

FY 2003 Annual Performance Plan

FY 2001 Annual Performance Report

Fish and Wildlife Service



DEPARTMENT OF THE INTERIOR



Fish and Wildlife Service

FY 2003 Annual Performance Plan

FY 2001 Annual Performance Report

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Mission Statement and Mission Goals

OUR MISSION IS WORKING WITH OTHERS TO CONSERVE, PROTECT AND ENHANCE FISH, WILDLIFE, AND PLANTS AND THEIR HABITATS FOR THE CONTINUING BENEFIT OF THE AMERICAN PEOPLE.

Four principal mission goals drive the Fish and Wildlife Service's Strategic Plan, which support the core mission of protection and improvement in the condition of America's fish, wildlife, and plants and increase opportunities for the public's enjoyment of these resources.



- **Sustainability of Fish and Wildlife Populations**
Conserve, protect, restore, and enhance fish, wildlife, and plant populations entrusted to our care.
- **Habitat Conservation: A Network of Lands and Waters**
Cooperating with others, we will conserve an ecologically diverse network of lands and waters — of various ownerships — providing habitats for fish, wildlife, and plant resources.
- **Public Use and Enjoyment**
Provide opportunities to the public to enjoy, understand, and participate in use and conservation of fish and wildlife resources.
- **Partnerships in Natural Resources**
Support and strengthen partnerships with tribal, state, and local governments and others in their efforts to conserve and enjoy fish, wildlife, plants and their habitats.

About This Document

This document presents the Fish and Wildlife Service's combined Annual Performance Plan for FY 2003 and the Annual Performance Report for FY 2001. This will be our fifth Annual Performance Plan presented to the Congress and the public and our third Annual Performance Report as required by the *Government Performance and Results Act*. Section II of this document contains the detailed description of the Service's planned FY 2003 performance goals, the strategies and resources necessary to accomplish them, and the report of our accountability in delivery of each of the respective FY 2001 annual performance goals.

The annual performance goals for FY 2003 support the Service's updated Strategic Plan covering FY 2001 through 2005. *The Government Performance and Results Act* requires agencies to update and revise their strategic plans every three years. In an effort to broaden our horizon and provide a more inclusive dialogue with our partners, the Service engaged in a carefully designed and highly participatory process with employees, stake-

holders, and the public in the revision of the strategic plan. The results of this process have been captured in the updated Strategic Plan for FY 2001 - 2005. These goals will guide our efforts in the conservation of fish and wildlife resources over the next three years.

The FY 2001 annual performance goals and measures being reported are identified in the FY 2001 Annual Performance Plan submitted to the Congress in February 2001. The FY 2001 goals and measures were adjusted in February 2001 to reflect the impact of the final FY 2002 final Appropriations. A complete report of the Service's progress in meeting the FY 2001 performance goals follows each of the respective FY 2003 annual performance goal narratives. The following overview of FY 2001 performance reports on 21 key annual performance goals for achieving the Service's four mission goals. The Service met or exceeded 14 of the 21 goals for a 67% success rate.

Mission Goals	FY 2001 Annual Goals	FY 2001 Performance Report	
		Annual Goals	Performance Measures
I. Sustainability of Fish and Wildlife Populations	10	7 met or exceeded 3 not met	9 met or exceeded 4 not met
II. Habitat Conservation: A Network of Lands and Waters	5	3 met or exceeded 2 not met	7 exceeded 2 not met
III. Public Use and Enjoyment	2	1 met or exceeded 1 not met	1 met 2 not met
IV. Partnership in Natural Resources	4	3 met or exceeded 1 not met	11 met or exceeded 3 not met

Section 1

Introduction and Overview

THE FISH AND WILDLIFE SERVICE'S (FWS) ORIGIN DATES BACK TO 1871 WHEN CONGRESS ESTABLISHED THE U.S. FISH COMMISSION TO STUDY THE DECREASE IN THE NATION'S FOOD FISH AND RECOMMEND WAYS TO REVERSE THE DECLINE. TODAY, THE FWS HAS THE PRIVILEGE OF BEING THE PRIMARY FEDERAL AGENCY RESPONSIBLE FOR THE PROTECTION, CONSERVATION, AND RENEWAL OF FISH, WILDLIFE, PLANTS AND THEIR HABITATS.

The FWS manages migratory bird populations, restores interjurisdictional fisheries, conserves and restores wildlife habitats, administers the *Endangered Species Act*, and assists foreign governments with their conservation efforts. We oversee the Federal Aid in Fish and Wildlife Restoration Programs, which distribute hundreds of millions of dollars earned from excise taxes on fishing and hunting equipment to state wildlife agencies.

A cornerstone of our conservation effort has been the National Wildlife Refuge System — places where Americans can experience the joys of wildlife and wild places. The FWS is the steward of almost 95 million acres of public lands across the United States, which compose the network of 538 refuges and 37 wetland management districts that comprise the National Wildlife Refuge System. The first National Wildlife Refuge, Florida's Pelican Island, was established by President Theodore Roosevelt in 1903 to protect egrets, herons, and other birds that were being killed for feathers used in the fashions of the time. Today, refuges are home to millions of migratory birds, open space for elk and caribou, and wild niches for the rare and endangered.

Complementing the National Refuge System is our National Fish Hatchery System. The Service manages 70 National Fish Hatcheries for the restoration of the Nation's fishery resources. The role of the National Fish Hatchery System has changed and diversified greatly over the past 30 years as increasing demands are placed upon aquatic systems. We are integrating the work of fish hatcheries and fisheries' management, resulting in a cohesive, more efficient national restoration program, such as those for Great Lakes lake trout, Atlantic Coast striped bass, Atlantic salmon, and Pacific salmon.

The FWS headquarters is located in Washington, D.C., with field units throughout the United States. The Service employs more than 8,000 people and is supported by a volunteer force of 36,000 citizens. Nearly 90 percent of our employees work in field locations providing on-the-ground services in support of our public trust responsibilities.

STRATEGIC MANAGEMENT THROUGH FOUR MISSION GOALS

Four mission goals — Sustainability of Fish and Wildlife Populations, Habitat Conservation: A Network of Lands and Waters, Public Use and Enjoyment, and Partnerships in Natural Resources — drive the Fish and Wildlife Service's Strategic Plan and support the organization's core mission. The alignment of the Service's programs and activities to these four mission goals represents a new approach to improve the integration, coordination, and management of Service mission delivery.

