

Part 2.

Performance

Data and Analysis

**(Unaudited See
Auditors' Report)**

Performance Data and Analysis

Program Evaluations

Program evaluations are an important tool in analyzing the effectiveness and efficiency of our programs, and evaluating whether they are meeting their intended objectives. Our programs are evaluated through a variety of means, including performance audits, Program Assessment Rating Tool (PART), financial audits, management control reviews, and external reviews from Congress, OMB, OIG, and other organizations, such as the National Academy of Public Administration and the National Academy of Sciences. We use self-assessments to verify that performance information and measurement systems are accurate and supportive of our strategic direction and goals. Data collection and reporting processes are reviewed and improved through the use of customer and internal surveys.

Examples of some of the program evaluations conducted for each of Interior's bureaus during FY 2004 follow in *Table 2-1* (Note - this table includes PART assessments conducted during FY 2004 for Budget Year 2006). *Table 2-2* lists all PARTs completed for Budget Year 2004 (the PART assessments were actually conducted in FY 2002).

In all cases, Interior program managers have developed action plans in response to the recommendations for the PARTed programs. These action plans were implemented early in FY 2003, and periodic progress reports have been provided to OMB. Interior is using a Web-based tracking system to track and monitor progress toward meeting milestones associated with implementing the Administration's recommendations for a specific PART.

Results at a Glance Tables

Table 2-3 presents the Department's performance results in detail, charting Interior targets as they are tied to our end outcome goals, mission areas, and strategic goal of management excellence. Interior has discontinued most of the measures used in our previous strategic plan; because this is the first year that we are measuring our performance using targets from our FY 2003-2008 Strategic Plan, most of our data are baseline in nature, and few trend data are available from prior years. However, where we have historical data, we have provided those within the "Performance Discussion," field of our tables.

Our presentation this year visually indicates whether we met a given performance target and whether targets are “estimated.” Where applicable, we have explained why and to what extent our performance fell short of plans and how we will improve.

Data Verification and Validation

In January 2003, the Department issued a memorandum requiring that a Data Verification and Validation (V&V) process be put in place and used effectively by all offices collecting and reporting performance data. Data V&V guidance, developed in cooperation with Departmental bureaus and offices, including the OIG, was issued with the memorandum. The guidance is considered a tool for effectively elevating Data V&V procedures to an acceptable functional level within an organization or for detecting potential problem areas in well-established bureau/office Data V&V systems.

Data Completeness and Reliability

Performance data included in Interior’s FY 2004 Performance and Accountability Report (PAR) are considered complete and reliable and contain no material inadequacies.

Interior performance data for FY 2004 are presented as actual data for the entire fiscal year, as estimated year-end results, or as preliminary or incomplete data. Interior defines a “goal met” if the actual data are within 5% of the target. In cases where our target took the form of establishing a baseline, we report the goal met if the baseline was established in the reporting year. The methodology used for the estimate projection is documented. There are 33 measures that are not reportable. Explanations for the unavailability of final data are provided in every instance. Final performance data for estimated and unreported data will be included in the FY 2006 President’s Performance Budget or no later than the publication date for the FY 2005 Performance and Accountability Report.

Reliability of performance data is based on their use by managers and decision-makers with recognition for data limitations. The Department also requires the full implementation of data validation and verification criteria to ensure that information is properly collected, recorded, processed, and aggregated for reporting and use by decision-makers.

Key to Table 2-3

One of three summary conclusions is reported for each measure that presents actual or estimated results data: Goal Met; Goal Not Met; or Goal Exceeded. Given statistical uncertainties, Goal Met is reported if the actual or estimated performance result is from 95% to 105% of the performance target. If the summary conclusion for a measure is Goal Met, Goal Exceeded, or Baseline Established, then that result is visually depicted by a checkmark placed in a separate table column. No summary conclusion is presented for measures that report preliminary data (i.e., data that were collected but not verified accurate) or incomplete data because the GPRA implementation guidelines do not allow agencies to compare these types of data with performance goals. An “(E)” is included in the “FY04 Actual” column if the result presented is an estimate. A “(P)” in this column indicates the result presented is preliminary data.

