

INTRODUCTION

This GPRA report, measuring fiscal year (FY) 1997 performance, is the final report produced by the Forest Service under the pilot phase of the Government Performance and Results Act (GPRA) of 1993. It represents an interim approach to compliance with the Act.

Report Linkages: The content of this report links the FY 1997 annual performance goals and indicators to the agency budget emphases, as expressed in the FY 1997 Agency Request and Department Allowance, which in turn reflect the Course Elements and Actions in the Draft 1995 RPA Program. The recently approved GPRA Strategy Plan, annual performance plans, and this report are based on the following strategic goals:

- Ensure Sustainable Ecosystems
- Provide Multiple Benefits for People within the Capabilities of Ecosystems
- Ensure Organizational Effectiveness

Outcome Analysis: An assessment of achievement, determined by accomplishment of performance measures, is included for each annual goal. When data is available, a graphic displaying a trend of accomplishment is included.

When an annual goal was not achieved, an explanation is included.

Whenever indicators were added, modified, or dropped after the FY 1997 Annual Performance Plan was published, it is addressed in this report.

Wherever FY 1997 accomplishment data is not available, it is noted.

Lessons Learned and Applied to the FY 1998 Performance Plan: FY 1998 is the first year in which the agency is operating under the GPRA Strategic Plan. Although an annual performance plan is not legally required until FY 1999, a working document for FY 1998 has been developed to introduce concepts and components that will be used in subsequent budget cycles.

Within each program area, following congressional intent and the Chief's national emphases, the objectives and indicators related to GPRA performance expectations are listed. In future years, this section will include both funding and expected accomplish-

ment levels disaggregated to each field unit. The indicators will also be used in individual performance standards, linked to allocation criteria, and reported through Management Attainment Reports (MAR) and other data bases for use in the Annual Report.

Role of External Stakeholders: Consistent with the spirit of GPRA, the development of this performance report has been viewed as being an "inherently governmental function." No external stakeholders were directly involved in the development of this report.

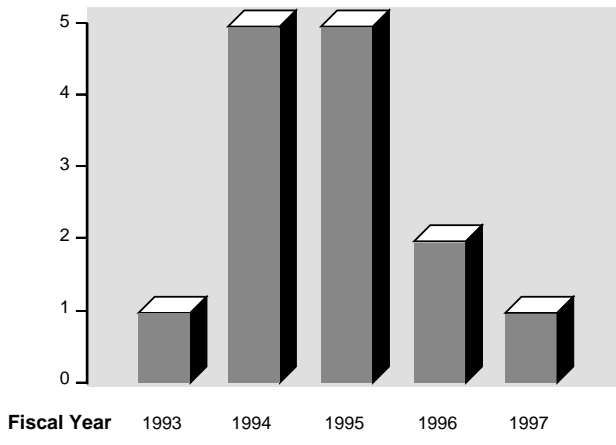
STRATEGIC GOAL #1: ENSURE SUSTAINABLE ECOSYSTEMS

Annual goal A4a1. Complete statewide plans in States joining forest legacy.

Performance Indicator	Planned GPRA	Benchmark	Accomplishment
Number of statewide plans	1-3	At least 20	1

Outcome analysis: The State of Utah joined the Forest Legacy Program and completed a plan in FY 1997. Four other States are actively working on statewide plans.

GPRA Figure 1.
Number of Statewide Plans Completed



Annual Goal A6_1. Maintain healthy forested ecosystems.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Harvest treatments (acres) 1/ 2/	500,000	100% of planned	457,848
Reforestation (acres) 1/ 3/	328,900	100% of planned	321,498
Timber stand improvement (acres) 1/ 3/	388,200	100% of planned	257,881

1/ Data comes from annual Reforestation and TSI Needs Report (2400-K).
 2/ Not included in MAR.
 3/ Includes accomplishments using appropriated and K-V funding.

Outcome Analysis: Consistent with what is reported in the tables in the back of each Annual Report of the Forest Service, the figures above for reforestation and stand improvement do not coin-

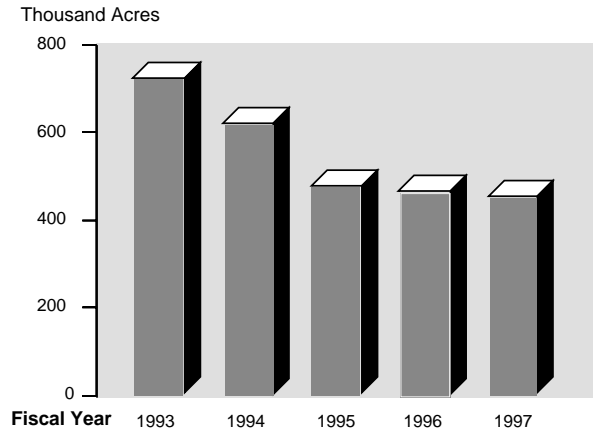
cide with what is reported in MAR because they do not include acres accomplished with contributed funding. Even so, the FY 1997 planned outputs for MAR for reforestation and stand improvement were exceeded. However, the planned GPRA output for harvest treatments, reforestation, and timber stand improvement were not achieved. This is, in large part, due to constrained funds for forest land management, coupled with our limited ability to predict accomplishments accurately more than 1 year in advance when actual funding available has not yet been determined.

These accomplishments, although not meeting the GPRA planned levels, do make significant progress towards responding to the annual GPRA goal of maintaining healthy forested ecosystems. Reforestation and stand improvement treatments continue to decline as a result of timber harvest reductions and lower funding levels. Aggressive reforestation practices continue to ensure that NFS lands remain productive to provide for healthy ecosystems and to meet stated management objectives. Reforestation is expected to continue to decrease because timber sales that require tree planting following harvest are declining. Stand improvements will continue to be a second priority, behind reforestation. The level of timber stand improvement indicates our continuing ability to improve forest health through treating young stands where the value of the product is not a strong consideration.

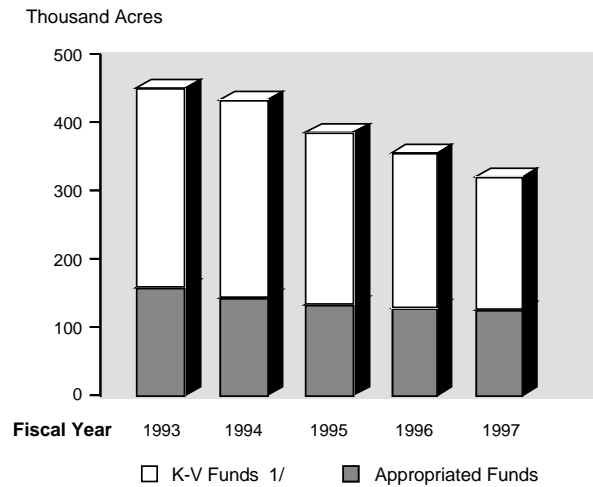
Acres of harvest treatments are indicative of our workload and accomplishments in vegetative management for multiple purposes, such as commercial thinnings that improve the growth of the remaining stand and remove less-desirable species and trees. Harvest treatments also continue to decline, reflecting a reduced timber sale program. Harvest treatments are expected to continue at approximately the levels experienced in FY 1995 and 1996.

The number of acres treated annually through the regular and salvage timber sale program is indicative of the extent of maintenance and restoration of forested ecosystems on NFS lands and the implementation of forest plan goals and objectives. Timber sales are usually designed to incorporate multiple objectives, which may include insect and disease control, fuels treatment, and habitat restoration in addition to the production of wood. Providing a continuing supply of forest products while complying with applicable laws and regulations provides goods and employment that benefit the public.