The four mission goals are intended to facilitate new working relationships and develop crosscutting policy efforts to strengthen the effectiveness of the Service as a whole and the public we serve. These four mission goals provide a means for identifying relationships among other Department of the Interior bureaus and for building partnerships with other agencies and external parties. The four mission goals and fifteen long-term goals, together with the underlying principles that will be used to achieve them, define the Service's planning, performance, and accountability process.



Mission Goal One encompasses the work that the Service and our partners do to conserve and improve fish and wildlife populations. This includes migratory bird conservation at home and abroad; native fisheries' restoration; recovery and protection of threatened and endangered species; prevention and control of invasive species — a significant threat to biodiversity; and work with our international partners — recognizing that fish and wildlife species are unencumbered by geopolitical borders. The Service also represents U.S. interests and provides leadership in international negotiations related to ensuring the health of wetlands and wetland dependent species around the world, and the protection of plant and animal species from unregulated international trade.



Mission Goal Two recognizes the fundamental importance of an ecologically diverse network of lands and waters to the self-sustainability of fish, wildlife, and plants. The mission goal emphasizes two kinds of strategic actions that together define, shape, and conserve the network: 1) the development of formal agreements and plans with our partners that provides habitat for multiple species, and 2) the actual conservation work necessary to protect, restore, and enhance those habitats vital to fish and wildlife populations. Central to the Service's habitat conservation strategy is an ecosystem approach which focuses on the economic health of communities within watersheds.



Within Mission Goal Three, the Service directs activities at National Wildlife Refuges and National Fish Hatcheries that increase opportunities for the public to participate in the experience of fish and wildlife resources. Such opportunities include hunting, fishing, wildlife observation and photography, environmental education and interpretation, as well as affording the public hands-on experiences through volunteer conservation activities on Service lands.



Mission Goal Four includes the Service's key responsibilities for management and stewardship of Federal grants to states and territories for restoration of fish and wildlife resources as well as our continuing commitment to Tribal governments. Further, this goal promotes and facilitates partnerships with other Federal agencies where common goals can be developed in the joint delivery of our Federal responsibilities and mission.

IMPLEMENTING THE PRESIDENT'S MANAGEMENT AGENDA AND THE SECRETARY'S INITIATIVES

Last fall, the President Bush launched a bold new strategy for improving the management and performance of the federal government. The President's management reform agenda is focused on a citizen centered government that delivers results that matter to the American people.

The President's management reform is being accomplished through five government-wide initiatives:

- Strategic Management of Human Capital
- Competitive Sourcing
- Expanding Electronic Government
- Improved Financial Performance
- Budget and Performance Integration

Secretary Norton has adopted the President's management agenda and created a new vision of management excellence at the Department of the Interior that focuses her commitment to citizen-centered governance around the "four Cs": Conservation through Cooperation, Consultation, and Communication. The Secretary's active pursuit of this commitment is reflected in her FY 2003 Cooperative Conservation Initiative which enlists citizens as dynamic members of environmental stewardship through their participation in cost-sharing or grant projects. The Service will offer partners the opportunity to participate in the Secretary's Cooperative Conservation Initiative whose successful performance will result in increased habitat restoration and conservation efforts on National Wildlife Refuges and habitat on private lands.

Recognizing the importance of good management to the efficient and economic delivery of desired results, the Service is committed to implementing the Administration's management reform initiatives.

Strategic Management of Human Capital

As partners with the Secretary in meeting a new standard of management excellence, the Fish and Wildlife Service is pursuing the implementation of a comprehensive

human capital investment strategy designed to focus on the value of its employees and align its human capital (people) policies to support the organizational performance goals. The Administration's focus on performance-based management has challenged the Service to tailor its human capital systems to the specific mission, goals, and strategies. The Service's human capital investment strategy is designed to align the human capital management systems from the organizational level down to the individual employees with the strategic and program planning. The strategy identifies the leadership traits needed to achieve high performance of mission and goals; identifies the competencies – knowledge, skills, abilities, and behaviors – needed to achieve high performance; provides incentives that are linked to the goals; and fosters a culture in which individuals interact, support, and learn from each other as a means of contributing to high performance. The Service will be able to match the right people to the right jobs, maintain flexibility to redeploy its people and realign organizational structure and work processes to maximize economy, efficiency, and effectiveness. The foundation for the human capital investment strategy is completion of the Service's first programmatic workforce plan. It is anticipated that the Service's Human Capital Investment Strategy will be completed by September 2002.

• Workforce Planning

Workforce planning is getting the right number of people with the right competencies in the right jobs at the right time. This type of workforce information will provide Service managers with a framework for making staffing decisions based on mission, strategic goals, budgetary resources, and a set of known workforce competencies. Workforce planning allows managers to anticipate change rather than being surprised by events. It provides a strategic method for addressing present and anticipated workforce issues.

"To attain the highest level of performance & accountability, federal agencies depend on three enablers: people, process, & technology. The most important of these is people, because an agency's people define its character and its capacity to perform."

*David M. Walker
Comptroller General of the U.S.*

The plan will entail an analysis of the present workforce skills and competencies, identification of skills and competencies needed in the future; a comparison of present to future needs to identify skill and competency gaps and surpluses; and intervention strategies to begin to address the gaps. The Service began its workforce planning in November 2001; completion is expected by June 2002.

- **Organizational Assessment**

The Service is a large, decentralized, and geographically dispersed workforce located close to the citizens it serves. In response to the President's vision for citizen-centered governance, the Service is assessing the structure, functions, and internal processes of the organization to examine potential opportunities to improve organizational performance.

"To be a responsive, dynamic, and relevant government agency which serves its citizens, we must focus our attention on citizen-centered governance."

Secretary Gale Norton

The assessment is being conducted by a management consulting firm with expertise in organizational evaluation. The organizational assessment is being conducted in concert with the workforce planning effort since they both inform the core set of management reform initiatives being implemented. It is anticipated that the final recommendations will assist the Service in reshaping the organization to meet a standard of excellence embodied in the Secretary's management vision. The results of this assessment will be incorporated into the Service's consideration of budgetary requirements for FY 2004.

Competitive Sourcing

The President's management reform agenda is guided by three principles – one is that government should be market-based, actively promoting value through competition. The Service is examining all of the tools available to assure that it is providing the best, most cost-effective ways to provide quality products and services to our customers whether that is with Service employees or with contractors. As part of this effort, the Service is assessing how our services can be improved in a competitive situation – delineating those positions that

could be "inherently governmental" and those that could be considered commercial activities.