TABLE 2-1

FY 2004 Sample Program Evaluations		
Bureau	Program/Goal	Methodology/Purpose
BIA	P.L. 102-477: Job Training Program	10-15 grantee reviews are conducted annually. Program and on-site reviews for each of the 48 grantees are conducted on a three-year cycle.
BIA	Environmental Program	Five environmental audits are conducted annually.
BIA	Forest Management Program	Annual accomplishment reports are collected and evaluated every March.
BIA	Housing Improvement Program	Annual program evaluations are conducted every October.
BIA	Road Maintenance Program	Each one of the 12 Regional Road Maintenance Programs is evaluated bi-annually as part of the Indian Reservation Roads Process Review Program.
BIA	Indian Post Secondary/Vocational Education	The program was assessed for Budget Year 2006 using the Program Assessment Rating Tool (PART). Once recommendations for programmatic improvements are final, an action plan to implement those improvements will be developed.
BIA	Indian 477 Job Placement and Training	The program was assessed for Budget Year 2006 using PART. Once recommendations for programmatic improvements are final, an action plan to implement those improvements will be developed.
BIA	Road Maintenance	The program was assessed for Budget Year 2006 using PART. Once recommendations for programmatic improvements are final, an action plan to implement those improvements will be developed.
BIA	Indian School Construction	The program was assessed for Budget Year 2006 using PART as a RePART from a prior review conducted in FY 2002 for Budget Year 2004. Once recommendations for programmatic improvements are final, an action plan to implement those improvements will be developed.
BLM	Range Management	The program review was conducted through visits to three States, sample consistency in the State's processes for implementing the land health standards handbook and other policy guidance
BLM	Wild Horse and Burros	The review evaluated the overall program and organizational structure of Eastern States Office.
BLM	Aviation	The program reviewed aviation planning, organization, and operations to ensure efficiency and safety throughout the organization.
BLM	Condition Assessment of Safety, Health and Environmental Program	By working with State and Field Office engineering, HAZMAT, and safety staffs, the program review identified recommendations that are eligible for deferred maintenance funding and program funding for their implementation. The review also determined how facility operations and internal controls affect the compliance status of the assessed facilities.
BLM	Realty and Ownership	The program was assessed for Budget Year 2006 using PART. Once recommendations for programmatic improvements are final, an action plan to implement those improvements will be developed.
BLM	Southern Nevada Public Land Management Act Program	The program was assessed for Budget Year 2006 using PART. Once recommendations have been received from OMB regarding programmatic improvements, an action plan to implement those improvements will be developed.
BLM FWS NPS	Land and Water Conservation Fund Land Acquisition Program	The program was assessed for Budget Year 2006 using PART. Three Interior bureaus have responsibility for implementing portions of the program and were each part of the review. Once recommendations for programmatic improvements are final, an action plan to implement those improvements will be developed.
BOR	Hazardous Materials	Reclamation conducted program reviews of regional and area office HAZMAT compliance activities. Five reviews were completed in FY 2004; no material weaknesses were identified.
BOR	Crediting of Incidental Revenues	The results of the automated survey were analyzed in FY 2004 to determine the need for on-site reviews. A corrective action plan was developed to address non-material management concerns.
BOR	Museum Property	Reclamation participated in a targeted review of museum property. Reclamation is not operating under a material weakness or reportable condition for management of its museum property.
BOR	Dam Safety Program	An annual review of the Dam Safety Program was completed in April 2004; no material weaknesses were identified.