GPR A Figure 2.
Harvest Treatments

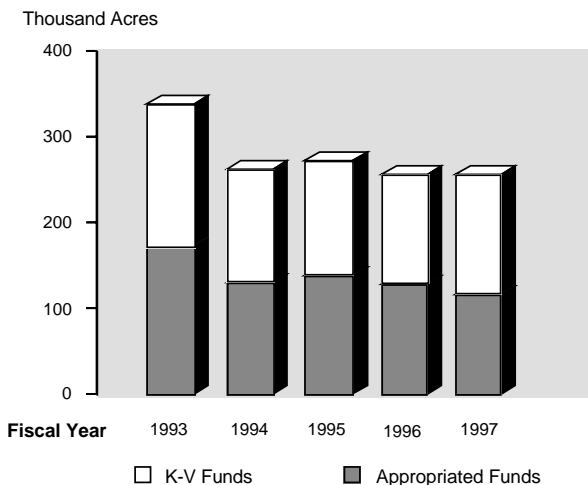


GPR A Figure 3.
Acres Reforested



1/ The Knutson-Vandenberg Act (KV) as amended, authorizes use of portion of timber sale receipts for reforestation, timber stand improvement, and improvement of other resources on timber sale areas.

GPR A Figure 4.
Acres Receiving TSI Treatments



Annual Goal: A6_2. Maintain Healthy Rangeland Ecosystems

Performance Indicator	Planned GPR A	Benchmark	Accomplishment
The number of acres on which management activities are being conducted to achieve rangeland vegetation objectives and be in compliance with applicable forest plan standards and guidelines.	43,350 acres	20% increase over FY 1996	36,856 acres

Outcome Analysis: The decision to plan for 43,350 acres was made in 1995. In 1996, the number was revised to 34,622 acres to reflect a more accurate goal. The outputs achieved under the indicators are consistent with the annual and strategic goals. The effects of restoring rangeland acres are moving us toward maintaining healthy rangeland ecosystems.

Management activities to achieve rangeland vegetative objectives are conducted in compliance with applicable forest plan standards and guidelines and implemented through allotment management plans. At the end of FY 1997, 36,856 acres of rangelands were restored through vegetative treatments to meet forest plan objectives.

Annual Goal A6a1. Maximize opportunities in monitoring and evaluation through implementation of tasks outlined by the Inventory and Monitoring Task Team (i.e., quality assurance, standards/definitions, and sampling protocols) and the development of a shared information environment for natural resources.

Performance Indicators	Planned GPR A	Benchmark	Accomplishments
Integrated inventories and assessments, and monitoring and evaluation that provide analysis, mapping, and computer-generated products used in decision-making.	Planned assessments and inventories integrated with other agencies	Complete as planned	Completed as planned
The number of national forests that annually monitor and evaluate forest plans to determine adequacy to guide the management of the national forests for the next year.	123 forest plans evaluated	100% of planned	89 published monitoring reports or 72% of planned
Implementation of tasks approved in the Natural Resource Focus Area Strategy Report.	Planned tasks implemented	Complete as planned	Completed as planned
Integration of inventories and assessments with other agencies.	Planned assessments integrated	Complete as planned	Completed as planned

Outcome Analysis: Assessments have been developed that utilize integrated inventories and provide maps and computer-generated products for planning. Three ecoregional assessments are underway: the Great Lakes Assessment, the Northern Great Plains Assessment, and the Ozark/Ouachita Highlands Assessment, and are currently projected for completion in FY98. All three assessments have States and universities as partners and are designed to provide input into planning processes.

While all 123 national forests accomplished some level of monitoring and evaluation during FY 1997, only 89 (72 percent) have reported on the accomplishment in published form. While this falls short of planned accomplishment, this is the first year for the requirement, and many forests were unable to gear up for the effort. We anticipate continued improvement in this indicator in subsequent years.

The Corporate Resource Implementation Plan to improve resource information in support of ecosystem management is complete. The Ecosystem Classification Inventory and Monitoring Information System, the Forest Service Vegetation Data Base, and the Water Data Base are in development.

In addition to integrated assessments, the Forest Service has been working closely with the Natural Resources Conservation Service on integrating our respective natural resource inventories. An action plan has been developed and initiated. A regional demonstration project was successfully integrated. This will be an ongoing effort for several years.

Annual Goal A6a2. Provide land management planning guidance and direction.

Performance Indicator	Planned GPRA	Benchmark	Accomplishment
Complete development of FSM & FSH which correspond with the forest plan regulations.	Complete FSM & FSH direction	Direction completed	Draft revisions

Outcome Analysis: The Planning and Handbook revision effort was established to delete burdensome, repetitive, outdated, and unnecessary procedural direction for preparation, amendment, and revision of forest plans, within current regulations. Additional goals are to increase the consistency of direction among resource areas; provide for a high level of collaboration with forest stakeholders; integrate applicable process requirements from other laws and regulations; and incorporate the principles of ecosystem management.

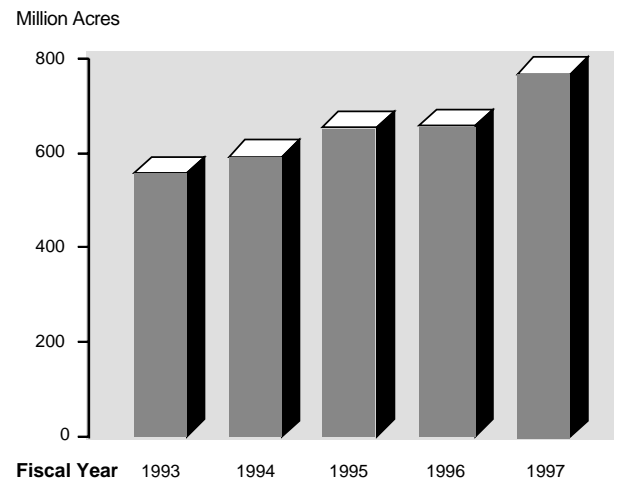
Annual Goal A6b1. Conduct detection surveys and evaluations of insects, diseases, and abiotic factors, and provide the information along with recommendations to the affected land managers.

Performance Indicator	Planned GPRA	Benchmark	Accomplishment
The number of acres surveyed and evaluated will be within plus/minus 10% of the 5-year average.	662 million acres	10% below FY 1991-95 5-year average (628 million acres)	772 million acres

Outcome Analysis: The goal was exceeded. The output for surveys and evaluations was 24 percent higher than the planned 622 MM acres. A portion of this increase (41 MM) was due to changes made to the reporting system, and increased acres reported in the East on State and private lands.

GPRA Figure 5.

Surveys and Evaluations Conducted



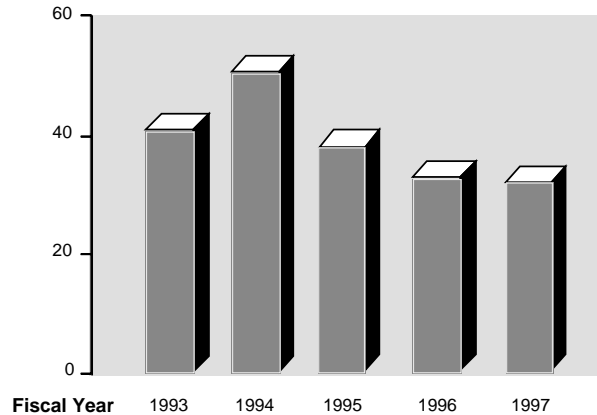
Annual Goal A6b2. Develop, improve, and demonstrate new technologies, materials, methods, and strategies to improve the efficiency of forest pest management: includes Special Technology Development Projects (STDP) and National Agricultural Pesticide Impact Assessment Program (NAPIAP) projects.