In addition to the ongoing organization-wide competitive sourcing assessment, the Service has identified several current opportunities to competitive source that will increase organizational flexibility and responsiveness. The Service plans to out-source a number of activities associated with land acquisition management such as real estate appraisals, land surveys, land title and abstracting, and escrow. Also, the Service is proposing to out-source certain legal services that are needed by the Service but do not relate to the Service's or Department's primary mission; that is, services that relate to the support of Human Resources including employment litigation on a case-by case basis for selected cases and for non-litigation aspects of employment law.

Expanding E-Government

For more and more Americans – technology is playing a central role in their lives. It brings them new options, conveniences, and control over their lives. Visitors to government Web pages talk about the feeling of once again being in touch with their government. Inside the Fish and Wildlife Service, technology allow us to obtain and share information more quickly. We can transfer it to our National Wildlife Refuges, National Fish Hatcheries,

Expanding E-Government Opportunities At FWS

Quick Hire – a revolutionary human resource online hiring program – this new program will help the Service keep pace with today's rapid employment environment – providing immediate feedback of applicants, employees, and managers on how to improve the current staffing and hiring process.

On-Line Permit Application & Processing – The Service is investigating opportunities to automate the international wildlife trade permit application. This new technology would be used to improve such services as – providing an interactive web site to enable customers to obtain specific permit information; a secure site to allow customers to submit permit applications and fees, as well as a secure system to track the status of their permit(s).

and to our other federal partners, where change is encountered first and customers want decisions now. Technology allows us to implement innovative concepts such as, one-stop ways and paperless ways in flatter organizations. Technology also helps us improve customer focus and service. The Fish and Wildlife Service currently uses technology to widely distribute information packages of interest to the public, automate business applications where feasible, map and distribute wetlands data, and provide visitor information on the National Wildlife Refuge System.

Improved Financial Performance

The President's Management Agenda identified the need to improve financial performance of federal agencies – citing billions of dollars in erroneous benefit and assistance payments, failed financial audits, and lack of timely and accurate financial information. The Fish and Wildlife Service is committed to integrating its program management functions with financial management functions, which include budgetary and financial management, financial reporting, and financial statement audits. Accurate and timely financial information is being provided to managers to improve operational efficiencies. The Service plans to evaluate and improve financial reporting processes and to improve the frequency and accuracy of reconciliations of subsidiary databases with the core financial system.

The Service provides a broad array of alternative payment mechanisms to vendors, designed to improve delivery of services and to prevent improper payments. The Service will continue its internal reporting system to monitor and evaluate key financial transaction processes, such as prompt payment, electronic funds transfer payments, and credit card delinquencies.

Auditors play an important role in assisting the Service with accountability and financial process improvements through the annual audit of financial statements. The Service received a clean audit opinion from the Office of Inspector General and their contractor, KPMG, regarding their audit of the Service's FY 2001 Financial Statements. Their opinion can be found in the Service's FY 2001 Accountability Report entitled, "Shared Commitments to Conservation." The Service plans to respond to audit findings in a timely fashion to continue receiving clean audit opinions.

Budget and Performance Integration

One of the key objectives of the "Results Act" is to help the Congress, OMB, and DOI executives and managers develop a clear understanding of what is being achieved in relation to what is being spent. Linking planned performance with budget requests and financial reports is an essential step in building a culture of performance management. Such an alignment infuses performance concerns into budgetary deliberations, prompting any organization to reassess their performance goals and strategies and to more clearly understand the cost of performance. The Secretary has set an ambitious goal for all bureaus to complete integration of budget and cost information with performance by 2003. The FY 2004 Budget Request will be prepared in light of this integration.

Linking Performance Goals to Budgets

The Service has been making continuous and deliberate progress in linking performance goals to program activities in our budget requests. Achieving this link is dependent on the capacity of the Services' program activity structures to meet dual needs. The Service's budget structure has evolved to help the Congress and the Service control and monitor its activities and spending. As such, the structure is geared to fostering accountability for inputs and outputs within the control of the Fish and Wildlife Service. On the other hand, performance plans need to be broad and wide-ranging if they are to express the mission and outcomes the Service seeks to influence. The performance goal structure in the annual performance plan is not identical to the program activity structure in the Service's budget. Strategies for connecting budgeting and planning structures must accommodate and balance both sets of needs and values.

• Crosswalk of Performance to Budget Structure

As an initial step to integrate the Service's performance structure with the budget in FY 2001, the Service adopted a strategy of consolidating, aggregating or disaggregating the budget program activities into component parts and applying performance goals and indicators to those parts. These reassembled groups have been termed by OMB as GPRA program activities.

FWS mission is delivered through four GPRA program activities:

- Sustainable Fish and Wildlife Populations
- Habitat Conservation
- Public Use
- Partnerships

These four GPRA program activities cover all major program activities of the Service displayed in the budget.

The association of budget authority devoted to each of the GPRA program activities is based on detailed program operations knowledge, historical spending, anticipated program changes, and knowledge of direct program costs. Consistent with efforts to link budgetary resources to GPRA program activities, the Service has reflected the cost of performance in the statements of net cost presented in our annual financial statements.

- Connecting Incremental Funding Changes

The second step to forging a closer link between plans and budgets can be seen in the Service's efforts to show the performance consequences of requested levels of incremental funding for each of the annual performance goals accompanying the President's budget request. The fiscal year 2001 and 2002 annual performance plans reflected our initial steps in connecting incremental funding changes to performance results. Changes in resource requirements necessary to meet the proposed performance targets were specifically identified for each of the respective program activities and accompanied by an

explanation of return on the investment. The annual performance plan goal targets are set based on the funding expected to be available to achieve the goals and are consistent with the amounts shown in the bureau's budget request to OMB and the Congress and modified to reflect final Congressional action on the budget request. As goals are being set, decision-makers can determine whether the goals are appropriate and whether the expected level of performance is sufficient to justify the incremental change in federal expenditure and effort.

- Connecting Performance to Costs – Activity-Based Management

Finally, important for the linkage of budgetary resources to results to occur is the connection with the base line of Service operations. This is where 90% of available resources reside. The Department has indicated that the preferred method to associate or allocate costs to performance goals can be obtained through activity-based costing (ABC). Activity-based costing is a management tool that quantitatively measures the cost and performance of activities, resources and cost objects, including overhead. By supplying the facts about costs to performance, activity-based cost reveals the hidden opportunities to improve. During FY 2002 and 2003, the Service will be developing an activity-based costing model that will provide managers with the full costs in relation to program performance "results." The following hypothetical example illustrates costing from the traditional input costing view and from an activity-based costing view.

