals could be eliminated and restated as strategies for accomplishing the goals. For example, the Ib series of long-term goals (Natural Resource Inventories and Cultural Resource Baselines) are activities that enable NPS to accomplish its Ia series of long-term goals (Disturbed Lands, Historic Structures, Museum Collections, etc). We also suggest that NPS reconsider the inclusion of goals Ia3, Air Quality, and Ia4, Water Quality, in its plan because the achievement of these goals largely depends on conditions outside the control of NPS officials. Also, long-term goals IIIa3, User Satisfaction, and IIIb2, Community Satisfaction, relate to the relationships that NPS maintains with partners that promote NPS program objectives. While we recognize that NPS accomplishes its mission through its affiliations with outside organizations, we believe that the satisfaction of the public served by these affiliations and not the satisfaction of the affiliated parties is the program objective.

Most performance targets for accomplishment of performance goals are appropriate and, in most cases, NPS established a performance baseline that provided a reasonable approach to measuring its accomplishments. We cannot comment on whether the baseline data are valid or whether the performance targets (that is, the numbers, amount, or percentage of achievement) are appropriate or should be greater or lesser amounts because, in general, NPS did not provide information on why targets were set at specific levels.

NPS's 1999 plan provided overall but no detailed information on the methods that NPS planned to use to validate data. In its 1999 report, NPS indicated that in some instances the data were inconsistent or that NPS needed to further refine its baseline measures.

NPS was consistent in that the goal categories, long-term goals, and performance targets used in its 1999 plan were included in the 1999 report. Detailed information on NPS's 1999 plan and report are provided in the Attachment.

Fiscal Year 2001 Performance Plan

In its 2001 Plan, NPS explained why it eliminated or revised 1999 goals. Of three long-term goals reportedly revised, water quality (Ia4), workforce stewardship (IVa2), and construction and maintenance backlog (IVa9), NPS revised two of the goals to provide a different measure or baseline. The backlog goal was eliminated because the target objective had been achieved. Also, the 2001 plan contained five new long-term goals: vital signs, geologic resources (Ia9 and Ib4), aquatic resources, and environmental leadership. Although these goals support the accomplishment of program objectives, we suggest that they be eliminated as goals and incorporated into the plan as strategies or performance parameters.

Neither the 1999 plan nor the 2001 plan provided long-term goals for two core NPS programs: providing sufficient, safe, and well-maintained park facilities and structures to meet park user needs and providing sufficient, well-maintained, and reasonably priced recreational visitor services (typically through concessions operations). Although these goals might be measured as part of Goal IIa1, Visitor Satisfaction, we believe that they merit separate performance measures to enable management to better monitor and evaluate these essential operations.

The 2001 plan generally provided detailed information on the data that would be used to measure performance and in some cases described the methods used to validate the data. Although NPS in most cases described the data collection process, it generally did not describe the controls that would be implemented to ensure that the data were complete, representative, and accurate.

National Park Service

See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA PROGRAM ACTIVITY\MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE (EXCLUDES THE 1 MISSION GOAL, CONSISTING OF 3 ANNUAL GOALS\MEASURES REVIEWED BY THE GAO)	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
I. PRESERVE PARK RESOURCES: To conserve the scenery and the natural and historic objects and the wildlife therein.										
1a1. Disturbed Lands\Exotic Species. (A) 4.5% of targeted lands are restored and (B) 4.1% of priority targeted disturbances are contained.	Y	-	N	N	N	-	Y	N	-	The Fiscal Year 2001 performance plan contained some widely fluctuating measures, and no explanation was given for the fluctuations. For example, the percentage of disturbed lands was 4.5% in Fiscal Year 1999, 16.8% in Fiscal Year 2000, and 2% in Fiscal Year 2001.
1a2. Threatened and Endangered Species. 10% of 1997 populations have improved status and another 15% have stable populations.	Y	-	N	N	N	-	Y	N	-	The Fiscal Year 2001 performance plan said that data on the status of species were of "varying confidence levels."
1a3. Air Quality. 10% of Class I parks have improved or not degraded air quality.	Y	-	N	N	N	-	Y	N	-	Measure may be park specific and NPS may be unable to control the conditions that impact air quality (for example, industrial activity near parks that produces air-born pollution); also true of water quality (below).
1a4. Water Quality. Reduce by 4% number of days park recreational waters do not meet state water quality standards for swimming.	N	Y	N	N	N	-	Y	N	-	Measure was revised in Fiscal Year 2001 because goal was "impractical" and "could not be measured." The Fiscal Year 2001 Plan revised the goal to "unimpaired water quality" at a number of the parks.
1a5. Historic Structures. 47.7% (11,051 of 23,167) of listed structures are in good condition.	N	Y	Y	N	N	-	Y	Y	Y	NPS reduced the goal to 46% in its Fiscal Year 2001 Plan (the level of Fiscal Year 1999 accomplishment). NPS made "initial assessment" of cause for underachieving goal; "the projection was overly ambitious" given the structures' condition and NPS's ability to improve the condition.

Legend of responses: Y = Yes; N = No A Dash (-) = Not applicable or no response required based on response to prior question.

National Park Service

See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA PROGRAM ACTIVITY\MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE (EXCLUDES THE 1 MISSION GOAL, CONSISTING OF 3 ANNUAL GOALS\MEASURES REVIEWED BY THE GAO)	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
1a6. Museum Collections. Increase checklist standards met to 64% from 62%.	Y	-	N	N	N	-	Y	N	-	"Actual" Fiscal Year 1999 accomplishment was 63.4%.
1a7. Cultural Landscape. 33.9% of listed landscapes are in good condition.	N	Y	Y	N	N	-	Y	N	-	NPS said that a "small fraction" of sites had condition assessments, which is the basis for determining restoration needs. Therefore, the reliability of information on the accomplishment of this goal is questionable.
1a8. Archeological Sites. 47% of sites are in good condition.	N	Y	Y	N	N	-	Y	Y	Y	NPS said that identification of additional sites needing restoration adversely impacted accomplishment of goal.
1b1. Natural Resource Inventories. Acquire\develop 223 of 2,287 data sets of natural resource inventories.	Y	-	N	N	N	-	Y	Y	Y	Both 1b goals relate to data collection that is needed to accomplish 1a goals. We believe that these goals should be reported as strategies for accomplishing 1a goals and not as separate performance parameters.
1b2. Cultural Resource Baselines. Add 4,000 structures, increase museum catalogued items, add landscape and archeological site information, and increase ethnographic resource inventory by 50 items.	Y	-	N	N	N	-	Y	N	-	See above comment.
III. Natural and Cultural Resources Are Conserved Through Formal Partnership Programs.										
IIIa1. Properties Designated. Increase by 6% over 1997 levels; historical\archeological properties protected.	Y	-	N	N	N	-	Y	N	-	
IIIa2. Properties Protected. Increase by 10% over 1997 level the number of protected historical\archeological properties.	Y	-	N	N	N	-	Y	N	-	Goal exceeded. 29% increase over 1997 level.
IIIa3. User Satisfaction. Increase by 10% user satisfaction with NPS technical assistance.	N	Y	N	N	N	-	Y	Y	Y	Appropriateness of goal questioned because it does not represent a measure of NPS's accomplishment of its program objectives. NPS said that the goal was not met because "survey size was inadequate" and therefore may not have provided accurate information.