Performance Indicator	Planned GPRA	Benchmark	Accomplishment
The number of projects in progress during FY 1996--including new projects, continuing long-term projects, and projects concluded during the year--will be within plus/minus 25% of the 5-year average.	Complete 51 projects	25% plus/minus FY 1991-95 average	32 projects

Outcome Analysis: The annual program goal was not met due to limited funding for new projects. The

program will continue to develop, improve, and demonstrate new technologies, materials, methods, and strategies to improve the efficiency of forest health protection.

GPR Figure 6.
**Number of Projects in Progress
 (Insect and Disease)**



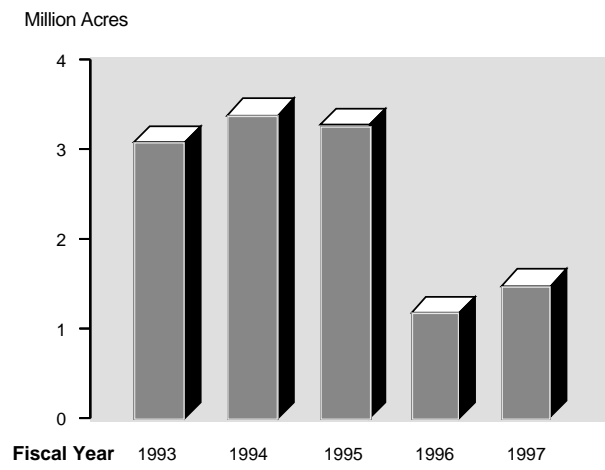
Annual Goal A6b3. Conduct prevention and suppression activities of insect and diseases on Federal lands, and provide technical and financial assistance to non-Federal land managers.

Performance Indicator	Planned GPRA	Benchmark	Accomplishment
The number of acres treated plus/minus the 5-year average (including current year).	3.4 million acres	10% plus/minus of FY 1991-95 5-year average (2.6 million acres)	1.5 million acres treated

Outcome Analysis: The annual goal for FY 1997 was met. Acres treated were affected by a drastic gypsy moth decline in the East, and a decline in the southern pine beetle population in the South.

Financial assistance was provided to all Federal agencies, including the Forest Service, Department of the Interior and Department of Defense Installations, Bureau of Reclamation, and Smithsonian Institution and to States for treatments that were shown to be economically, biologically, and environmentally sound.

GPR Figure 7.
**Prevention and Suppression Treatment Activities
 (Insect and Disease)**

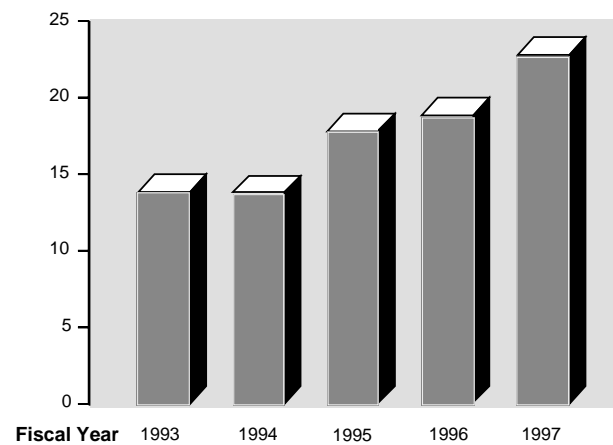


Annual Goal A6c1. For FY 1997, have 28 States participating in the Forest Health Monitoring Program.

Performance Indicator	Planned GPRA	Benchmark	Accomplishment
Number of States participating	Monitor 28 States	No less than 28 States participating	23

Outcome Analysis: The goal was not met due to decreased budgets. This program will continue to identify and test environmental indicators, and provide data to evaluate the health of the Nation's forest. Fifty-four percent of the forested area of the lower 48 States was monitored as part of the Forest Health Monitoring program. This is the last year the number of States participating will be reported. The percentage of monitored forested area will be reported.

GPR Figure 8.
Number of States Participating

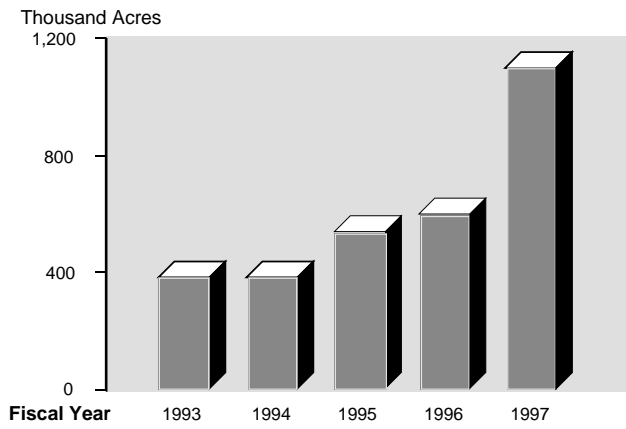


Annual Goal A7a1. Protect life, property, and natural resources from wildfire on the 191.6 million acres of NFS land and an additional 20 million acres of adjacent State and private land through fee or reciprocal agreements. Maintain a responsive and cost-effective program of wildfire presuppression and fuels management activity, commensurate with the threat to life and property, public values, and management objectives.

Performance Indicator	Planned GPRA	Benchmark	Accomplishment
Fuels management through prescribed fire or mechanical means (acres)	648,000 acres	100% accomplished	1,097,658 acres

Outcome Analysis: The annual goal was exceeded. The implementation of fuel treatment emphasized ecosystem maintenance and restoration to achieve forest health and reduce the threat of wildfire on Federal and adjacent lands. The program accomplishments reduced the threat of severe wildfire in certain key areas where personnel, private property, and resources at risk were identified.

GPRA Figure 9.
Fuels Management through Prescribed Fire or Mechanical Means



Annual Goal A7b1. Achieve efficiency in fire protection on non-Federal wildlands and on rural lands. To achieve national benefits that exceed Federal expenditures for fire protection on non-Federal wildlands. To cooperate, participate, and consult with the States on fire protection for non-Federal wildlands and other rural lands.

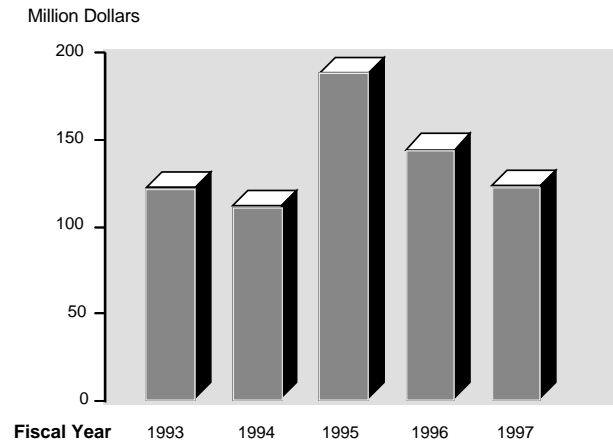
Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Non-Federal acres protected by States	1,051+ acres	100% accomplished	1/
Property loaned to States for fire suppression (million \$)	\$880 million (acquisition value of property loaned to States)	Meets FY 1991-95 5-yr average (468 million)	\$124 million

1/ This indicator does not demonstrate program effectiveness. It has been dropped as an outcome measure.

Outcome Analysis: The figure planned for property loaned should have been \$115 million, reflecting Original Acquisition Cost of property to be acquired for this use in 1997. The \$880 million figure is the total inventory.

The annual goal was met. Innovative use of excess property loaned to the States for wildland fire suppression was achieved through cooperation between the Forest Service and State foresters. The program continues to improve the local fire districts' capability to provide wildland/urban interface fire protection. Improved fire capability at the local level effectively reduces the loss of life, property, and resources due to wildland fires.