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FY 2004 Sample Program Evaluations		
Bureau	Program/Goal	Methodology/Purpose
BOR	Sensitive Automated Information Systems	Reclamation conducted Management Control Reviews (MCRs) on 39 IT portfolio systems; no material weaknesses were identified.
BOR	Personal Property Management	Eleven reviews were conducted in five regions during FY 2004; no material weaknesses were identified.
BOR	Improper Payments	Reclamation conducted a risk assessment and determined that there are no programs that require reporting to the President and Congress or that require a progress report on actions to reduce improper payments. Reclamation is addressing performance measures, convenience check inventories, and proper accounting treatment for payroll transactions as recommended by the Department following the review.
BOR	Acquisition Management	Reviews of simplified acquisitions, interagency acquisitions, contracts, financial assistance agreements, and contracts, grants, and cooperative agreements awarded under Title I of Public Law 93-638 were conducted to evaluate quality, effectiveness, and efficiency. Internal controls in the Mid-Pacific and Lower Colorado regions were completed in July 2004; no material weaknesses or reportable deficiencies were identified.
BOR	Water Management-Project Planning and Construction (Supply) Program	The program was assessed for Budget Year 2006 using PART. Once recommendations for programmatic improvements are final, an action plan to implement those improvements will be developed.
BOR	Recreation and Concessions	The program was assessed for Budget Year 2006 using PART. Once recommendations for programmatic improvements are final, an action plan to implement those improvements will be developed.
MMS/ BLM	Natural Gas Flaring and Venting: Opportunities to Improve Data and Reduce Emissions	In the Venting and Flaring Report GAO-04-809, GAO recommended that the Secretary of Energy consider opportunities to improve data on flaring and venting. In addition, GAO recommended that the Secretary of the Interior consider regulatory changes for federal leases to reduce the most harmful emissions from flaring and venting and to improve oversight. The Department of Energy and the Department of the Interior generally agreed with GAO's findings and recommendations.
MMS	Mineral Revenues: Cost and Revenues Information Needed to Compare Different Approaches for Collecting Federal Oil and Gas Royalties	In the RIK report, GAO-04-448, GAO recommended that MMS identify and acquire key information to monitor and evaluate the RIK Program prior to expanding the program further. The MMS Five Year Royalty in Kind Business Plan released in July, 2004, provides the blueprint to successfully increase revenues and decrease administrative costs. The business plan incorporates suggestions of the General Accounting Office. In commenting on the draft report, Interior generally agreed with GAO's observations.
MMS	Onshore Minerals Management (OMM)-Leasing and Environmental and Resource Evaluation	The program was assessed for Budget Year 2006 using PART. Once recommendations for programmatic improvements are final, an action plan to implement those improvements will be developed.
MMS	Solid Minerals	An Alternate Management Control Review (AMCR) was held to assess progress of the prior corrective actions from the FY 1996 review.
MMS	Outer Continental Shelf Inspection Program	AMCR determined if the Inspection program controls in place are being used, if they are effective, or if they need to be adjusted or changed substantively.
NPS	National Historic Landmarks (NHL)	NHL staff surveyed NHL owners and State Historic Preservation Officers' staff regarding condition of their NHLs. Washington program staff analyzed and reported findings for improvements.
NPS	Visitor Satisfaction	Visitor Services Card customer satisfaction survey is continuously used at each park.
NPS	Visitor Understanding	The program review included asset mapping and evaluation of the complete spectrum of interpretive services service-wide (4 years).
NPS	Donations & Grants	The Service-wide Cooperating Association Coordinator conducts an ongoing evaluation at 8-15 associations.
NPS	Cultural Resource Stewardship	The program was assessed for Budget Year 2006 using PART. Once recommendations for programmatic improvements are final, an action plan to implement those improvements will be developed.
NPS	Albright-Wirth Grant Program	An external assessment of the program was conducted through surveys and personal interviews with staff from the National Park Foundation, NPS program administrators, current and former grant recipients and reviewers. The assessment reviewed grant management, budget management, the selection process, and marketing strategies to improve accountability and program performance.