National Park Service

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GPRA PROGRAM ACTIVITY\MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE (EXCLUDES THE 1 MISSION GOAL, CONSISTING OF 3 ANNUAL GOALS\MEASURES REVIEWED BY THE GAO)	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
IIIb1. Conservation Assistance. Add 920 miles of trails, 1,340 miles of river corridor, and 40,700 acres of space.	Y	-	N	N	N	-	Y	N	-	Goal exceeded.
IIIb2. Community Satisfaction. 75% of partners are satisfied with NPS assistance.	Y	-	N	N	N	-	Y	N	-	See comments on IIIa3 concerning appropriateness of goal.
IIIc1. Recreational Properties. No net loss in recreational properties under LWCF, UPAR, and FLPP.	Y	-	N	N	N	-	Y	N	-	NPS said it is "unable to comprehensively inspect and certify that funded areas continue to be open, accessible and functional to the recreating public." The reliability of NPS's having accomplished this goal is questionable.
IV. ENSURE ORGANIZATIONAL EFFECTIVENESS: To improve organizational responsiveness, efficiency, and accountability.										
IVa1. Data Systems. 5% of major data systems are integrated\interfaced.	Y	-	N	N	N	-	Y	N	-	The appropriateness of this goal, as well as the other items in Goal IV, is questioned because they do not relate to NPS program objectives but rather to the manner in which the objectives are accomplished or the resources used to accomplish the goals. We suggest that these goals either be incorporated in a DMO performance plan under functional areas such as information resources, human resources, or return on Government investments or that they be incorporated in NPS's performance plan as strategies for accomplishing Goals I through III.
IVa2. Employee Competencies. 40% of employees have essential competencies.	Y	-	N	N	Y	N	Y	N	-	Goal replaced with IVa2, Workplace Stewardship. Employee job satisfaction. No baseline data. Competency now incorporated in IVa3.
IVa3. Employee Performance. 100% of managers\supervisors have standards linked to strategic and annual goals.	Y	-	N	N	Y	N	Y	N	-	IVa2 competency incorporated in revised goal, Workforce Development and Performance.

National Park Service

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IVa4. Workforce Diversity. Increase underrepresented groups by 5%.	N	N	N	N	N	-	Y	N	-	NPS plans to revise its Diversity Action Plan to provide new strategies for achieving goal.
IVa5. Employee Housing. 15% of units in poor/fair condition have been removed, replaced, or upgraded.	N	Y	Y	N	N	-	Y	N	-	NPS said that Congress froze funding for housing rehabilitation and that it was negotiating with Congress "regarding NPS housing policy."
IVa6. Employee Safety. Reduce by 20% employee lost-time injury rate; reduce by 20% new workers' compensation cases.	Y	-	N	N	N	-	Y	N	-	NPS met 2 of 3 1999 performance measures for this goal.
IVa7. Construction Projects. 90% of projects meet 90% of cost; schedule goals and 100% of project goals for each project agreement.	Y	-	N	N	Y	Y	Y	N	-	Goal replaced with line-item construction, which is comparable to 1999 goal. NPS indicated that goal was replaced to update baseline.
IVa8. Land Acquisition. Reduce by 2% time between appropriation and offer.	N	Y	N	N	N	-	Y	N	-	NPS said that external factors impact timeliness of purchasing land. This goal does not provide performance data on whether NPS acquired appropriate and needed land at reasonable costs.
IVa9. Construction and Maintenance Backlog. High priority projects totaling \$500 million listed, and funds allocated for 20% of these projects.	Y	-	Y	N	Y	Y	Y	N	-	Goal was deleted because priority ranking and funding were accomplished. The goal does not measure performance in accomplishing a reduction in high-priority maintenance backlog projects.
IVb1. Volunteer Hours. Increase hours by 4% over 1997 levels.	Y	-	N	N	N	-	Y	N	-	Actual accomplishment was marginally less than the goal.
IVb2. Donations and Grants. Increase donated dollars and in-kind services by 4% over 1997 levels.	N	N	N	N	N	-	Y	Y	Y	NPS said that information on the measures "appear to be inconsistent" and did not fully report on 1999 accomplishments.

National Park Service

See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA PROGRAM ACTIVITY\MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE (EXCLUDES THE 1 MISSION GOAL, CONSISTING OF 3 ANNUAL GOALS\MEASURES REVIEWED BY THE GAO)	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
IVb3. Concession Returns. Increase average return to at least 8% of gross revenue.	N	Y	N	N	N	-	Y	N	-	NPS attributed the .9% shortfall in return to new concessions legislation and the related moratorium on concession contracting.
IVb4. Fee Receipts. Increase fees by 14% over 1997 levels.	Y	-	Y	N	N	-	Y	N	-	
Total Goals: 29	19 Y 10 N	8 Y 2 N	6 Y 23 N	29 N	4 Y 25 N	2 Y 2 N	29 Y	5 Y 24 N	5 Y	

NOTES:

- A. The agencies generally reported whether or not the performance goal\measure was met for Fiscal Year 1999. However, in some instance the agency reported that for the performance goal\measure it did not have the data or was unable to collect the data met for the specific measure. In these instances, we recorded a No response for the performance goal\measure because it was not achieved. When necessary, a specific comment was included in the comment section.
- B. A response is only required for this question if the response in Column A was 'N'. Responses to Column B should reconcile to the number of N responses in Column A.

National Park Service

- C. On December 1, 1998, the Office of Inspector General provided the Congress a current assessment of the 10 key management challenges within the Department of the Interior. The table below shows each challenge and the Departmental agency it applies to.

10 Key Management Challenges	DMO	BIA	BLM	BOR	MMS	NPS	OIA	OSM	FWS	USGS
1. Management of Indian Trust Funds *										
2. Maintenance	x	x	x			x			x	
3. National Park Service Housing						x				
4. Financial Management	x	x					x			
5. Waste Management	x	x	x	x		x			x	
6. Revenue Collections	x	x	x	x	x	x		x	x	x
7. Inspection and Enforcement of Fluid Minerals			x							
8. Range Monitoring			x							
9. Land Exchanges			x							
10. Year 2000 Readiness	x									

*The Office of the Special Trustee for American Indians is responsible for the "Management of Indian Trust Funds." OST did not prepare a performance plan for Fiscal Year 1999 or produce a performance report. OST is in the process of implementing a Trust Management Improvement Project and is under a Court Order to produce a quarterly report of its progress on the High Level Implementation Plan.