Migratory Bird Populations - Patuxent National Wildlife Refuge

Traditional Input Costing View		Activity - Based Costing View	
Personnel compensation	\$200,000	Bird Banding	\$110,000
Personnel benefits	15,000	Disease Monitoring & Treatment	90,000
Travel and transportation of things	55,000	Reintroductions	120,000
Communications, utilities, & misc.	20,000	Nest Structures	80,000
Printing and reproduction	10,000	Pest, Predator & Exotic Animal Control	190,000
Other services	90,000	Total	\$590,000
Operation and maintenance of equipment	60,000		
Supplies and materials	50,000		
Equipment	90,000		
Total	\$590,000		
Cost of Inputs - Objects		Cost of What is Produced - Outputs	

ONGOING MANAGEMENT REFORM

In addition to Departmentwide management reform efforts, the Service is pursuing additional activities that will improve the delivery of FWS programs and services to the public.

FWS Fisheries Program

Since 1871, the Service's Fisheries Program has played a valuable role in the conservation and management of the nation's fishery and aquatic resources. The strength of the program has not only been its ability to reach across state and international boundaries to coordinate major fisheries' management and conservation initiatives, but also its skill in fishery and aquatic species propagation, fish health, recovery of listed species, control and prevention of aquatic nuisance species, and restoration of important fisheries' habitat. The Fisheries Program operates 70 National Fish Hatcheries, 64 Fishery Resource Offices, nine Fish Technology Centers, seven Fish Health Centers, and one Historic National Fish Hatchery. In July 2001, the Sport Fish and Boating Partnership Council (SFBPC) was asked by the Service to assist in the development of a new Fisheries program blueprint for the future. Seeking comment from a broad array of stakeholders, including the states, tribes, and other organizations, the SFBPC has offered recommendations that will provide a strategic framework for repositing and re-energizing the Service's Fisheries Program. This report, "A Partnership Agenda for Fisheries Conservation," builds upon the SFBPC's September 2000 recommendations for future management of the National Fish Hatchery System, "Saving a System in Peril." Together, these two reports will be foundation pieces as the Service develops its strategic plan in FY 2002. The first piece of the plan, the positioning document, will provide the vision for the future, while the outreach and implementation portions of the plan will follow. The Service will continue its participation with the SFBPC Steering Committee throughout the process of developing its plan.

In the fall 2001, the Administration, in keeping with the President's Management Agenda, directed that the National Fish Hatchery Systems undergo a top to bottom program analysis. The Service is responding to this directive – engaging interdisciplinary workgroups from

"Unfortunately, a lack of clarity in its fisheries-related responsibilities, coupled with a shortage of funds and differing expectations from its diverse stakeholders, erode support for the FWS Fisheries Program."

Strategic Plan Steering Committee to the Sport Fishing and Boating Partnership Council

across the organization – to focus on areas of concern. In general, the analysis will focus on ensuring that all elements of the National Fish Hatchery System are effective and linked to a common purpose, meets stakeholder expectations, employs efficient and consistent work processes, responds in real time to a changing environment, and aligns its human capital with the objectives of the hatchery program. Specific areas of examination will include an economic analysis of commonly-raised species – to assess the best and most cost-effective way of meeting production; an analysis of the hatchery organizational structure – to determine the appropriate and most efficient design; the development of standard operating procedures for hatcheries – such as the coordination of production plans with habitat restoration; development of specific performance goals and measures that link hatchery outputs and costs to the Service's goals; and investigating opportunities to recover costs for hatchery mitigation. The analysis is to be completed in 2002.

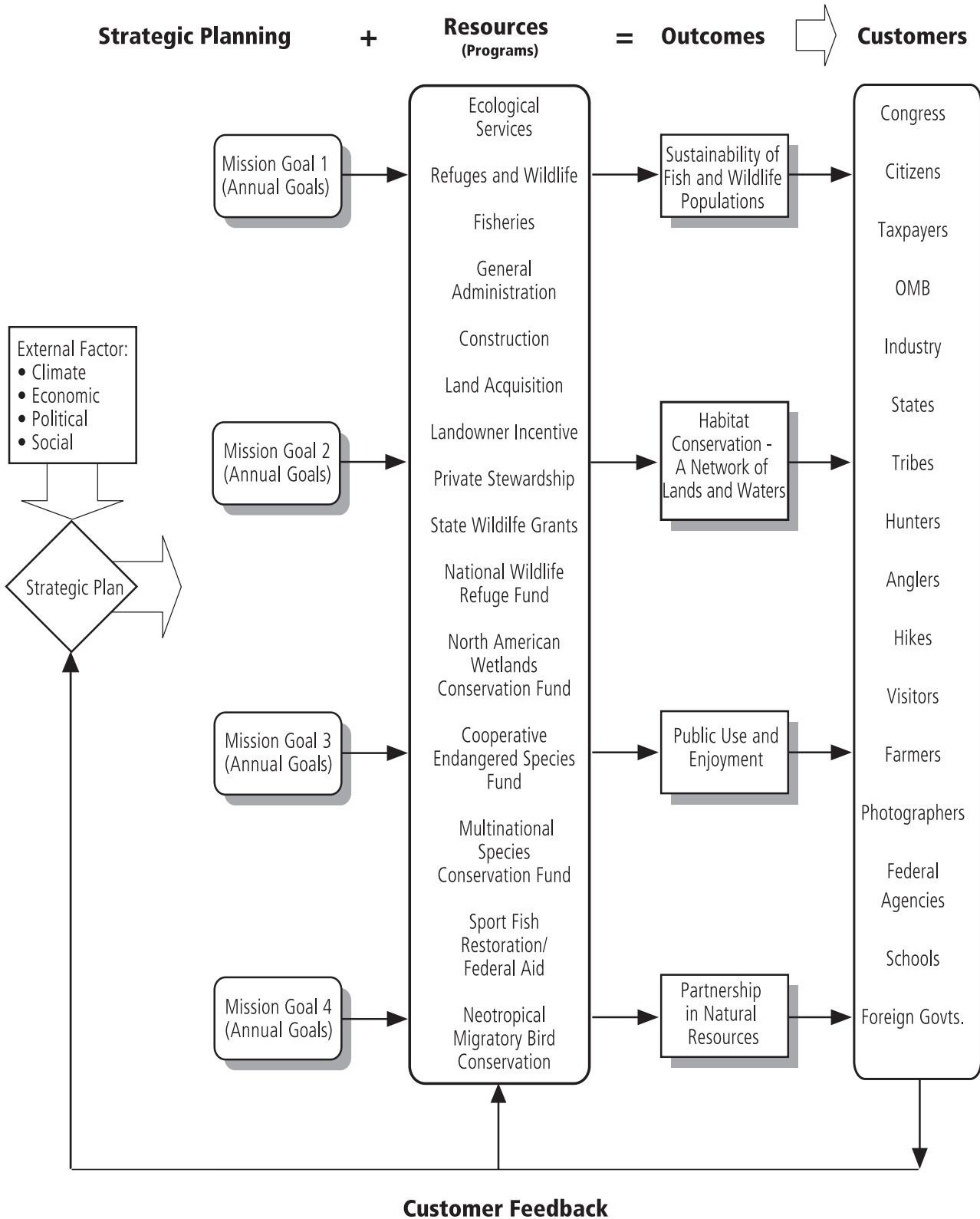
STRATEGIC MANAGEMENT APPROACH

The iterative strategic planning and performance management approach, shown below, recognizes the unique contributions of FWS programs, as well as state, Tribes, and territories and other Federal partners. This approach will advance a national effort to continue to improve the integration of activities and enhance performance and accountability.