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FY 2004 Sample Program Evaluations		
Bureau	Program/Goal	Methodology/Purpose
OSM	Fee Compliance Program	AMCR conducted to determine if management controls on the reclamation fee account management process surrounding the addition of new accounts, management of current account status and the closing of accounts provide reasonable assurance that these program activities were being effectively and efficiently managed.
OSM	Watershed Cooperative Agreement Program	AMCR conducted for comprehensive look at all event cycles for the program that were active, beginning in FY 2002 through the present day. In addition, all instructions, requirements, and website information was reviewed to determine if changes or clarifications were needed or could be made to improve the effectiveness of the program
OSM	Coal Regulatory Programs	An OIG review determined the adequacy of inspection and bond release activities; potential for regulatory program cost savings; and OSM reporting of GPRA performance measures.
OSM	Applicant/Violator System (AVS) Program	AMCR conducted to determine if management controls with the AVS program provide reasonable assurance that assignment of AVS login accounts are being effectively and efficiently managed.
OSM	Acquisition Management	AMCR conducted to determine whether emergency, non-emergency, bond forfeiture and civil penalty reclamation construction contracts are properly documented and closed out by the contracting staff in Appalachian Regional Coordinating Center and the adequacy of existing policies and procedures for documenting and closing out construction contracts.
OSM	Cash Management/Debt Collection Financial Instruments	AMCR conducted to determine if management controls on the cash management and debt collection process provided reasonable assurance that program activities were being effectively and efficiently managed.
OSM	Sensitive Automated Information Systems	AMCR conducted to certify that all prescribed controls or alternative controls are in place and effective for OSM's general support systems and major applications
OSM	Personnel Management	AMCR conducted to determine if the Delegated Examining within OSM is providing customers a product that meets the requirement of the law for accuracy and an effective, efficient recruitment tool.
OSM	Safety Management	AMCR conducted to determine if OSM's accident and illness reporting is done in a timely manner and has adequate management involvement.
OSM	Travel	AMCR review of travel vouchers was conducted to ensure that the centrally-billed transactions are not being claimed as a reimbursable expense.
OSM	Federal Abandoned Mine Land (AML) Reclamation and Regulation and Technology Program	The program was assessed for Budget Year 2006 using PART. Once recommendations for programmatic improvements are final, an action plan to implement those improvements will be developed.
USGS	Geographic Analysis & Monitoring (GAM) Program/Geographic Science Steering Committee Review	Preliminary feedback from the steering committee has refocused GAM program activities into 4 science themes, which form the basis of the GAM FY 2005 Science Program Plan. Final report due Fall 2004 from Science Planning Team. The report is expected to impact direction and priorities of GAM science activities.
USGS	Water Resources Research Act Program/National Research Council (NRC) Review "Confronting the Nation's Water Problems: The Role of Research"	The pre-publication copy of the report was released. Awaiting final report to complete action plan.
USGS	Cooperative Water Program External Review from Advisory Committee for Water Information (ACWI)	Review conducted under the ACWI. The USGS convened an external review task force to follow up on the FY 1999 external review of the Cooperative Water Program, to evaluate USGS' progress in addressing the recommendations from that review. The task force gave a status report at the annual meeting in September 2004 of the Federal/Non-Federal Advisory Committee on Water Information.