- D. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals/measures were excluded from the report.
- E. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals/measures were changed in the report.
- F. If the agency excluded or changed any of its Fiscal Year 1999 planned goals/measures, indicate whether the agency adequately explained why it excluded or changed the goal/measure.
- G. We were not able to provide assurance regarding the validity and reliability of data because we have not assessed the adequacy of data collection, verification, and validation processes for each of the agency's Fiscal Year 1999 performance goals/measures. However, we attempted to determine whether the agency's verification and validation process as described in its performance plan and/or report could produce reliable data, assuming that there were adequate controls to ensure the integrity of the data throughout the process.
- H. In some instances an agency may have identified shortcomings or limitations in its data collection processes. The Park Service's Fiscal Year 1999 performance report does not discuss data shortcomings; however, the Fiscal Year 2001 performance plan does describe data limitations, particularly the need to develop baseline data.
- I. Having identified shortcomings or limitations in its data collection processes, did the agency indicate what steps it would take to correct/overcome the problems. A Y response indicates that the agency has identified such steps or discontinued the performance goal/measure in its Fiscal Year 2001 performance plan. Responses to Column I should reconcile to the number of Y responses in Column H.

OFFICE OF INSULAR AFFAIRS

The Office of Insular Affairs (OIA) fiscal year 1999 performance plan included four goal categories: improve infrastructure, improve governmental systems and services, improve governmental relations, and manage special problems. There were 6 long-term and 13 annual performance goals. The fiscal year 2001 performance plan included three goal categories: improve infrastructure, improve governmental systems and services, and improve governmental relations. For 2001, OIA had five long-term and five annual goals.

Fiscal Year 1999 Performance Plan and Report

Of the 13 annual performance goals in OIA's 1999 performance plan, 9 related directly to the management challenge "Financial Management" for the insular area governments. However, only 11 of the 13 annual performance goals were reported in OIA's fiscal year 1999 performance report. OIA did not report on the two performance goals associated with the goal category "manage special problems." We believe that these two performance goals did not relate to OIA's overall mission to assist the islands in developing more efficient and effective government by providing financial and technical assistance and to serve as a focal point for the management of Federal-island relations by developing and promoting appropriate Federal policies. One goal related to the implementation of the second year of the brown tree snake program and the other related to the implementation of the fifth year of an interagency effort to address labor, immigration, and law enforcement problems in the Commonwealth of the Northern Mariana Islands.

According to its fiscal year 1999 performance report, OIA did not achieve any of the reported 11 fiscal year 1999 performance goals and measures and OIA provided valid and reliable data to judge performance for only two goals. These goals related to the establishment of multi-year capital plans and to the completion of financial improvement plans for each of the insular area governments. For the goal related to improving governmental relations, OIA discussed the method for validation and verification and stated that the method required a quantifiable survey of the insular area governments. OIA, however, conducted no survey to validate fiscal year 1999 data. OIA also did not meet the goal that all insular area governments complete audited financial statements and provided no discussion of its planned method of validating performance in this area. The remaining seven performance goals and measures were discontinued and no information was provided on the validity and reliability of the related data. OIA stated that it discontinued these seven performance goals and measures largely because it had no control over the outcomes, which were dependent on the insular area governments.

OIA discontinued the fiscal year 1999 goal that insular governments will achieve institutional changes 10 percent above the 1998 baseline report cards, consistent with "operations and maintenance improvement action plans" because of the high cost of data collection, which was done by an independent contractor. OIA stated that some improvement in institutional changes in 1999 over 1998 were achieved, but not at the stated 10 percent level. While we agree with the rationale for discontinuing this specific goal, we believe that some concrete method of measuring the

"outcome" of achieving the overall program activity -- "Improving Infrastructure" -- should be developed. Audit history has shown that the insular area governments have a relatively poor record of improving infrastructure on a sustained and long-term basis, despite OIA grants for capital infrastructure improvements. The existence of capital plans and the completion of grant projects do not necessarily signify that infrastructure improvements have been achieved.

The discontinued fiscal year 1999 goal that OIA would work with each insular area government to identify priorities and develop and implement long-term plans to improve expertise, operating efficiency, and institutional capacity in health care, education, public safety, economic development and statistical data was dropped because OIA had no control over the accomplishment of this goal. OIA said that technical assistance efforts would be continued to assist the insular area governments to make meaningful changes in these areas. While we agree with the rationale for discontinuing this specific goal, we believe that some concrete method of measuring the "outcome" of achieving the overall program activity -- "Improving Government Systems and Services" -- should be developed. Audit history has shown that the insular area governments have a very poor record of improving overall financial management systems and the delivery of basic government services on a sustained and long-term basis, despite OIA grants for financial management improvements and other technical assistance. The existence of financial management improvement plans and the completion of technical assistance grant projects do not necessarily signify that government systems and services have been improved.

Fiscal Year 2001 Annual Performance Plan

OIA decreased to five the number of performance goals and measures in its fiscal year 2001 performance plan because of the long-term perspective of OIA's technical assistance activities. OIA explained that it had decided "to focus on those goals and objectives that are achievable by OIA in the short term, are less dependent on the insular governments, and are less affected by external factors." OIA stated that this revision would result in a more "output"-focused approach rather than "outcomes" approach.

OIA's fiscal year 2001 performance plan includes two goals related to improving infrastructure. The first relates to completion of multi-year capital plans for each insular area government. While this is a valid goal and the performance measure would be simple to validate, the performance measure should require that at least one additional capital plan is "implemented" not "completed" because completion of a plan does not necessarily mean that it has been or will be implemented. The second goal is to increase grant productivity by increasing the ratio of projects completed to projects started and reducing the average completion time of projects. While this is a valid goal and the performance measures would be simple to validate, a better measure might be to determine and quantify the extent to which individual grant projects achieved their original stated purposes\goals, rather than determining whether the grants were completed in a timely manner.

OIA's fiscal year 2001 performance plan includes two goals related to improving government systems and services. The original fiscal year 1999 goal, which was to have

financial management improvement plans completed for each of the seven insular area governments, was not met because financial and time constraints prevented timely completion of the plans. OIA revised this goal, stating that all financial improvement plans would be completed by fiscal year 2005. While this is a valid goal and the performance measure would be simple to validate, the performance measure should require that at least one additional financial improvement plan is "implemented" not "completed" because completion of a plan does not necessarily mean that it has been or will be implemented. The second goal was to increase grant productivity by increasing the ratio of projects completed to projects started and reducing the average completion time of projects. While this is a valid goal and the performance measures would be simple to validate, a better measure might be to determine and quantify the extent to which individual grant projects achieved their original stated purposes\goals, rather than simply determining whether grants were completed and the timeframes in which they were completed.

