

# MESSAGE FROM THE SECRETARY

On behalf of the Department of the Interior, I am pleased to present the Department's fiscal year 2001 Accountability Report. The Report chronicles our achievements during the first year of the Bush Administration and shows how our resources were spent in pursuit of our mission. To inform the Congress and the public, this Report also integrates results-oriented performance data, information on the Department's stewardship responsibilities, audited financial statements, and the independent auditor's report.

As a Department, we are cognizant of the huge impact our programs and services have on the lives of Americans. Our responsibilities are vast. We manage more than one of every five acres of land in this Nation, including some of the most beautiful and pristine places on earth. We are entrusted with some of the most patriotic symbols of our Nation, from the Statue of Liberty to Independence Hall. We provide approximately one-third of the Nation's domestic energy and supply the water that has made the arid West bloom. We serve visitors from around the world who take delight and find recreation through nearly half-a-billion visits to our lands each year. Our exemplary volunteer program, totaling over 200,000 individuals and outnumbering our own employees by nearly three to one, provides valuable assistance in protecting our Nation's natural and cultural resources. In fiscal year 2001, we collected approximately \$11 billion in revenue from the lands and waters we manage, more than \$1 billion more than we had appropriated to us. We also shared \$1 billion of the revenue from the onshore petroleum leasing program with the states.



Our vision for effective management at the Department is organized around the "Four C's:" consultation, cooperation, and communication, all in the service of conservation. At the heart of the "Four C's" is the belief that for conservation to be successful, we must involve the people who live on, work on, and love the land. To that end, we will actively solicit the assistance of the Nation's citizens, state and local governments, and non-government and private sector organizations as we undertake the difficult challenges of managing America's public lands and the species that reside on them. We believe that good ideas are found in communities throughout America. Working together in collaborative partnerships, we can leverage the resources available to carry out joint conservation and management programs. Partnerships are the best way to invite others to join the Department as participants in the stewardship and management of resources.

We realize there is still much to do. Our blueprint for continuing to improve the management of resources entrusted to us is our "Plan for Citizen-Centered Governance." Based on "The President's Management Agenda" for management reform, this plan lays out our strategy to improve the delivery of programs and services; implement new practices with appropriate use of innovative technologies; invest in human capital by expanding programs to attract, train, and retain a diverse team of professionals committed to excellence and public service; and maintain accountability throughout the Department to continue its tradition of stewardship.

Our responsibilities and performance are etched in America's landscape, an enduring legacy of what the Department of the Interior protects on behalf of its citizens. I invite you to read this Report as a record of our accomplishments in carrying out the magnificent mission that has been entrusted to us.

A handwritten signature in black ink that reads "Gale A. Norton". The signature is written in a cursive, flowing style.

**Gale A. Norton**  
**Secretary of the Interior**