TABLE 2-1

FY 2004 Sample Program Evaluations		
Bureau	Program/Goal	Methodology/Purpose
USGS	Landslide Hazard Program External Review by NRC on National Landslide Hazards Mitigation Strategy for the Landslide Hazards Program (LHP)	USGS has taken initial steps within base funding to implement the NRC's suggestions, including (1) strengthen partnerships between the USGS and other Federal agencies and States in order to produce an effective national strategy that can be applied at the local level, (2) incorporating the development and dissemination of state-of-art risk analysis methods into its 5-year plans. The LHP has explored the implementation of a "learning from landslide disasters" effort similar to the one funded by the National Science Foundation for earthquakes, and, (3) improving education and awareness of landslide hazards and mitigation options through a new fact sheet, participation in Earth Science week activities, and support for a handbook for land-use planners on landslide hazards.
USGS	Coastal and Marine Geology Program (C&MGP; Coastal Charting and Mapping Needs External review by NRC, review of most important data collection efforts of the C&MGP).	Report entitled "A Geospatial Framework for the Coastal Zone: National Needs for Coastal Mapping and Charting," addressed the breadth of Federal activities related to coastal mapping and charting. USGS programs were part of a larger effort. Recommendations speak to the need for development of consistent standards and protocols, improved agency coordination in setting priorities and developing programs, and improved access to data and tools for data application. Recommendations required multi-agency response; USGS is working with other Federal mapping agencies to develop responses.
USGS	Earthquake Hazards Program (EHP) External review by Scientific Earthquake Studies Advisory Committee	The EHP 5-year plan for FY 2004 - FY 2008 was reviewed and approved by the Scientific Earthquake Studies Advisory Committee, and USGS. The plan is now being reviewed by the Bureau's OMB examiner and will be published as a USGS circular early FY 2005.
USGS	Astrogeology Program Internal Review	Two external reviews were conducted in FY 2004 to benefit the NASA Planetary Geology and Geophysics Cartographic and Geologic Mapping Working Group. The reviews received positive feedback. Currently awaiting final confirmation of funding award and budget.
USGS	Water Resources Research Act Program State Water Resource Institutes	The Water Resources Research Act, as amended, requires that each Institute be evaluated at least every 5 years. Detailed evaluations of all 54 Institutes are being conducted in 2004, to determine their eligibility to receive grants. Results of the evaluations are being compiled.
USGS	Water Information Collection and Dissemination Program	The program was assessed for Budget Year 2006 using PART. Once recommendations for programmatic improvements are final, an action plan to implement those improvements will be developed.
USGS	Water Research Program	The program was assessed for Budget Year 2006 using PART. Once recommendations for programmatic improvements are final, an action plan to implement those improvements will be developed.
USGS	National Mapping Program	The program was assessed for Budget Year 2006 using PART as a RePART from a prior review conducted in FY 2002 for Budget Year 2004. Once recommendations for programmatic improvements are final, an action plan to implement those improvements will be developed.

TABLE 2-2

Program Assessments Conducted for Budget Year 2004		
Program	Bureau/Office	Overall Rating
Abandoned Mine Land	Office of Surface Mining	Results Not Demonstrated
National Park Service Facility Management (RePARTed BY05)	National Park Service	Effective
Reclamation Hydropower (RePARTed BY05)	Bureau of Reclamation	Effective
Indian Land Consolidation	Bureau of Indian Affairs	Moderately Effective
National Fish Hatchery System (RePARTed BY06)	U.S. Fish and Wildlife Service	Results Not Demonstrated
National Park Service Natural Resource Stewardship (RePARTed BY05)	National Park Service	Moderately Effective
Outer Continental Shelf Environmental Studies	Minerals Management Service	Moderately Effective
Partners for Fish and Wildlife	U.S. Fish and Wildlife Service	Adequate
Habitat Restoration Activities	Bureau of Land Management	Moderately Effective
Rural Water Supply Projects	Bureau of Reclamation	Results Not Demonstrated
Indian School Construction (RePARTed BY06)	Bureau of Indian Affairs	Results Not Demonstrated
Indian School Operations	Bureau of Indian Affairs	Adequate
Title XVI Water Reuse and Recycling	Bureau of Reclamation	Moderately Effective
National Map (RePARTed BY06)	U.S. Geological Survey	Results Not Demonstrated
DOI Wildland Fire Management	Department of the Interior, Office of Wildland Fire Management and Coordination	Results Not Demonstrated