Office of Insular Affairs

See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA MISSION GOALS: (1) ASSIST THE ISLANDS IN DEVELOPING MORE EFFICIENT AND EFFECTIVE GOVERNMENT BY PROVIDING FINANCIAL AND TECHNICAL ASSISTANCE, AND (2) SERVE AS A FOCAL POINT FOR THE MANAGEMENT OF FEDERAL -ISLAND RELATIONS BY DEVELOPING AND PROMOTING APPROPRIATE FEDERAL POLICIES. FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\MEASURES AND VALIDATION METHODS
Program Activity 1: Improve Infrastructure										
1.1.1. Multi-year capital plans will be completed for four of ten insular governments with funding identified for at least 75 percent of listed projects.	N	Y	Y #4	N	N	-	Y	Y	Y	Fiscal Year 2001 performance plan indicates goal has been modified to assume more realistic goal of one plan per year, with all plans completed by 2005.
1.1.2. Insular governments will improve maintenance practices above the 1998 baseline report cards, consistent with "operations and maintenance improvement program" action plans.	N	Y	N	N	N	-	N	Y	Y	Goal was discontinued in Fiscal Year 2000.
Program Activity 2: Improve Governmental Systems and Services										
2.1.1. Financial improvement plans will be completed for each of seven insular governments.	N	Y	Y #4	N	N	-	Y	Y	Y	Fiscal Year 2001 performance plan indicates goal has been modified to reflect a more realistic expectation of plan development of one plan per year, with all plans completed by 2005.
2.1.2. Seventy percent of planned objectives will be on schedule.	N	Y	Y #4	N	N	-	N	Y	Y	Goal was discontinued in Fiscal Year 2000.
2.1.3. All seven insular governments will complete audited financial statements within 12 months of the close of the year.	N	Y	Y #4	N	N	-	N	Y	Y	Goal was discontinued in Fiscal Year 2000.
2.1.4. The total number of insular financial management employees trained and achieving certified status will be increased by at least 10 percent over the 1998 baseline.	N	Y	Y #4	N	N	-	N	Y	Y	Goal was discontinued in Fiscal Year 2000.

Legend of responses: Y = Yes; N = No A Dash (-) = Not applicable or no response required based on response to prior question.

Office of Insular Affairs

See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA MISSION GOALS: (1) ASSIST THE ISLANDS IN DEVELOPING MORE EFFICIENT AND EFFECTIVE GOVERNMENT BY PROVIDING FINANCIAL AND TECHNICAL ASSISTANCE, AND (2) SERVE AS A FOCAL POINT FOR THE MANAGEMENT OF FEDERAL -ISLAND RELATIONS BY DEVELOPING AND PROMOTING APPROPRIATE FEDERAL POLICIES. FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\MEASURES AND VALIDATION METHODS
2.2.1. At least 70 percent of planned objectives will be met on schedule.	N	Y	Y #4	N	N	-	N	Y	Y	Goal was discontinued in Fiscal Year 2000.
2.2.2. Performance will be improved over baseline data in all priority areas identified in 1998.	N	Y	Y #4	N	N	-	N	Y	Y	Goal was discontinued in Fiscal Year 2000.
2.3.1. Assist in implementation of financial recovery plans for the Virgin Islands and American Samoa, and achieve improved financial positions over baseline.	N	Y	Y #4	N	N	-	N	Y	Y	Goal was discontinued in Fiscal Year 2000.
2.3.2. Assist in implementation of financial recovery efforts for the Republic of the Marshall Islands and the Federated States of Micronesia that were developed in conjunction with the Asian Development Bank, and achieve improved financial positions over 1998 baseline.	N	Y	Y #4	N	N	-	N	Y	Y	Goal was discontinued in Fiscal Year 2000.
Program Activity 3: Improve Governmental Relations										
3.1.1. Increase insular governments' satisfaction regarding communications with the Federal Government over customer survey baselines established in 1998.	N	Y	N	N	N	-	Y	Y	Y	
Program Activity 4: Manage Special Problems										
4.1.1. Implement second year of 5-year brown tree snake control program.	-	-	-	Y	-	N	-	-	-	No discussion of goal in Fiscal Year 1999 performance report.
4.1.2. Implement fifth year of multi-year interagency and intergovernmental effort to address labor, immigration and law enforcement problems in the Commonwealth of the Northern Mariana Islands.	-	-	-	Y	-	N	-	-	-	No discussion of goal in Fiscal Year 1999 performance report.

Office of Insular Affairs

See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA MISSION GOALS: (1) ASSIST THE ISLANDS IN DEVELOPING MORE EFFICIENT AND EFFECTIVE GOVERNMENT BY PROVIDING FINANCIAL AND TECHNICAL ASSISTANCE, AND (2) SERVE AS A FOCAL POINT FOR THE MANAGEMENT OF FEDERAL -ISLAND RELATIONS BY DEVELOPING AND PROMOTING APPROPRIATE FEDERAL POLICIES. FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\MEASURES AND VALIDATION METHODS
Total Goals: 11	11N	11Y	9 Y 2N	2Y 11N	11N	2N	3Y 8N	11Y	11Y	

NOTES:

- A. The agencies generally reported whether or not the performance goal\measure was met for Fiscal Year 1999. However, in some instance the agency reported that for the performance goal\measure it did not have the data or was unable to collect the data met for the specific measure. In these instances, we recorded a No response for the performance goal\measure because it was not achieved. When necessary, a specific comment was included in the comment section.
- B. A response is only required for this question if the response in Column A was 'N'. Responses to Column B should reconcile to the number of N responses in Column A.

Office of Insular Affairs

- C. On December 1, 1998, the Office of Inspector General provided the Congress a current assessment of the 10 key management challenges within the Department of the Interior. The table below shows each challenge and the Departmental agency it applies to.

10 Key Management Challenges	DMO	BIA	BLM	BOR	MMS	NPS	OIA	OSM	FWS	USGS
1. Management of Indian Trust Funds *										
2. Maintenance	x	x	x			x			x	
3. National Park Service Housing						x				
4. Financial Management	x	x					x			
5. Waste Management	x	x	x	x		x			x	
6. Revenue Collections	x	x	x	x	x	x		x	x	x
7. Inspection and Enforcement of Fluid Minerals			x							
8. Range Monitoring			x							
9. Land Exchanges			x							
10. Year 2000 Readiness	x									

*The Office of the Special Trustee for American Indians is responsible for the "Management of Indian Trust Funds." OST did not prepare a performance plan for Fiscal Year 1999 or produce a performance report. OST is in the process of implementing a Trust Management Improvement Project and is under a Court Order to produce a quarterly report of its progress on the High Level Implementation Plan.

- D. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals/measures were excluded from the report.
- E. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals/measures were changed in the report.
- F. If the agency excluded or changed any of its Fiscal Year 1999 planned goals/measures, indicate whether the agency adequately explained why it excluded or changed the goal/measure.
- G. We were not able to provide assurance regarding the validity and reliability of data because we have not assessed the adequacy of data collection, verification, and validation processes for each of the agency's Fiscal Year 1999 performance goals/measures. However, we attempted to determine whether the agency's verification and validation process as described in its performance plan and/or report could produce reliable data, assuming that there were adequate controls to ensure the integrity of the data throughout the process.
- H. In some instances an agency may have identified shortcomings or limitations in its data collection processes.
- I. Having identified shortcomings or limitations in its data collection processes, did the agency indicate what steps it would take to correct/overcome the problems. A Y response indicates that the agency has identified such steps or discontinued the performance goal/measure in its Fiscal Year 2001 performance plan. Responses to Column I should reconcile to the number of Y responses in Column H.