GPRA Figure 10.
Property Loaned to the States



Annual Goal A8a1. Complete legacy land acquisition cases.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Cases closed	10+	10+ cases closed	14
Acres brought into program	10,000+	Increase program total acreage to 82,000 acres or more	43,503

Outcome analysis: The goal was exceeded, with one conservation easement of over 31,000 acres skewing the results for this year. Some States are encouraging landowners to work with a range of programs, in order to benefit from easements to maintain lands for agriculture, rural development, and range purposes in addition to forestry. This is likely a trend that will continue.

Annual Goal A9a1. Continue cooperative exchanges in forest management, forest pests, fire protection, and plantations in key countries; and expand the role of the International Institute of Tropical Forestry (IITF) and the Institute of Pacific Islands Forestry (IPIF) in planning, coordinating, implementing, and evaluating the international cooperative program of the agency.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Reduced deforestation rate in Brazil, better forest management practices in Indonesia, increased participation in Mexico working groups, and better forest management practices in the Siberian Pilot project areas.	Upward trend in statistical indicators	Planned activities	Ongoing
Agreements are signed and initial exchanges accomplished for new Sister Forest partnerships.	At least 5 agreements signed and exchanges accomplished.	New Sister Forest relationships begun.	Program reduced by Congress. Little activity is occurring.
Integrate IITF and IPIF into FY 1997 program planning for IF project work in Latin America and Caribbean (LAC) and Asia Pacific and new LAC tropical at IITF.	IITF and IPIF involved in planning and information system begun.	Work planning reflects IITF & IPIF involvement and information system initiated.	International Programs, IITF, and IPIF work planning is now integrated. Lack of funds to establish an IITF information system precluded work to establish a data base.
Increase in person-years (PY) of training, technical assistance, and program development; and number of international partnerships & communications.	Provide at least 204 PY of training, 41 PY of technical assistance, 1,267 communications, and support 304 partnerships.	Show an upward trend when compared to FY 1996.	PY's of international assistance stayed at 1996 levels due to funding.

Outcome Analysis: The indicators only roughly reflect accomplishments in advancing sustainable forest management domestically and internationally. The performance highlights illustrate specific significant accomplishments in promoting and gaining acceptance of sustainable forest management principles in key forested countries around the world. In addition, the U.S has reorganized the working groups it participates in with Mexico to increase their efficiency.

Annual Goal A9a2. The Forest Service will provide professional leadership within the U.S. Government for the development and institutionalization of policies that advance sustainable forest management (SFM) in the United States and in key partner countries.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
U.S. Government officially agrees to criteria and indicators (C&I) for sustainable forest management (SFM) based on sound science.	U.S. Government agrees to criteria and indicators.	U.S. Government in agreement	Accomplished
Integrate sustainable forest management principles into the RPA Program and Assessment.	Principles incorporated into RPA.	Integration completed	Draft 1995 RPA Program principles incorporates sustainable forest management direction and C&I.
Key State and private organizations accept SFM and attempt to measure results on non-Federal lands.	At least 5 State and private organizations accept policies.	Document acceptance	50 State forest management policies have accepted SFM principles and the use of C&I in principle. Three States are currently implementing use of C&I. All Federal forest management agencies have endorsed SFM principles.
Upward trend in international assistance provided by the FS.	Provide at least 13 person years (PY) of policy assistance.	Show upward trend when compared to FY 1996 (13 PY)	5 person-years of policy assistance were provided by the FS. Downsizing prevented more involvement.

Outcome Analysis: On the domestic front, C&I to measure national progress toward sustainable forest management were used at the G-8 Economic Summit discussions in Denver attended by President Clinton. The National Association of State Foresters is a strong advocate of the C&I and has asked to become partners with Federal agencies in their implementation. The Federal Government, in collaboration with the States and non-governmental organizations, produced a First Approximation Report on the sustainable management of U.S. forests that is being used as a model for the next GPRA and agency performance standards. The FS provided technical policy advice to international forums such as the United Nations' Intergovernmental Panel on Forests, Convention on International Trade in Endangered Species or Wild Fauna and Flora, and Convention on Biodiversity.

Annual Goal A12_1. Develop adaptive management strategies that will provide both 1) short-term technical assistance and knowledge, and 2) tools for implementing a long-term vision of ecosystem management.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
President's Plan for the Pacific Northwest	Produce, test, evaluate guides, models, and handbooks for watershed analysis and management in support of the PNW Plan.	Complete as planned	Accomplished
Inventory and monitoring	a. Develop planning, inventory, & monitoring system compatible with adaptive management. b. Develop a multi-ownership resource inventory & monitoring system to assess forest health.	Complete as planned	The Forest Inventory and Analysis program worked with 13 States to inventory 42 million acres. Findings are located in 90 publications on status, condition, and trends in areas inventoried. The Forest Health Monitoring program worked with 23 States covering 53% of the Nation's forest land across all ownerships. Findings are reported in five major regional and national assessments of forest health.
Conservation assessments	a. Complete Sierra Nevada Ecosystem and Interior - Columbia River Basin projects.	Complete as planned	Both assessments have been completed.
	b. Use results from conservation assessments to identify ecosystem status and information gaps.	Complete as planned	Accomplished
Sustainable development	Three established long-term site productivity studies with NFS.	Site studies established	Seven long-term site studies established.
Forest health	Expand exotic pest research with a new rangeland pest program.	Rangeland pest program begun	Rangeland exotic pest/weed program underway.

Outcome Analysis: Overall, the annual goal was successfully achieved. Under the President's Pacific Northwest Plan accomplishments, the agency drafted a riparian management handbook that is being field tested. Studies were completed on the long-term effects of timber harvest and road construction on stream flows and sediment delivery to streams, on the wildlife and abiotic components of headwaters streams, on changes in harvest levels, and a survey of marbled murrelets in inland areas.

The National Long-Term Site Productivity (LTSP) study provides a coordinated network of more than two dozen installations representing a wide range of soil and vegetation conditions across the United States. LTSP allows comparisons for understanding differences between ecosystems. In FY 1997, one additional site was established in Idaho, three sites in West Virginia, and three in Texas. The Province of British Columbia, Canada, has also installed sites.

The Sierra Nevada and Interior Columbia River Basin assessments are complete and associated

data bases are available to other planners to use in forest plan revisions. The Research recommendations and data bases provide direction for changes in research programs for these ecosystems.

The inventory and monitoring program is expanding. Annualized forest inventory has started to give forest managers information between inventory cycles. Coordination across the Forest Inventory and Analysis, Forest Health Monitoring, and Aerial Pest Survey programs has improved.

The rangeland exotic weed program is now operating. The Forest Service is also an active participant in the national exotic weed program, allowing better use of existing research resources between agencies.

These accomplishments are relevant to the Forest Service commitment of providing scientific information and new technologies needed to manage and sustain the natural resources at both national and international levels.

Annual Goal B1a1. Using a watershed approach and ecosystem management principles, improve watershed condition on the national forests and grasslands.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Percent of NFS watersheds in Condition Class I (Regimen Attainment). Percent of watersheds in Condition Class III (Investment Emphasis).	Achieve 35% of watersheds in Classes I and Class III.	100% of planned	51% of watersheds in Classes I and III
Completed watershed assessments.	Complete 10%	100% of planned	142 assessments completed
Abandoned mine sites treated.	500 treated	100% of planned	296 sites reclaimed

Outcome Analysis: Over one-half of 6,100 NFS watersheds are in Condition Class I and III, with 31 percent of the watersheds in the high-quality class (I). Significant acreage remains in Condition Class II and additional emphasis is needed to improve the condition of Class II watersheds.