The FY 2003 Annual Performance Plan presents the Service's goals and measures, and identifies the strategies needed to achieve them within currently available resources, consistent with the updated Strategic Plan. The Plan's goals are explicit in measurability providing a transparent performance determination. This presentation provides decisionmakers a broader context by

which to make informed decisions on the allocation or reallocation of currently available resources to better accomplish the mission of the organization. Our strategic planning and performance management approach,

which recognizes stakeholder interests and programmatic uniqueness, will promote a single Service concept – ultimately improving performance and accountability.



LINK TO THE DEPARTMENT OF THE INTERIOR GOALS

The U.S. Fish and Wildlife Service is guided by four mission goals and fifteen long-term goals, which are aligned and support the Department of the Interior's

broader agency goals and contribute to the overall environmental conservation goals of the Nation. The following table shows that relationship. An explanation of the Department's goals may be found in the DOI Overview.

Departmental Goals	Mission Goals and Long-term Goals
1. Protect the Environment and Preserve Our Nation's Natural and Cultural Resources	<p>1. Sustainability of Fish and Wildlife Populations</p> <ul style="list-style-type: none"> • Migratory Birds • Imperiled Species • Interjurisdictional Fish • Marine Mammals • Species of International Concern • Invasive Species Management <p>2. Habitat Conservation: A Network of Lands and Waters</p> <ul style="list-style-type: none"> • Habitat Conservation on Service Lands • Stewardship of Service Facilities • Habitat Conservation Off Service lands
2. Provide Recreation for America	<p>3. Public Use and Enjoyment</p> <ul style="list-style-type: none"> • Greater Public Use on Service Lands • Opportunities for Participation in Conservation on Service Lands • Visitor Satisfaction on National Wildlife Refuge <p>4. Partnership in Natural Resources</p> <ul style="list-style-type: none"> • Sport Fish & Wildlife Restoration Grants Management • Partnerships in Accountability
3. Manage Natural Resources for a Healthy Environment and a Strong Economy	The mission of the U.S. Fish and Wildlife Service, as delivered through the strategic goals, contributes primarily to the Department's goals 1 and 2. However, Service activities and efforts do contribute and support other DOI bureaus whose mission is central to DOI goals 3 and 4.
4. Provide Science for a Changing World	
5. Meet Our Trust Responsibilities to American Indians and our Commitments to Island Communities	<p>4. Partnership in Natural Resources</p> <ul style="list-style-type: none"> • Tribal Governments

ADJUSTMENTS TO THE STRATEGIC PLAN

The FY 2003 annual performance goals are based on the revised FY 2000-2005 strategic plan, which was released in September 2000. However, an adjustment has been made to the Strategic Plan through this Annual Performance Plan to include a new long-term goal 3.3 and annual performance goal, 3.3.1, Visitor Satisfaction with National Wildlife Refuges. Also, adjustments to the long-term goal targets were made to: 1.6 Invasive Species; 3.1 Greater Public Use on Public Lands; and 4.1, Tribal Government.

At the time this APP/APR was published (February 2002), The Department of the Interior was in the process of revising its strategic plan. The primary impact of the revised DOI Strategic Plan will be on Annual Performance Plans developed for FY 2004 and beyond. However, we will review the performance goals, measures, and targets presented in this APP/APR and last year's APP/APR for consistency with the revised Strategic Plan. As a result of that review, we may find it necessary or appropriate to modify portions of our FY 2003 Annual Performance Plan. Any APP changes will be documented according to the provisions of the Office of Management and Budget Circular A-11.

DATA VALIDATION AND VERIFICATION

The Fish and Wildlife Service is committed to ensuring that those who use Service's reported performance information to make decisions can do so with the confidence that our data are reliable and valid. Over the last few years, the Service has made progress in developing the essential processes that support data verification methods used by the four major program areas in determining data quality. In that regard, the Service has standardized data definitions, identified data sources, and determined data reliability and validity for all goals and measures.

Data Validity The goals directly measure the results that the organization hopes to achieve in the delivery of the core components of the mission. Data collected is relevant and presents an accurate picture of the performance of the organization toward achieving the goals.

Performance data for goals are obtained by existing data collection processes and are supported by program information management systems. To a large degree, the Service must rely on the quality assurance/quality controls in place at the primary data source to ensure data accuracy.

Planned Improvements The Service is taking steps to improve its data quality and management. The Service is developing a performance management database system (System) to manage the Service's business system based on the performance goals and measures reported throughout all Regions and programs of the Fish and Wildlife Service. The System will serve as a planning and a reporting system. In a planning capacity, the System will track the setting of performance goals and performance measure targets throughout the budget planning cycle (Secretarial, OMB, Congressional submission, and Appropriations). Washington Program and Regional Offices will coordinate setting of goal and measure targets based on funding estimates.

Once the final performance goal and measure targets are determined, the System will serve as a reporting system. Performance data will be entered quarterly or annually, as appropriate. The System will contain common reporting data definitions will ensure consistency in data reporting by various offices. Data will be entered at the field level, aggregated at the Regional level, and finally aggregated at the National level. Validation and verification checks will be designed into the System. The development of the Service's System will be compatible with the DOI initiative to improve data quality. This initiative supports a more unified approach in the effort to validate and verify performance data. A unique data validation and verification matrix has been developed and is currently being tested for reliability.

The Service System will make various reports at Regional and National levels available for Service managers to more efficiently and effectively manage their programs. Existing data reporting systems will be linked to the System to ensure single data entry whenever possible. The System will ensure compete accuracy and reliability of the performance goals and measures

entered into the Annual Performance Plan and Report. System development is currently on hold as the Service evaluates and plans for the implementation and integration of an activity-based budgeting and costing system.