OFFICE OF SURFACE MINING RECLAMATION AND ENFORCEMENT

OSM organized its fiscal year 1999 and fiscal year 2001 performance plans into four goal categories, each of which had subsets of long-term goals. The long-term goals, in turn, had an annual goal and a target (23 in fiscal year 1999). These targets typically consisted of percentages, acres or projects. In its fiscal year 2001 performance plan, OSM has two goal categories, each of which has two annual goals (also referred to as performance measures) and a target for each.

Fiscal Year 1999 Performance Plan and Report

OSM's fiscal year 1999 performance plan generally provided an adequate basis for evaluating OSM's accomplishment of its two primary missions: regulating current coal mining operations and reclaiming/restoring land previously degraded by past coal mining. For most goals, OSM established a performance baseline that provided a reasonable approach to measuring the accomplishment of mission objectives. However, we cannot comment on whether the baseline data are valid or whether the annual goals (in terms of numerical amount) are appropriate because the plan and report did not contain information on how the baselines were developed. Also, most annual goals and related targets measured activities rather than program results.

OSM's 1999 plan provided overall but not detailed information on the methods that OSM planned to use to validate data. Although OSM did not discuss any data limitations, the data may not be reliable in all cases. Specifically, OIG's financial statements audit for fiscal year 1999 disclosed errors in OSM's reporting of performance data regarding the "percentage of sites that are free of off-site impacts to 94%" goal. The audit report stated that OSM did not consistently gather data for off-site impacts and did not include data on mine sites located on Federal lands.

In its fiscal year 1999 performance report, OSM met or exceeded 14 of 23 annual goals. OSM adequately explained why eight goals were not met and provided a strategy to ensure that the goals will be met in the future or stated that the goals were discontinued. For one goal that was not met, OSM did not provide a strategy to achieve the goal. In addition, we found two unexplained differences between the fiscal year 1999 plan and the report. In one instance, the report included performance information on a goal that was not in the plan. In the other instance, the measurement for the goal "number of acres released from Phase III Performance Bonds" was shown as 100,000 acres in the plan and 90,000 acres in the report.

Fiscal Year 2001 Performance Plan

In its 2001 plan, OSM said that it eliminated or revised 1999 goals primarily to convert the goals to a "process efficiency index" (OSM's term, which was not defined), a performance statistic, a customer satisfaction index, or a workload statistic. For the 2001 Plan, OSM identified two mission goals with four related annual goals. The two mission goals were the same as those in its fiscal year 1999 plan and report. Also, four annual goals were the same as those in its fiscal year

1999 plan, except that the measurement (e.g. number of acres) changed. The 2001 plan provided detailed information on the data that would be used to measure performance and in most cases described the data collection process and the methods that would be used to validate the data. Overall, the mission and annual goals in the fiscal year 2001 plan are an improvement over the fiscal year 1999 goals.

Based on our review of its plan, we believe that OSM could improve its report as follows:

- Provide sufficient information to fully explain the goals and the significance of the goals.

- Describe the total program areas for which measures have been established. For example, one fiscal year 2001 annual goal, under the environmental restoration mission goal, is to reclaim 9,100 acres annually. The performance report and plan, however, do provide information on the total number of acres that need to be restored. In addition, another annual goal for fiscal year 2001, under environmental restoration, is to provide funding for 46 new Cooperative Acid Mine Drainage Projects under the Clean Streams Initiative. The Report and plans do not identify the scope or priority of the projects and how many projects are needed.

- Add annual goals\measures. For example, one annual goal for fiscal year 2001 under the environmental restoration mission goal is to reclaim 9,100 acres annually. The enabling legislation that created OSM established priorities for reclaiming abandoned coal mine lands and also authorized use of funds to mitigate effects on noncoal mining activities after the priorities are completed within a particular state. We believe that at a minimum there should be goals\measures which address reclamation of the highest priority coal projects including those for protecting public health, safety, general welfare, and property from extreme danger (priority 1); protecting public health, safety, and general welfare from adverse effects (priority 2); and restoring land and water resources and environment (priority 3).

Office of Surface Mining Reclamation and Enforcement

See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA PROGRAM ACTIVITY\MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
Improved Environmental Restoration										
Percentage of instances where OSM awards AML grants within 60 days: 93%.	Y	-	N	N	N	-	Y	N	-	For Fiscal Year 2000, OSM will incorporate this goal into a process efficiency index.
Percentage of increase of reclaimed/funded pre-SMCRA coal high priority abandoned sites to total AML sites: 0.06%.	Y	-	N	N	N	-	Y	N	-	For Fiscal Year 2000, OSM will show this goal as a performance statistic.
Number of acres reclaimed annually by the Surface Mining Program: 7,400.	Y	-	N	N	N	-	Y	N	-	For Fiscal Year 2001, goal increased to 9,100 acres.
Number of emergency hazards abated annually by the Surface Mining Program: 390.	N	Y	N	N	N	-	Y	N	-	For Fiscal Year 2000, OSM will show this goal as a performance statistic.
Number of new cooperative Acid Mine Drainage projects under its Clean Streams initiative: 37.	N	N	N	N	N	-	Y	N	-	OSM provided an adequate explanation why goal was not met but did not provide a strategy to achieve the goal. For Fiscal Year 2001 Plan, goal was increased to 46 projects.
Percentage of non-Surface Mining Program funds for the Clean Streams Initiative: 58%.	N	Y	N	N	N	-	Y	N	-	For Fiscal Year 2000, OSM will show this goal as a performance statistic.
Improved Environmental Protection										
Percentage of instances were OSM awards regulatory grants within 60 days: 93%.	N	Y	N	N	N	-	Y	N	-	For Fiscal Year 2000, OSM will incorporate this goal into a process efficiency index.
Customer service rate for accuracy, timeliness, and overall satisfaction of grants financial management: 94%.	Y	-	N	N	Y	N	Y	N	-	Goal was not included in 1999 plan but was included in 1999 report. For Fiscal Year 2000, OSM will incorporate this goal into a customer satisfaction index.

Legend of responses: Y = Yes; N = No A Dash (-) = Not applicable or no response required based on response to prior question.

Office of Surface Mining Reclamation and Enforcement

See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA PROGRAM ACTIVITY\MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
The Surface Mining Program will increase the percentage of sites that are free of off-site impacts to 94%.	Y	-	N	N	N	-	Y	N	-	This goal was reviewed as part of OIG audit of OSM Fiscal Year 1999 financial statements. OIG review disclosed that OSM did not consistently gather data or include data on mine sites located on Federal lands. For Fiscal Year 2001 plan, goal increased to 95%.
The number of acres released from Phase I & II Performance Bonds as reported through the Surface Mining Program: 50,000.	N	Y	N	N	N	-	Y	N		For Fiscal Year 2000, OSM will show this goal as a performance statistic.
The number of acres released from Phase III Performance Bonds as reported through the Surface Mining Program: 90,000.	N	Y	N	N	Y	N	Y	N		Goal shown as 100,000 acres in 1999 plan and 90,000 acres in 1999 report. For Fiscal Year 2001, goal increased to 110,000 acres.
Improved Service and Assistance										
Customer satisfaction rate in the quality of OSM's technical training: 89%.	Y	-	N	N	N	-	Y	N	-	For Fiscal Year 2000, OSM will incorporate this goal into a customer satisfaction index.
Customer satisfaction rate in the quality of OSM's technical assistance activities: 86%.	Y	-	N	N	N	-	Y	N	-	For Fiscal Year 2000, OSM will incorporate this goal into a customer satisfaction index.
Customer satisfaction rate in the use of TIPS: 86%.	Y	-	N	N	N	-	Y	N		For Fiscal Year 2000, OSM will incorporate this goal into a customer satisfaction index.
Customer satisfaction rate in the quality of OSM's technology transfer: 86%.	Y	-	N	N	N	-	Y	N	-	For Fiscal Year 2000, OSM will show this goal as a performance statistic.
Number of students trained annually by OSM: 900.	Y	-	N	N	N	-	Y	N	-	For Fiscal Year 2000, OSM will show this goal as a work load statistic.
Customer satisfaction rate in the quality and timeliness of Applicant Violator System (AVS) services: 86%.	Y	-	N	N	N	-	Y	N	-	For Fiscal Year 2000, OSM will incorporate this goal into a customer satisfaction index.