Class II watersheds are the top priority for assessment. In FY 1997, 142 assessments were completed, which is almost 50 percent of the total 3,000. As assessment methodology matures, the quality of the assessments has improved. In the future it may be necessary to simplify assessment methodology for some NFS watersheds.

Reclamation of abandoned mine sites is a higher level of accomplishment than treatment of sites. Differences in wording between the performance indicator and the actual accomplishment (e.g., “treated” versus “reclaimed”) forgo detailed comparison between indicator and accomplishment.

Annual Goal B1b1: Restore wetland and riparian area functions and values, including soil productivity, stream channel stability, fish and wildlife habitat, and natural vegetation.

Performance Indicator	Planned GPRA	Benchmark	Accomplishment
Stream miles/riparian acres in unsatisfactory condition restored.	Restore 5% of area reported in unsatisfactory condition	Inventory and restore 75% of total needs by the year 2000.	1,850 miles of inland and anadromous fish streams restored or enhanced

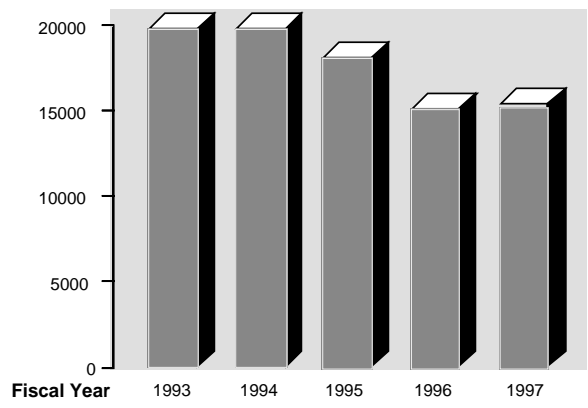
Outcome Analysis: The indicator does not provide enough information to assess progress toward the annual goal. The total number of riparian miles in unsatisfactory condition has not yet been determined, and therefore, the percentage of acres restored is not available.

Annual Goal B2a1. Encourage landowners to better manage their lands by increasing the number of landowners with quality land management plans. Enroll as many or more landowners in FY 1997 as were enrolled in FY 1995.

Performance Indicator	Planned GPRA	Benchmark	Accomplishment
Number of landowners enrolled in the Stewardship Program	22,975	90% of FY 1996 cumulative (25,300 landowners)	15,357

Outcome Analysis: The goal was not met for FY 1997. The actual accomplishment of 15,357 landowners was less than planned due to reduced funding.

GPRA Figure 11.
Number of Landowners Enrolled in the Stewardship Program

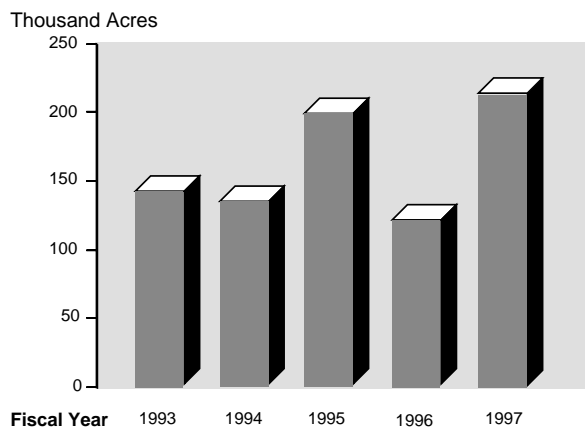


Annual Goal B2a2. In FY 1997, assuming constant funding, equal or exceed the number of acres not previously enrolled in FY 1996 in the forest stewardship program and associated stewardship incentives program practices.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Acres of nonindustrial private forest (NIPF) land involved in multi-resource stewardship efforts	3.3 million	Equals/exceeds 3.3 million acres	2.1 million (FSP & SIP)
The enrolled average cost per acre is less than or equal to the enrolled average cost per acre in previous years	Cover 300,000+ acres	100% of planned covered at or below FY 1996 costs	215,273 acres
Cost per acre planning SIP treatments	6.72 29.72	N/A	3.84 45.37

Outcome Analysis: The goal was partially met. These GPRA planned outputs were predicated on higher funding levels than the actual appropriated amounts (from \$26.5 million planned to \$6.5 million actual).

GPRA Figure 12.
Stewardship Incentives Program



Annual Goal B3a1. In FY 1997 the goal of the Urban and Community Forestry program is to provide technical and financial assistance to communities equal to or greater (provided funding level is greater than FY 1996) than the level of support provided in FY 1996.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Number of technical assists to communities	Provide 23,000+ technical assists	100% of planned	1/
Numbers of communities assisted	8,079	N/A	11,675
Number of communities having municipal plans that include green infrastructure elements	Complete 1,700	Increase FY 1996 (1,400 communities) by at least 20%	2,608
Number of communities with tree ordinances	N/A	N/A	2,608 2/

1/ During FY 1997 the indicator was changed to "numbers of communities assisted." No data was collected for number of technical assists.

2/ FY 1997 was the first time data was collected for this indicator.

Outcome Analysis: The goal was successfully achieved. The Performance Measurement Accountability System (PMAS), set in place in FY 1997, allows managers to account for the numbers of communities participating in the program at various levels of sophistication. The accomplishment of 11,675 communities assisted represents a 44 percent increase over FY 1996. This reflects an increase in funding, as well as the capability of a well-established program infrastructure to meet the needs of the public.

The number of communities having municipal plans reflects an 86 percent increase over FY 1996, well above the benchmark of 20 percent.

STRATEGIC GOAL #2: PROVIDE MULTIPLE BENEFITS FOR PEOPLE WITHIN THE CAPABILITIES OF ECOSYSTEMS

Annual Goal C1a1. Conserving opportunities for cultural and social use while conserving ecosystem sustainability.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
T&E species delisted or reclassified	No planned accomplishment	Reduction in total T&E species listed	None
Sensitive species downlisted	No planned accomplishment	Reduction in total sensitive species listed	None
Acres of terrestrial/aquatic (lakes) habitat protected	25,300 acres	100% of planned	Data no longer collected
Stream miles of aquatic habitat protected	2,550 miles	100% of planned	Data no longer collected
Acres of terrestrial habitat restored or enhanced	142,160 acres	100% of planned	Data no longer collected
Hunting, fishing, and NatureWatch activity days	88.3 million activity days	100% of planned	1/
Head months (HM's) of livestock grazing permitted on NFS rangelands will equal or exceed 8.9 million	8.9 million HM's	100% of planned	9.3 million HM's
Percent of seasonal recreation capacity available to standard	60%	100% of planned	2/

1/ FY 1997 data not available.

2/ Due to work implementing the INFRASTRUCTURE data base, this data was not collected in FY 1997.

Outcome analysis: Based on the cumulative effects of the outputs, the annual goal was successfully achieved. The primary focus of the indicators addressing habitat restoration and/or enhancement is to mitigate the impact caused by other resource uses. In FY 1997, the program focused on ecosystem sustainability by minimizing the impact of resource disturbance and conserving opportunities for social use.