EXPLANATION OF ACTUAL AND PLANNED PERFORMANCE MEASURES

It is important to note that in the Service's Resource Management Accounts not all performance measures reported in FY 1999, FY 2000, and FY 2001 were achieved as a result of the appropriated funding for those years, and not all proposed performance measures for FY 2002, and FY 2003 will be achieved solely with the funds proposed for those years. For example, many of the performance measures reported for Annual Performance Goal 1.2.1, Imperiled Species, were achieved with funds appropriated a number of years prior to the year of reported data. A similar statement can be said for Annual Performance Goals 1.1.1 and 1.1.2, Migratory Bird Conservation, and Annual Performance Goal 1.5.1, Species of International Concern. In Annual Performance Goal 2.1.1, Habitat Conservation on Service Lands, it normally takes three years from the time funds are appropriated for the acquisition of land for the National Wildlife System to the time the land is actually acquired. Once the land is acquired, it may take several years before the species on these lands have been improved.

Many of the Service's permanent accounts contribute to

the achievement of many of the annual performance goals. However, the outlay or spendout rate for several of these accounts is spread over three to four years. For example, the Cooperative Endangered Species Fund, which directly supports annual performance goal 1.2.1 (Imperiled Species) has a spendout of 10/45/45 over three years. The Federal Aid in Wildlife Restoration Account, and Sport Fish Restoration Account which both support the annual goals In Mission Goal 1 (Species), Mission Goal 2 (Habitat), and Mission Goal 3 (Public Use), have spendout rates of 15/20/35/30 and 30/35/20/15 over four years, respectively. In the North American Wildlife Conservation Account, which supports annual performance goals 2.1.1 and 2.3.1, the projects are nominally two-year projects with occasional extensions

Thus, to properly analyze the data for many of the Service's performance measures requires a trend analysis of both performance data and funding. It must be emphasized that most land management agencies do not function as "production type" organizations that typically can represent actual annual performance measure data with funding allocated for the year in which the data is reported.



FY 2003 Goals At A Glance

I. SUSTAINABILITY OF FISH AND WILDLIFE POPULATIONS

Long-Term Goals	Performance Targets	
	FY 2003	FY 2005
1.1 By 2005, 12% (48 populations) of migratory bird populations demonstrate improvements in their population status.	<ul style="list-style-type: none"> a. seven migratory bird populations with baseline information have improved status [9% (22/254)] b. four baseline monitoring programs initiated for migratory bird programs-data collection initiated. [12% (17/146)] 	a. 12% (48) of migratory bird populations have improved status.
1.2 Through 2005, 404 species listed under the <i>Endangered Species Act</i> as endangered or threatened a decade or more are either stable or improving, 15 species are delisted due to recovery, and listing of 12 species at risk is made unnecessary due to conservation agreements. (Represents 43% [404/943] of those listed a decade or more)	<ul style="list-style-type: none"> a. 366 species are stable or improving b. 5 species are delisted due to recovery c. listing of 3 species at risk is made unnecessary 	<ul style="list-style-type: none"> a. 404 species are stable or improving b. 15 species delisted due to recovery c. listing of 12 species at risk is made unnecessary
1.3 By 2005, 12 depressed interjurisdictional native fish populations are restored to self-sustaining or, where appropriate, harvestable levels.	a. 3 depressed fish populations	a. 12 depressed fish populations
1.4 By 2005, three marine mammal stocks will have current censuses available to maintain populations at optimum sustainable levels; harvest guidelines for all marine mammal stocks will be in place, through cooperative management agreements, for continued subsistence uses.	a. 2 marine mammal stocks	a. 3 marine mammal stocks
1.5 By 2005, 40 priority species of international concern will be conserved.	a. 29 priority species	a. 40 priority species
1.6 By 2005, the Service will prevent importation and expansion, or reduce the range (or population density) of aquatic and terrestrial invasive species on and off Service lands by controlling them on 113,585 acres off Service lands and 890,000 acres within the National Wildlife Refuge System (NWRS), conducting risk assessments on 20 high risk invasive species for possible amendment of the injurious wildlife list, and developing 5 additional cooperative prevention and/or control programs for aquatic invasive species (coordinated through the ANS Task Force).	<ul style="list-style-type: none"> a. 180,000 NWRS acres b. 33,683 acres controlled c. 5 risk assessments d. 1 prevention and/or control programs developed 	<ul style="list-style-type: none"> a. 890,000 NWRS acres b. 113,585 acres controlled c. 20 risk assessments d. 5 prevention and/or control programs developed

II. HABITAT CONSERVATION: A NETWORK OF LANDS AND WATERS

Long-Term Goals	Performance Targets	
	FY 2003	FY 2005
2.1 By 2005, meet the identified habitat needs of Service lands that support fish and wildlife species populations through the restoration of 850,000 acres, annual improvement/enhancement of 3.2 million acres of habitats, and addition of 1.275 million acres within Refuge boundaries.	<ul style="list-style-type: none"> a. 171,752 acres restored b. 3.5 million acres are improved or enhanced c. 85,000 acres added 	<ul style="list-style-type: none"> a. 850,000 acres restored b. 3.2 million acres are managed and/or enhanced. c. 1.275 million acres added
2.2 By 2005, 23% of mission critical water management and public use facilities will be in fair or good condition as measured by the Facilities Condition Index.	<ul style="list-style-type: none"> a. 1,627 or 16 % water management facilities in fair or good condition b. 1,260 or 29% public use facilities in fair or good condition 	<ul style="list-style-type: none"> a. 2,336 water management facilities in fair or good condition b. 986 public use facilities in fair or good condition
2.3 By 2005, improve fish and wildlife populations focusing on trust resources, threatened and endangered species, and species of special concern by enhancing and/or restoring or creating 550,000 acres of wetlands habitat, restoring 1,000,000 acres of upland habitats, and enhancing and/or restoring 9,800 riparian or stream miles of habitat off-Service lands through partnerships and other identified conservation strategies.	<ul style="list-style-type: none"> a. 71,473 acres wetland enhanced or restored b. 186,648 acres upland enhanced or restored c. 2,482 miles riparian or stream miles restored 	<ul style="list-style-type: none"> a. 550,000 acres wetland enhanced or restored b. 1,000,000 acres upland enhanced or restored c. 9,800 miles riparian or stream miles restored

III. PUBLIC USE AND ENJOYMENT

Long-Term Goals	Performance Targets	
	FY 2003	FY 2005
3.1 By 2005, compatible, wildlife-dependent recreational visits to National Wildlife Refuges and National Fish Hatcheries have increased by 40% from the 1997 levels.	a. 45 million visits	a. 46.5 million visits
3.2 By 2005, volunteer participation hours in Service programs increased by 5% and refuges and hatcheries have 155 new friends groups from the 1997 levels.	<ul style="list-style-type: none"> a. 3% increase in volunteer hours b. 129 new friends groups 	<ul style="list-style-type: none"> a. 7% (93,500) increase in volunteer hours b. 155 new friends groups
3.3 By 2005, 90% of National Wildlife Refuge visitors are satisfied with the quality of their recreational and/or educational experience.	<ul style="list-style-type: none"> a. Develop a national visitor satisfaction survey. b. Establish a baseline measure for visitor satisfaction on Refuges. 	a. 90% NWRS visitor satisfaction rate.