Office of Surface Mining Reclamation and Enforcement

See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA PROGRAM ACTIVITY\MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
Improved Operations										
Number of material weaknesses (0) regarding fee compliance, revenue, and grants financial services in OSM's annual financial statements as determined by OIG.	N	Y	Y #6	N	N	-	Y	N	-	OSM did not provide an actual result in the 1999 report. OSM showed a result of N/A in the report. For Fiscal Year 2000, OSM will not show this goal.
OSM will maintain a 90% AML reclamation fee compliance rate as measured by percentage of permits reporting compared to the number of permits (99%) and percentage of audited tons (99%) divided by total tons audited.	Y	-	Y #6	N	N	-	Y	N	-	For Fiscal Year 2000, OSM will incorporate this goal into a process efficiency index.
Percentage of instances where OSM processes requests for grant payments within one day: 99%.	Y	-	N	N	N	-	Y	N	-	For Fiscal Year 2000, OSM will incorporate this goal into a process efficiency index.
Customer service rate for accuracy, timeliness, and overall satisfaction of grants financial management: 90%.	Y	-	N	N	N	-	Y	N	-	For Fiscal Year 2000, OSM will incorporate this goal into a process efficiency index.
Percentage of reduction of old "debt delinquent over 180 days": 65%.	N	Y	Y #6	N	N	-	Y	N	-	For Fiscal Year 2000, OSM will incorporate this goal into a process efficiency index.
Debt processing rate within the first 180 days: 98%.	N	Y	Y #6	N	N	-	Y	N	-	For Fiscal Year 2000, OSM will incorporate this goal into a process efficiency index.
Total Goals: 23	14Y 9N	8Y 1N	4Y 19N	23N	2Y 21N	2N	23Y	23N	-	

NOTES:

Office of Surface Mining Reclamation and Enforcement

- A. The agencies generally reported whether or not the performance goal\measure was met for Fiscal Year 1999. However, in some instance the agency reported that for the performance goal\measure it did not have the data or was unable to collect the data met for the specific measure. In these instances, we recorded a No response for the performance goal\measure because it was not achieved. When necessary, a specific comment was included in the comment section.
- B. A response is only required for this question if the response in Column A was 'N'. Responses to Column B should reconcile to the number of N responses in Column A.
- C. On December 1, 1998, the Office of Inspector General provided the Congress a current assessment of the 10 key management challenges within the Department of the Interior. The table below shows each challenge and the Departmental agency it applies to.

10 Key Management Challenges	DMO	BIA	BLM	BOR	MMS	NPS	OIA	OSM	FWS	USGS
1. Management of Indian Trust Funds *										
2. Maintenance	x	x	x			x			x	
3. National Park Service Housing						x				
4. Financial Management	x	x					x			
5. Waste Management	x	x	x	x		x			x	
6. Revenue Collections	x	x	x	x	x	x		x	x	x
7. Inspection and Enforcement of Fluid Minerals			x							
8. Range Monitoring			x							
9. Land Exchanges			x							
10. Year 2000 Readiness	x									

*The Office of the Special Trustee for American Indians is responsible for the "Management of Indian Trust Funds." OST did not prepare a performance plan for Fiscal Year 1999 or produce a performance report. OST is in the process of implementing a Trust Management Improvement Project and is under a Court Order to produce a quarterly report of its progress on the High Level Implementation Plan.

- D. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals\measures were excluded from the report.
- E. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals\measures were changed in the report.
- F. If the agency excluded or changed any of its Fiscal Year 1999 planned goals\measures, indicate whether the agency adequately explained why it excluded or changed the goal\measure.
- G. We were not able to provide assurance regarding the validity and reliability of data because we have not assessed the adequacy of data collection, verification, and validation processes for each of the agency's Fiscal Year 1999 performance goals\measures. However, we attempted to determine whether the agency's verification and validation process as described in its performance plan and/or report could produce reliable data, assuming that there were adequate controls to ensure the integrity of the data throughout the process.
- H. In some instances an agency may have identified shortcomings or limitations in its data collection processes. We determined that OSM had not addressed shortcomings in its data.
- I. Having identified shortcomings or limitations in its data collection processes, did the agency indicate what steps it would take to correct\overcome the problems. A Y response indicates that the agency has identified such steps or discontinued the performance goal\measure in its Fiscal Year 2001 performance plan. Responses to Column I should reconcile to the number of Y responses in Column H.

U.S. FISH AND WILDLIFE SERVICE

FWS organized its fiscal year 1999 and fiscal year 2001 performance plans into four goal categories, each of which had subsets of annual goals (15 in 1999 and 17 in 2001). The annual goals, in turn, had one or more performance targets to measure accomplishments. These targets typically consisted of units, such as the number of acres or sites, or percentages.

Fiscal Year 1999 Performance Plan and Report

FWS's fiscal year 1999 performance plan provided an adequate basis for evaluating FWS's accomplishment of its essential mission goals: sustainability of Fish and Wildlife Populations; habitat conservation; and public use and enjoyment. FWS identified 15 goals and 35 measurements within these mission areas. For most goals, FWS established a performance baseline that provided a reasonable approach to measuring the accomplishment of mission objectives. However, we cannot comment on whether the baseline data are valid or whether the numerical goals for measuring accomplishment are appropriate. Also, data may not be complete or reliable because data collection methods may not have been developed. For example, FWS established a performance measure for interpretive, educational, and recreational visits to national wildlife refuges and national fish hatcheries based on the number of visits. However, FWS currently does not compile visitation data at fish hatcheries and the plan did not describe the method used to capture visitation statistics on wildlife refuges.

FWS's 1999 plan provided overall but not detailed information on the methods FWS planned to use to validate data. FWS acknowledged that there were data limitations for some of the measures including factors such as weather, the use of volunteers to capture data, subjective assessments, and the cost of attaining accurate information to measure performance.

In its fiscal year 1999 performance report, FWS said that it either met or exceeded the measures for 12 of the 15 goals. FWS adequately explained why the measures for the three goals were not met and provided a strategy to achieve the performance goals in the future.