Annual Goal C1a2. The public's title and interests in the National Forest System are fairly and effectively protected and managed.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Land use activities authorized (non-Rec)	85,200+ permits	100% of planned	85,000 permits
Land use activities administered to standard and terms agreed to	27,970 permits	100% of planned	4,200 permits
Miles of boundary legally and physically identified	945 miles	100% of planned	1,119 miles
Number of landownership adjustments that effectively meet public interest objectives	100 cases	100% of planned	73 cases
Number of forests reporting accurate information on condition and cost to maintain FS infrastructure	80%	100% of planned	1/
Number of opportunities for heritage experiences provided to the public	130	100% of planned	935 new interpretive projects; 1,318 new public outreach efforts

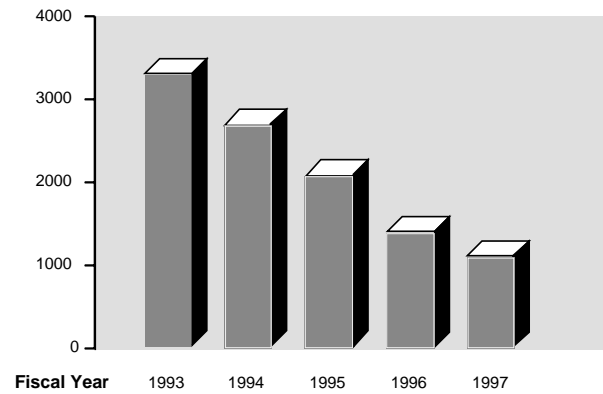
1/ Data not collected

Outcome Analysis: This goal was not met because the special use permits are expiring under their own terms and are not being renewed, even though private or commercial use continues. Legal and regulatory requirements require extensive analytical work and justification to renew permits. Reductions in the program funding and FTE's over the past several years have required the use of untrained and inexperienced staff, preventing the needed action to reauthorize the use.

Former permitholders are using Government land and facilities without authorization or payment as required by OMB Circular A-25 and FLPMA. Expired permits for a single private activity on one national forest alone is resulting in a loss to the Treasury of over \$150,000 annually.

Since 1992, the Forest Service has reported as a Material Management Control Weakness under the Federal Managers Financial Integrity Act and OMB Circular A-123, that certain activities under the Real Estate Management Program violate regulations, agency policy, and the law.

GPRA Figure 13.
National Forest System Boundaries Surveyed 1/



1/ Includes all funding sources.

Annual Goal C3_1. Provide technical assists and/or applied studies in urban and community waste wood utilization, wood recycling technology, and value-added wood products utilization. Develop publications and articles and make technical presentations. Provide technical assistance to Wood in Transportation and Rural Community Assistance program efforts.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Number of technical assists/studies in urban and community wood utilization/recycling technology	150 or more	100% of planned	167
Number of publications/articles	Complete 15	100% of planned	N/A
Number of technical presentations at workshops or symposia	20	100% of planned	N/A
Number of technical assists to WIT and RCA programs	175	100% of planned	223

Outcome Analysis: The goal was achieved. In addition, 310,000 cubic feet of increased volume were recovered through better processing techniques, and 155,000 cubic feet of underutilized species were processed and marketed. Businesses started, expanded, or retained a total of 117 jobs during FY 1997 as a result of FPC&R assistance. The number of publications and/or articles completed was not collected because the indicator was changed to reflect the number of articles and presentations disseminated. This change was made to reflect technology transfer rather than research and development. In FY 1997, FPC&R disseminated 16,429 copies of technical papers and other literature and recorded 16,880 hits on the technology marketing unit home page.

Annual Goal C4a1. Meet or exceed the level of commitments in the previous year's rural community assistance efforts to help rural community action teams or groups in developing and implementing their long-term goals and objectives. Continue to implement the President's Plan for the Pacific Northwest and northern California.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Rural communities assisted: a) total b) new	Assist 200 new communities	1,200 cumulative	2,205 304
Minority/tribes/low-income communities assisted	130	100% of planned	132
Projects: a) completed b) ongoing	Complete 300 new projects	1,000 cumulative	575 1,930
Communities strategic plans 1/ (plans in progress)	N/A		538
Communities using outcome measures 2/	N/A		151

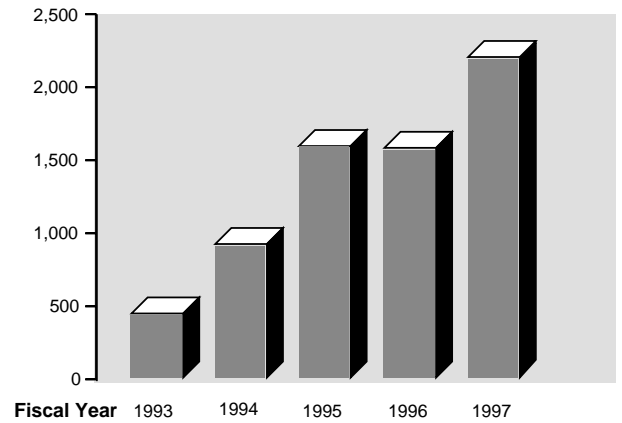
1/ New performance indicator added in FY 1996 Report and was inadvertently left out of FY 1997 planning document.
2/ New performance indicator added during FY 1997.

Outcome Analysis: The goal was achieved. The focus on strategic planning as the basis for long-term progress in achieving sustainable development continued at a steady pace. In addition, the agency initiated a "community-based outcome measures" process and methodology to build the capacity of rural communities to monitor and evaluate progress towards their long-term goals. Over 150 communities have developed indicators to track outcomes in one or more of the following categories:

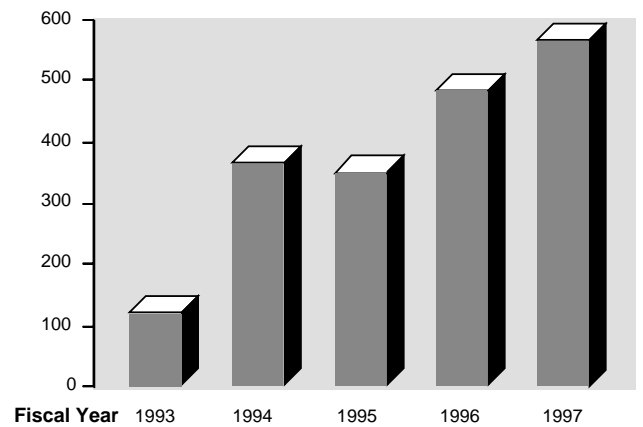
- Increased use of the skills, knowledge, and ability of local people;
- Improved community initiative, responsibility, and adaptability;
- Strengthened relationships and communications;
- Sustainable, healthy ecosystems with multiple community benefits; and
- Appropriately diverse and healthy economies.

Within a few short years, this methodology will allow the agency to determine trends and outcomes related to the progress of rural communities in managing change and becoming self-sufficient.

GPRA Figure 14.
Number of Rural Communities Assisted



GPRA Figure 15.
Number of Projects Completed



Annual Goal C4a2. Within the context of the Wood in Transportation Program, complete demonstrations of modern timber bridge technology in commercial applications and special projects advancing the wood in transportation concept and focusing on underutilized and/or local tree species. (Commercial value stimulates interest in and provides market-based incentives for management among private landowners.)

Performance Indicator	Planned GPRA	Benchmark	Accomplishment
Number of demonstrations of modern timber bridge technology and special projects advancing wood in transportation for underutilized and/or local tree species	40 demonstrations	100% of planned	6

Outcome Analysis: The annual goal was not achieved. The planned accomplishment level was based on a higher budget; however, funding for this program was reduced approximately 75 percent. Even with limited funding, 57,000 publications and

12,000 Internet hits transferred information to users, and 144 technical assists were provided.

STRATEGIC GOAL #3: ENSURE ORGANIZATIONAL EFFECTIVENESS

Annual Goal D1_1. The Forest Service provides leadership and direction in becoming a multicultural organization in accordance with the vision set forth in "Toward a Multicultural Organization" and related task force reports and recommendations.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Proportion of employees in underrepresented groups increases	Net gain compared to FY 1996	Gain achieved	Decrease from 48.7% in FY 1996, to 48.5% in FY 1997
Increase in the number of women or minority employees and people with disabilities in leadership positions	Increase compared to FY 1996	Increase achieved	Increased from 25.9% in FY 1996 to 28.1% in FY 1997, for GS-14 and above, including SES
Increase in the percent of favorable responses to the Continuous Improvement Process (CIP) dimension on multicultural organization	Upward trend in favorable responses to CIP Survey compared to FY 1996	Increase achieved	Reliable baseline data was gathered in FY 1997 to measure changes in employee satisfaction with the work environment in FY 1998

Outcome Analysis: In FY 1997 the Forest Service conducted the CIP employee survey to assess organizational effectiveness in key areas related to the work environment. The FY 1997 questionnaire was given to 38,318 employees agencywide. The number of questionnaires returned was 21,508, or 56 percent. This is the first year that reliable baseline data and information were gathered from which future changes will be tracked over time, using subsequent surveys. The 1998 survey will provide data needed to measure progress toward these goals.