IV. PARTNERSHIP IN NATURAL RESOURCES

Long-Term Goals	Performance Targets	
	FY 2003	FY 2005
<p>4.1 Through 2005, improve fish and wildlife populations and their habitats by increasing the annual Service fish and wildlife assistance to Native American Policy to 200 training sessions, 2,688 tribal participants, 500 technical assistance projects, 325 new cooperative agreements, and 525 tribal consultations.</p>	<ul style="list-style-type: none"> a. 142 training sessions b. 1,217 tribal participants c. 330 technical assistance projects for tribes d. 101 new cooperative agreements e. 471 tribal consultations 	<ul style="list-style-type: none"> a. 200 training sessions b. 2,688 tribal participants c. 500 technical assistance projects for tribes d. 325 new cooperative agreements e. 525 tribal consultations
<p>4.2: Through 2005, improve grant's management through automation for 80% of the states' and territories' grant proposal.</p>	<ul style="list-style-type: none"> a. 100 Federal Aid staff trained 	<p>Improve grant's management through automation for 80% of states' and territories' grant proposals</p>
<p>4.3: Through 2005, the Service will have in place processes and procedures to assure accuracy, consistency, and integrity in all its Federal Aid internal and external financial programs.</p>	<ul style="list-style-type: none"> a. 46% (6/13) of draft reports will be delivered to states within 60 days of completion of the audit. b. 54% (7/13) of Corrective Action Plans (CAP) written within 120 days of completion of the audit. c. 70% of resolution of audit findings completed within 180 days of issuing CAP d. 40 state & FWS staffs will complete basic grants mgt courses. e. 12 Service staff completed additional grant's mgt. training. f. 96 state staff completing additional grants mgt. training 	<p>Systems and processes to assure accuracy, consistency, and integrity in all Federal Aid internal and external financial programs will be in place</p>

Section II

FY 2003 Annual Performance Goals

MISSION GOAL I:

SUSTAINABILITY OF FISH AND WILDLIFE POPULATIONS

The mission goal, Sustainability of Fish and Wildlife Populations, encompasses the specific statutory mandates, international treaties, and agreements delegated to the U.S. Fish and Wildlife Service and the broad conservation ethics of the nation. What began as a group of laws, which sought to manage migratory game species, has evolved into a broader net of conservation and protection statutes based on the realization that the continued variety and balance of plants and animals makes existence on earth possible. The long-term and annual goals accomplishing Sustainability of Fish and Wildlife Populations include:

1.1 Migratory Bird Conservation. The long-term and annual goals that deal with the conservation and protection of migratory bird populations recognize them as an international resource with special Federal responsibility - *Migratory Bird Treaty Act* of 1918. Further, society values birds as highly visible components of natural ecosystems that may be indicators of environmental quality.



1.2 Imperiled Species. The long-term and annual goal that deals with imperiled species focuses on the protection and recovery of species listed as threatened or endangered and protection of candidate species. The principle legislative authority directing the Fish and Wildlife Service actions toward achievement of these goals is the *Endangered Species Act of 1973* (ESA). The Fish and Wildlife Service, in the Department of the Interior and the National Marine Fisheries Service, in the Department of Commerce, share responsibility for administration of the ESA. These goals support the protection, conservation, and recovery of plants and animals of importance to the nation.



1.3 Interjurisdictional Fisheries. Preserving living resources of this Nation's inland and coastal aquatic ecosystems have been a core responsibility of the Service for more than 120 years. Within historical time, native fish communities have undergone significant and adverse changes. These changes generally tend toward reduced distributions, lowered diversity, and increased numbers of species considered rare. The long-term and annual goals addressing these resource issues focus the Service and its partners on the importance of restoring native fish populations.

1.4 Marine Mammal Management. Since the 1500's, people have interacted with marine mammals in waters off the coast of the United States. Although the U.S. whaling industry ended in the 1920's, marine mammals are still in jeopardy today as a result of entanglement in fishing nets, bycatch, and ship collisions. Under the *Marine Mammal Protection Act*, the short-term goal is to reduce incidental take to at or below the stocks potential biological removal. The U.S. Fish and Wildlife Service is responsible for managing the northern sea

otter, polar bear, and Pacific walrus in Alaska. The Service is also responsible for the protection and recovery of two endangered marine mammal species — the West Indian manatee (Florida and Antillean), and the southern sea otter (California). We discuss progress toward recovery of these two endangered species as part of our long-term and annual goal 1.2, Imperiled Species.



1.5 Species of International Concern.

The Service promotes and sustains a coordinated domestic and international strategy to conserve global

biodiversity and provides assistance to other countries to conserve wildlife, manage wildlife reserves, and protect global biodiversity. The long-term and annual goals support the conservation of priority species of international concern. International conservation of wildlife is essential because geophysical boundaries have no meaning for wildlife. For conservation to succeed in this country, we must reach beyond our own borders.

1.6 Invasive Species. The final long-term and annual goals that support the first mission goal, Sustainability of Fish and Wildlife Populations, address the prevention and control of invasive species. Invasive alien species are among the most significant domestic and international threats to fish, wildlife, and plants, as well as a costly threat to property and other economic assets. Only direct habitat destruction has a greater impact on ecosystems and the fish and wildlife they sustain. Under the *Non-indigenous Aquatic Nuisance Prevention and Control Act of 1990*, and Executive Order 13112, the Service places a high priority on efforts to implement an aggressive program to respond to present and future invasive species problems.



LINK BUDGETARY RESOURCES TO MISSION GOAL I - SUSTAINABILITY OF FISH AND WILDLIFE POPULATIONS

The following table provides a crosswalk of total discretionary appropriated funds to the first Mission Goal, Sustainability of Fish and Wildlife Populations, for FY 2001 Enacted Appropriations, FY 2002 Enacted Appropriations, and FY 2003 President's Budget Request.