Fiscal Year 2001 Performance Plan

In its 2001 plan, FWS explained why it eliminated or revised 1999 goals. The 2001 plan added one mission goal and four performance goals, revised four existing goals, and eliminated three goals. These changes were made to more fully reflect FWS's commitment to its partners' efforts to conserve fish and wildlife and their habitats (new mission goal), to provide a different measure or baseline (revised goals), or to delete objectives that were achieved or that had been merged into other goals (eliminated goals).

The 2001 plan generally provided detailed information on the data that would be used to measure performance and in most cases described the data collection process and the methods used to validate the data. However, FWS did not describe the controls in place or that will be implemented to ensure that the data are complete, representative, and accurate. For example, the 2001 plan does not provide a discussion of the controls that are or will be in place to ensure that the reported acres under the Habitat Conservation mission goal have been restored or enhanced.

U.S. Fish and Wildlife Service

See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA PROGRAM ACTIVITY\MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
Sustainability of Fish and Wildlife Populations:										
1.1.1 An increase of 2% [5 populations] of regional migratory bird populations of management concern (for which adequate population information is available) demonstrates improvements in their population's status because of management actions that have either increased their numbers or, in some cases, reduced the number of conflicts due to overabundance (1 measure).	Y	-	N	N	N	-	Y	Y	Y	
1.1.2 An increase of 2% of regional migratory bird populations of management concern will have baseline information available for establishing reliable population levels, and monitoring programs will be initiated or continued for those species. Also, the number of migratory bird populations of management concern will be included (3 measures).	Y	-	N	N	N	-	Y	Y	Y	
1.2.1 - 13% of endangered and threatened species populations listed a decade or more are stabilized or improved;10 species in decline are precluded from the need for listing under the Endangered Species Act; and 8 species approved for removal from candidacy as a result of conservation agreements precluding the need to list (7 measures).	N	Y	N	N	N	-	Y	Y	N	FWS excluded two of the seven measures from its report and did not meet the remaining five measures for this goal.

Legend of responses: Y = Yes; N = No A Dash (-) = Not applicable or no response required based on response to prior question.

U.S. Fish and Wildlife Service

See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA PROGRAM ACTIVITY\MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
1.3.1 - Baselines for interjurisdictional fish populations are established (1 measure).	N	Y	N	N	N	-	Y	Y	Y	FWS stated that it had re-evaluated the goal and found that the goal was too broad in scope. The target was revised for the 2001 plan to focus FWS efforts over the 5-year period on restoration of depressed native fish populations.
1.4.1 - 100% of marine mammal populations over which the Service has jurisdiction will be at sustainable population levels or protected under conservation agreements (1 measure).	Y	-	N	N	N	-	Y	Y	Y	
1.5.1 19% [22] of transborder species over which the Service has jurisdiction will benefit from improved conservation efforts (1 measure).	Y	-	N	N	N	-	Y	Y	Y	This goal does not continue into Fiscal Year 2001.
1.5.2 22 Priority species of international concern will benefit from improved conservation efforts.	Y	-	N	N	N	-	Y	Y	Y	
Habitat Conservation: A network of lands and waters.										
2.1.1 Meet the identified habitat needs of Service lands by ensuring that 93,567,296 acres are protected, of which 3,303,341 acres will be enhanced or restored (2 measures).	Y	-	N	N	N	-	Y	Y	N	The second measure called for restoration of 3,303,341 acres. Actual performance was at 98% (3,230,886), which included the control and prevention of invasive species on Service lands.
2.1.2 Complete 80% of scheduled contaminated cleanup projects on Service lands (2 measures).	Y	-	Y #5	N	N	-	Y	Y	N	The Management Challenge is Waste Management.

U.S. Fish and Wildlife Service

See notes at end of table:	A	B	C	D	E	F	G	H	I	
GPRA PROGRAM ACTIVITY\MISSION GOAL: FISCAL YEAR 1999 PERFORMANCE GOAL\MEASURE	Fiscal Year 1999 goal achieved?	If not, report adequately explains why and describes a strategy to meet goal in the future?	Goal relates to agency's key management challenges?	Fiscal Year 1999 performance plan goal excluded from report?	Fiscal Year 1999 performance plan goal changed in report?	Adequate explanation of why Fiscal Year 1999 performance plan goal was excluded or changed in report?	Agency's performance plan and/or report adequately described the data verification and validation process?	Agency acknowledges shortcomings in its data?	Agency indicates what steps it will take to correct shortcomings in its data?	SELECTED COMMENTS ON AGENCY GOALS\ MEASURES AND VALIDATION METHODS
2.2.1. Collect field data on the initial real property baseline data set and complete maintenance management update (4 measures).	Y	-	Y #2	N	N	-	Y	Y	Y	This goal changed for 2001 to reflect the need to bring FWS's facilities up to good condition. The data shortcomings center around cost estimating for replacement values, and the plan addresses the steps, such as more rigorous condition assessments, to document accuracy of repair and replacement costs. The Management Challenge is Maintenance
2.3.1 Improve the fish and wildlife populations focusing on trust resources, threatened and endangered species, and species of special concern by enhancing and/or restoring or creating 47,400 acres of wetlands habitats, enhancing and/or restoring 78,140 acres of upland habitat, and enhancing and/or restoring 676 riparian or stream miles of habitat off-Service lands through partnerships and other identified conservation strategies (6 measures).	Y	-	N	N	N	-	Y	Y	Y	
Public Use and Enjoyment.										
3.1.1 Interpretive, educational and recreational visits to National Wildlife Refuges and National Fish Hatcheries increased by 2% over the previous year (1 measure).	Y	-	N	N	N	-	Y	Y	N	FWS acknowledges on page 58 of the report\plan that "National Fish Hatcheries do not currently compile visitation data, therefore, visitation data is subject to estimation error." In addition, the Plan does not address the method used to capture visitation statistics on refuges.
3.2.1 Volunteer participation hours in Service programs increased by 26% and refuges and hatcheries have 66 new friends groups from 1997 levels (2 measures).	N	Y	N	N	N	-	Y	Y	Y	While the Service stated that it met the second measure (66 new friends groups), it reported 57, which was 86% of its goal.
3.3.1 86% of states receiving Federal Aid state grant monies are used consistent with the enabling legislation (2 measures).	Y	-	N	N	N	-	Y	Y	Y	Goal does not continue into Fiscal Year 2001 Plan.

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3.4.1 95% of mitigation hatchery production requirements are satisfied relating to federal water development projects (1 measure).	Y	-	N	N	N	-	Y	Y	Y	Goal does not continue into Fiscal Year 2001 Plan.
Total Goals: 15	12Y 3N	3Y	2Y 13N	15N	15N	-I	15Y	15Y	11Y 4N	

NOTES:

- A. The agencies generally reported whether or not the performance goal\measure was met for Fiscal Year 1999. However, in some instance the agency reported that for the performance goal\measure it did not have the data or was unable to collect the data met for the specific measure. In these instances, we recorded a No response for the performance goal\measure because it was not achieved. When necessary, a specific comment was included in the comment section.
- B. A response is only required for this question if the response in Column A was 'N'. Responses to Column B should reconcile to the number of N responses in Column A.