GPRA Figure 16.
Composition of the Agency's Work Force

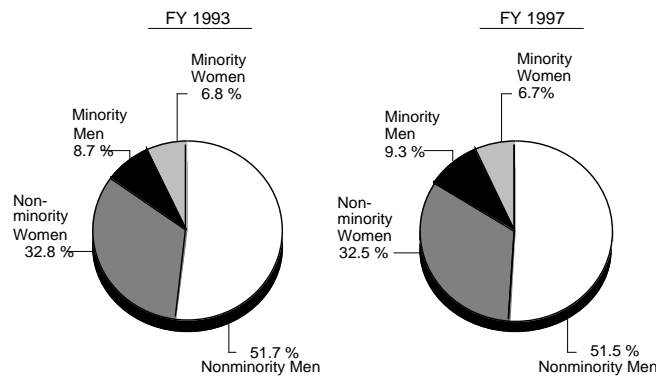


Table A.

Fiscal Year	1993	1994	1995	1996	1997
Nonminority men	51.7%	50.9%	51.0%	51.4%	51.5%
Nonminority women	32.8%	33.2%	32.9%	32.7%	32.5%
Minority men	8.7%	8.9%	9.3%	9.2%	9.3%
Minority women	6.8%	7.0%	6.9%	6.8%	6.7%
Permanent work force	34,942	31,536	31,135	30,519	29,699

Source: USDA DN-714 Report; includes Cooperative Education Students and other seasonal appointments.

Annual Goal D1_2. The Forest Service employees receive adequate training to effectively carry out the agency mission.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
There is a percentage increase in favorable responses to the Continuous Improvement Process dimension on employee development when compared to FY 1996 results	Increase from FY 1996	Increase observed	Data not available
There is an increase in the number of employees receiving training and in the number of hours of training provided when compared with FY 1996	Increase from FY 1996	Increase observed	Data not available

Outcome Analysis: The best measurement of success of hiring, placement, and training is the degree to which the agency accomplishes its overall program mission, objectives, and targets. This entire report describes our ability to meet program targets, and thereby demonstrates organizational effectiveness and employee competency.

The agency plans to analyze the effectiveness of employee development programs, but the development of an automated tracking system, Training Integrated Personnel System (TIPS), is not complete due to a delay in transitioning to the IBM computer system. We project that TIPS will be operational in FY 1999, and at that time we will be able to collect baseline data, conduct needs analyses, and determine the overall cost and effectiveness of employee development programs.

Annual Goal D2_1. Provide technical skill development training and applications to effectively implement ecosystem management.

Performance Indicator	Planned GPRA	Benchmark	Accomplishment
Monitor development and implementation of training and certification program as part of the management review process to provide skills identified as needed in FY 1997	Monitor skill tracking & needs management process	Activities conducted to monitor process; training sessions provided; participants certified	Completed as planned

Outcome Analysis: Basic training in implementing ecosystem management was provided to all forests through a CD-ROM package. Interactive CD players were provided to all forests for on-site capability. Various courses were offered throughout the agency, such as Community-Based Partnerships and Ecosystems For a Healthy Environment.

Annual Goal D2_2. Implement Meaningful Measures Process.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Number of constructed feature types included in the Meaningful Measures Process (MPP)	All construction feature types included in the MPP	All in compliance	1/
Percent of units using MPP	100%	All units using MPP	100%

1/ Data not yet available

Outcome Analysis: The annual goal planned for FY 1997 was achieved. Meaningful Measures for Quality Recreation Management is a recreation management concept that sets standards of quality for all aspects of the recreation program (facilities, sites, areas, etc.), determines realistic costs, helps to prioritize work, assists in budget allocation, and sets the stage for effective monitoring of results. The number of constructed feature types included in the Meaningful Measures Process (MPP) will not be available until all units have fully implemented the MPP. All units are using the MPP, however full implementation is not planned until the end of FY 1998. The MPP refinement and implementation at the forest level continues while other components are intended to be completed in FY 1998. FY 1999 will be the first year of full implementation.

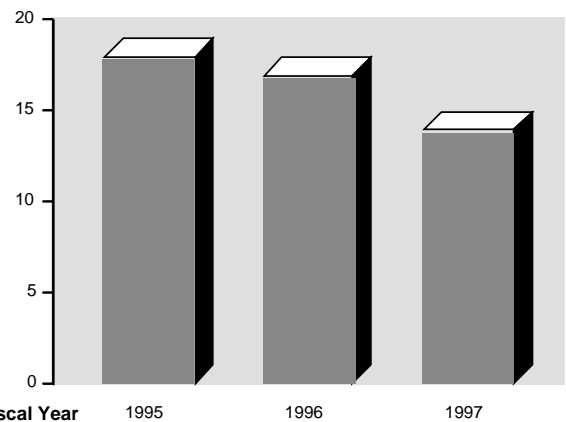
Annual Goal D3b1. Continue national management and oversight in the investigation of civil and criminal activities and internal and whistleblower complaints related to the National Forest System.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Provide resources and resource coordination through the WO to the field	15-20 cases (estimated)	100% compliance	2
Maintain tracking, oversight, monitoring, and investigating of all whistleblower and internal complaints	15 internal; less than 127 whistleblower complaints	Less than 20 cases; reduce whistleblower complaints trend by 10%	14 internal; 150 whistleblower
All investigations will be entered into the interim Case Tracking System	Maintain Case Tracking System	System is up to date	100% up to date

Outcome Analysis: The goal was achieved. However, the Washington Office (WO) has responsibilities for oversight of national investigations, and it is not practical to track every type of assistance provided to the field. Thus, this indicator will no longer be included. The WO maintains oversight of all internal and whistleblower investigations successfully; this is an excellent indicator of centralized management. The Case Tracking System has been fully implemented in all regions and provides updated information to WO managers.

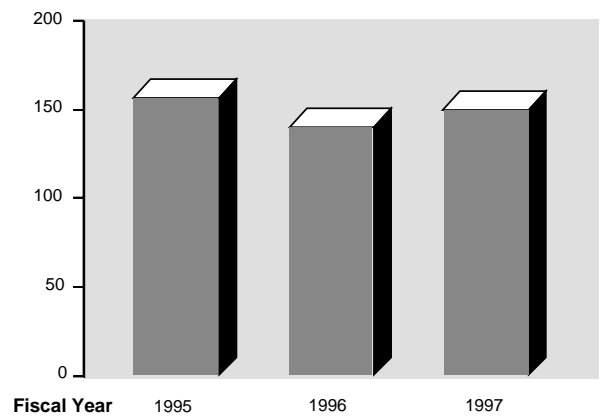
GPRA Figure 17.

Internal Complaints



GPRA Figure 18.

Whistleblower Complaints



Annual Goal D3b2. Continue integration of the LE&I organization within the Forest Service.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Continue implementing actions that were developed by the core team and Chief at the March 1994 meeting	Three actions in progress or completed	Documentation of actions is available	2 completed
The LE&I organization complements agency reorganization by implementing the personnel and fleet contracts	Implement personnel and fleet contracts for LE&I	Both contracts implemented	Neither implemented
Conduct regional management reviews to ensure compliance with the law, regulation, and staff effectiveness	Complete at least two reviews	Two or more reviews completed	One partial review completed

Outcome Analysis: The annual goal was accomplished. Two of the three actions developed in 1994 have been completed; the third (release of the GS 11/12 Supervisory Law Enforcement Officer position description) has been put on hold. The “contracting in” concept was not implemented due to excessive cost and improved regional support services; this concept will not be pursued any further. Due to budget reductions, only a financial review was conducted at the Federal Law Enforcement Training Center.

Annual Goal D3b3. Continue to evaluate test sites and begin full implementation of the first permanent phase for the Law Enforcement Case Management System (LECMS) to meet the Uniform Crime Reporting requirements as mandated by Congress.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Complete Request Determination Study to select permanent sites for installation of system	Complete study and evaluate locations and test sites	Complete evaluation and select at least two sites	None selected
Provide the FBI with the required information	Produce reports and submit them to the FBI	Reports submitted on time for FBI to complete report	N/A
Generate planned and unplanned reports requested by internal and external sources	30 requests (estimated)	Fulfill all requests; will track request statistics	N/A

Outcome Analysis: The feasibility study, which was to be completed prior to the selection of test sites and reporting of information, requires additional analysis. The goal was not fully accomplished but significant progress was made.

Annual Goal D4a1. Create/maintain State conservation education plans that further overall environmental education goals of each State.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
No. of State-level conservation plans completed	45 plans	Plans for all States	45 plans
No. people educated directly on ecosystems/natural resources	200,000 people	100% planned	2,376,271 people
No. educators trained to teach about ecosystems/natural resources	10,000 teachers	100% planned	118,256 teachers

Outcome Analysis: The annual goal was accomplished. More people were reached than planned because cooperation with States, partners, and stakeholders has strengthened outreach. Program achievements rely upon significant financial and professional input from educators, the private sector, and other partnerships. The demand for natural resource education programs exceeds current program capability.

Annual Goal: D5_1. Policy analysis in key theme areas (green trade, sustainable forest management, criteria and indicators); host international visitors; provide opportunities for FS staff training through cooperative exchange.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Forest Service meets obligations to host international visitors and dignitaries.	400 visitors hosted in WO	All international visitors hosted	1,186 person-days of visitor time logged
International policy assistance provided by the FS is cited by partners and provides input to key decisions.	Provide policy	Policy for key decisions is available	Achieved
Staff gain experience from exchanges that can utilize and make their work more effective and enjoyable.	Person-years (PY) of exchanges gained	Key staff gain experience	About 80% of the 119 PY of international assistance was provided by FS personnel

Outcome Analysis: Forest Service participation in international activities is continuing to enhance appreciation of the globalization of forest and rangeland management issues. Forest Service management decisions frequently address the international context of domestic forest management issues and lessons that can be learned from them. Forest and rangeland resources are enhanced through collaboration with governments on common forest management problems.

Annual Goal: D6_1. The Forest Service makes progress in building an innovative, creative, people-oriented work environment as evidenced through the results of the Continuous Improvement Process (CIP) survey.

Performance Indicator	Planned GPRA	Benchmark	Accomplishment
The results of the FS's all-employee CIP survey show an overall increase in employee satisfaction with the work environment	Increased employee satisfaction with the work environment when compared to FY 1996	Results show increased satisfaction	Reliable baseline data gathered to measure FY 1998 changes in employee satisfaction

Outcome Analysis: In FY 1997 the Forest Service conducted the CIP employee survey to assess organizational effectiveness in key areas related to the work environment. The survey questionnaire was given to 38,318 employees agencywide, with 21,508 returned. This is the first year that reliable baseline data and information were gathered to assess improvements over time. The 1998 survey will provide data to measure accomplishments against the 1997 baseline information. The GPRA strategic goal for this indicator results in a delay of 1 year, necessary in order to have credible survey data.

Annual Goal: D8a1. Continued implementation of Project 615 (Strategy 6) and data and applications migration (Strategy 4).

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Number of fully operational migrated systems in the Project 615 environment	150 fully operational systems	100% of planned	Assessment of 490 mission-critical applications were completed. Migration and year 2000 compliance status: Fully operational on IBM: 15 Fully compliant (DG/IBM): 34 Being repaired: 320 Being retired: 98 New under development: 38 Completion target: Feb. 1999
Capabilities for public access to the agency's information	The public has access to agency information	Public can access information	Information in the FS homepage is available on Internet: E-FOIA on homepage FS manuals, handbooks, forms
Establish two centers of excellence (COE's) 1) National Information Mgt. Repository COE 2) Geographic Information Systems (GIS)	Establish centers of excellence	Centers established	The two COE's have been established and are operational
Establish a prototype national natural resource inventory data base	Establish prototype	Prototype established	Development for ECIMIS prototype has been accomplished
Develop a GIS model that standardizes attribute data characteristics, levels, and file contents and structures	20% completed	100% of planned	Implementation of Metadata Tracking Vehicle II (MTV II) is 90% completed
Create integrated applications and data bases for FS Business Systems	Integrated applications and data bases are operational	Operational applications and data bases	175 data bases are being integrated into 6 systems. Most of the 175 systems will be retired or replaced by 1999, and composed of 60+ business-oriented applications

Outcome Analysis: All planned goals were accomplished. Plans are in place to "migrate" all existing systems to the IBM. The IBM and the telecommunication systems provide the technology infrastructure to meet our goal to have an integrated information environment. This environment enhances organizational effectiveness by providing the ability to handle spatial data, run improved administrative processes, and provide broad access to other governmental entities and the public.

This agency is implementing an integrated user interface using "browsers" to access information through the Internet, Intranet and Extranet. More information is becoming available via "Web technologies."

This agency is moving toward the centralization of telecommunications and application management, which improves our ability to manage the investments made in these areas.

The Forest Service is “sharing” opportunities in different arenas. This involves sharing IRM people resources, technology, and telecommunications facilities such as networks, applications, contracts, data, information, and radio systems across agency boundaries. To ensure consistency we are setting standard policies and processes.

Annual Goal D10a1. Assure that quality financial information is available in a timely and user-friendly manner and is integrated into the agency decisionmaking process. The budget decisionmaking process is driven by timely and accurate financial and resource information.

Performance Indicators	Planned GPRA	Benchmark	Accomplishments
Action items completed from the 5-year CFO Plan to improve financial systems on schedule	Complete action items	Action items completed	Action items completed
Credible and reliable financial information as measured by an improved auditor's opinion of financial statements	Receive an unqualified opinion on FY 1997 agency financial review	Auditor's opinion received	OIG issued progress report noting significant progress in cleanup of invalid accounting and in accounts maintenance
Training needs analysis is completed	Training needs analysis implementation is on schedule	Needs analysis completed	Analysis completed

Outcome Analysis: The annual goal was partially accomplished. In 1997, the Office of the Inspector General (OIG), provided consulting services in the form of reviews of financial management transactions processed by national forests. These reviews analyzed the problems indicated in the 1995 Financial Statement Audit. In progress reports issued by the OIG, the Forest Service was noted as making significant progress in cleaning up invalid accounting data and accounts maintenance.

A Forest Service Financial Health Desk Guide was developed, issued, and distributed to field offices in May 1997. The guide is focused on improving and maintaining financial accountability in management, accounts payable, accounts receivable and revenues, cash and unexpended appropriations, personal property, real property, and reimbursements. Each Region and Station developed an Action Plan to execute and monitor the work to be done.

An effort was initiated in 1997 to develop core competencies for financial managers. The Training Needs Analysis is the basis for the financial core competencies.