U.S. Fish and Wildlife Service

- C. On December 1, 1998, the Office of Inspector General provided the Congress a current assessment of the 10 key management challenges within the Department of the Interior. The table below shows each challenge and the Departmental agency it applies to.

10 Key Management Challenges	DMO	BIA	BLM	BOR	MMS	NPS	OIA	OSM	FWS	USGS
1. Management of Indian Trust Funds *										
2. Maintenance	x	x	x			x			x	
3. National Park Service Housing						x				
4. Financial Management	x	x					x			
5. Waste Management	x	x	x	x		x			x	
6. Revenue Collections	x	x	x	x	x	x		x	x	x
7. Inspection and Enforcement of Fluid Minerals			x							
8. Range Monitoring			x							
9. Land Exchanges			x							
10. Year 2000 Readiness	x									

*The Office of the Special Trustee for American Indians is responsible for the "Management of Indian Trust Funds." OST did not prepare a performance plan for Fiscal Year 1999 or produce a performance report. OST is in the process of implementing a Trust Management Improvement Project and is under a Court Order to produce a quarterly report of its progress on the High Level Implementation Plan.

- D. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals/measures were excluded from the report.
- E. We compared the agency's Fiscal Year 1999 performance plan and Fiscal Year 1999 performance report to determine if any planned goals/measures were changed in the report.
- F. If the agency excluded or changed any of its Fiscal Year 1999 planned goals/measures, indicate whether the agency adequately explained why it excluded or changed the goal/measure.
- G. We were not able to provide assurance regarding the validity and reliability of data because we have not assessed the adequacy of data collection, verification, and validation processes for each of the agency's Fiscal Year 1999 performance goals/measures. However, we attempted to determine whether the agency's verification and validation process as described in its performance plan and/or report could produce reliable data, assuming that there were adequate controls to ensure the integrity of the data throughout the process.
- H. In some instances an agency may have identified shortcomings or limitations in its data collection processes. The Fiscal Year 1999 performance report does not discuss data shortcomings; however, the Fiscal Year 2001 performance plan does describe data limitations, particularly the need to develop baseline data.
- I. Having identified shortcomings or limitations in its data collection processes, did the agency indicate what steps it would take to correct/overcome the problems. A Y response indicates that the agency has identified such steps or discontinued the performance goal/measure in its Fiscal Year 2001 performance plan. Responses to Column I should reconcile to the number of Y responses in Column H.

U.S. GEOLOGICAL SURVEY

USGS's fiscal year 1999 performance plan and report had two mission goals, two long term goals, and ten annual performance goals\measures. The fiscal year 2001 performance plan had two mission goals, two long term goals, and twelve annual performance goals\measures. The measures typically consisted of units of activity, such as number of meetings held or hazardous monitoring networks maintained.

Fiscal Year 1999 Performance Plan and Report.

The two mission and long-term goals in the fiscal year 1999 performance plan appropriately address USGS's major programs. The specific annual performance goals\measures are adequate indicators of certain program activities. However, the report does not communicate what was actually accomplished by performing those activities. For example, six hazards monitoring networks were maintained. We consider the term "maintained" to be vague as to what was achieved. For instance the networks could have been maintained to be operational 99 percent of the time or the equipment could be maintained but not operational. Although the plan describes the networks as consisting of flood, earthquake, volcano, landslide, geomagnetic, and an integrated monitoring network, the report does not address what benefits were achieved by the operation of the networks, whether lives were saved by early warning or response, whether property damage was minimized by early warning, or describe how network operations achieved the overall performance objective.

USGS's fiscal year 1999 report did not specifically identified fiscal year the sources of data or the data verification and validation methodology for its 10 performance goals\measures. However, in the USGS fiscal year 2001 performance plan, Section III "Additional GPRA Information," the reader finds Subsection 3.4, "Data Verification and Validation" where there is a general discussion of USGS's performance reporting system for all fiscal year 1999 performance data.

We are not able to provide assurance regarding the validity and reliability of data because we have not assessed the adequacy of the USGS's data collection, verification, and validation processes for each of the USGS's ten performance goals\measures. However, the fiscal year 2001 plan does describe the validation and verification processes for each performance goal\measure. In our opinion, these processes would produce reliable data if adequate controls are implemented to ensure the integrity of the data.

Fiscal Year 2001 Performance Plan.

USGS's fiscal year 2001 performance plan continued the 10 performance measures from fiscal year 1999 with only minor change in the basis for measuring a specific data element, which we considered to be a minor adjustment to the performance reporting. For fiscal year 2001 USGS did include a customer satisfaction measure for each of the two long-term goals. However, it did not provide a definition of the new measure; specifics concerning the data collection methodology,

sources and limitations; or the validation process as it did for each of its ten other performance measures.

U.S. Geological Survey

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Hazards: Provide science for a changing world focusing efforts in response to present and anticipated needs to predict and monitor hazardous events in near-real and real-time and to conduct risk assessments to mitigate loss.										
01.01.01.01.99: Hazards monitoring networks maintained - six (6).	Y	-	N	N	N	-	Y	N	-	
01.01.01.02.99: Risk assessments delivered - ten (10)	Y	-	N	N	N	-	Y	N	-	
01.01.01.03.99: Real-time stream-gages - cumulative . Size of the network 4,671 streamgauges	Y	-	N	N	N	-	Y	Y	Y	Measure changed for Fiscal Year 2000. Real-time stream-gages on the internet [quarterly average].
01.01.01.04.99: Real-time earthquake sensors - cumulative number os sensors 120.	Y	-	N	N	N	-	Y	N	-	
01.01.01.05.99: Stakeholder meetings conducted 16.	Y	-	N	N	N	-	Y	N	-	
Environment and Natural Resources: Provide science for a changing world in response to present and anticipated needs to expand our understanding of environment and natural resource issues on regional, National, and global scales and enhance predictive\forecast modeling capabilities.										
02.01.01.01.99: Long-term data collection and data management efforts maintained and improved, and large data structures supported - 40.	Y	-	N	N	N	-	Y	N	-	
02.01.01.02.99: New products from systematic analyses and investigations delivered to customers - 843 products.	Y	-	N	N	N	-	Y	N	-	
02.01.01.03.99: Decision support systems or predictive models developed or improved and delivered to customers - six (6) completions.	Y	-	N	N	N	-	Y	N	-	

Legend of responses: Y = Yes; N = No A Dash (-) = Not applicable or no response required based on response to prior question.

U.S. Geological Survey

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02.01.01.04.99: University-based partnerships for natural systems analysis - 272 partnerships	N	Y	N	N	N	-	Y	N	-	An explanation of why the goal was not achieved is found on page 22 of the Report.
02.01.01.05.99: Stakeholder meetings conducted - 228.	Y	-	N	N	N	-	Y	N	-	
Total Goals: 10	9Y 1N	1Y	10N	10N	10N	-	10Y	1Y 9N	1Y	

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U.S. Geological Survey

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5. Waste Management	x	x	x	x		x			x	
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