Budget Activity/ Subactivity (\$000)	FY 2001 Enacted			FY 2002 Enacted			FY 2003 Budget Request		
	Total	Mission Goal 1	%	Total	Mission Goal 1	%	Total	Mission Goal 1	%
Ecological Services	209,882	120,947	58%	219,726	125,738	57%	211,147	125,744	60%
Endangered Species	120,947	120,947	100%	125,738	125,738	100%	125,744	125,744	100%
Habitat Conserv.	78,290	0	0%	83,409	0	0%	74,623	0	0%
Environmental Contam.	10,645	0	0%	10,579	0	0%	10,780	0	0%
National Wildlife Ref.System	300,672	45,202	15%	319,957	48,586	15%	376,479	53,750	14%
Refuge O & M	300,672	45,202	15%	319,957	48,586	15%	376,479	53,750	14%
Wildlife & Law Enforcement	75,267	75,267	100%	79,027	79,027	100%	80,238	80,238	100%
Fisheries	92,029	47,055	51%	103,909	53,062	51%	94,763	48,381	51%
General Adm	128,966	59,006	46%	127,978	54,471	43%	140,977	56,922	40%
CSRS/FEHBP	27,624	11,878	43%	30,219	12,994	43%	31,122	12,137	39%
Construction	89,761	0	0%	56,313	0	0%	36,196	0	0%
Land Acquisition	121,846	0	0%	99,856	0	0%	71,127	48,000	67%
Landowner Incentive	0	0	---	40,000	40,000	100%	50,000	50,000	100%
Private Stewardship	0	0	---	10,000	10,000	100%	10,000	10,000	100%
Wildlife Conservation & Appreciation Fund	795	0	0%	0	0	0%	0	0	0%
State Wildlife and Tribal Grants	49,890	0	0%	60,000	0	0%	60,000	0	0%
National Wildlife Refuge Fund	11,541	0	0%	14,554	0	0%	14,558	0	0%
North American Wetlands Conservation Fund	39,912	0	0%	43,500	0	0%	43,560	0	0%
Cooperative Endangered Species Cons. Fund	104,694	104,694	100%	96,235	96,235	100%	91,000	91,000	100%
Multinational Species Conservation Fund	3,243	3,243	100%	4,000	4,000	100%	5,000	5,000	100%
Neotropical Migratory Bird Conservation	0	0	---	3,000	3,000	100%	0	0	---
Federal Aid	49,890	0	0%	0	0	---	0	0	---
TOTAL APPROPRIATIONS	1,306,012	467,292	36%	1,308,274	527,112	40%	1,316,167	581,171	44%

Note: The above totals include adjustments in 2001-2003 to reflect a legislative proposal to shift to agencies the full cost of the CSRS pension and the Federal employee health benefits program for current employees.

Mission Goal 1 Budget History	FY 1999 Enacted (\$000)	FY 2000 Enacted (\$000)	FY 2001 Enacted (\$000)	FY 2002 Enacted (\$000)	FY 2003 Budget Request (\$000)
	314,433	342,143	467,292	527,112	581,171



SUSTAINABILITY OF FISH AND WILDLIFE POPULATIONS

1.1.1 MIGRATORY BIRD CONSERVATION

Long -Term Goal 1.1 Through 2005, 12 percent (48) of migratory bird populations demonstrate improvements in their population status.

Annual Performance Goal 1.1.1 By September 30, 2003, about 8 percent or 20/254 migratory bird populations of management concern (for which adequate population information is available) demonstrate improvements in their population status from baseline year.

Performance Measures	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
1. # of migratory birds of management concern with improved status (cumulative data)	---	---	5/250	10/250 (+5)	10/250 (+5)	15/252* (+5)	22/254 (+7)

Workload and Other Performance Statistics

a. # migratory bird populations of management concern with management actions in progress	150/250	150/250	145/250	140/250	140/250	135/252	128/254
b. total number of migratory birds of management concern with improved status (cumulative data)	---	---	5	10	10	15	22
c. # migratory bird populations of management concern without ongoing management actions. (Transfers from 1.1.2)	100/250	100/250	100/250	100/250	100/250	102/252	104/254
d. Baseline: # of regional bird populations of management concern for which adequate population information is available.	250	250	250	250	250	252*	254*

* The Service will have attained adequate baseline information for 2 additional populations which were transferred from APP 1.1.2 in FY 2002 and 2003.

Goal Purpose

The purpose of this goal is to improve the status of migratory bird populations of management concern for which adequate population information is available.

This annual goal can be accomplished by implementing appropriate species and habitat conservation actions early enough to avoid other social, economic, or biological problems while improving populations monitoring

activities. The primary objective is to improve the status of populations within the 150 migratory bird population database. As each migratory bird population reaches the improved status category, the 150 baseline population is reduced by an equal number. So, the sum of performance measure (1) and workload measure (a) will always total 150. Workload measure (c) represents a database of migratory bird populations that the Service cannot address due to lack of sufficient funding. Workload measure (c) stays constant at 250 unless it receives a population from Annual Performance Goal 1.1.2, which now has baseline information available.

The Service is responsible for management of game and nongame birds, including 58 species that may be legally hunted as game birds and 778 nongame birds, all of which are protected under the *Migratory Bird Treaty Act of 1918*.

Resource Condition

Many migratory bird populations are currently at-risk due to a variety of factors that have caused significant declines in numbers, while other populations have outstripped the ability of key landscapes to support the burden of excessive population growth. Broad-scale national programs -- such as the U.S. Geological Survey's Breeding Bird Survey, annual waterfowl surveys, wintering surveys, and the annual National Audubon Society's Christmas Bird Count -- provide status and trend information on as many as 75% of bird species in the United States. On a national scale, data suggests that many species are presently stable, that some gen-

eralist species that can adapt to altered habitats are increasing, and that species less able to adapt to habitat degradation and habitat loss are decreasing.

For many species of migratory birds, our understanding of their population health falls into one of two categories:

- either the population is clearly declining, or
- we do not have a firm understanding of the population status because of lack of sound scientific information.

This long-term goal focuses on reversing declining population trends and preventing future population losses of species whose individual status is currently considered either healthy or difficult to ascertain. More than 70 species of grassland and shrub land-dwelling migratory birds are in decline. Fifty-five percent of all migratory birds whose populations spend the winter in the southern United States have decreased in the past 30 years. The American woodcock, a prized hunted species, has dropped by more than 2.5% per year since the 1960s. Atlantic and Mississippi Flyway populations of American black ducks have been cut in half since 1955.

Out of Control Population Growth

Some populations are increasing at such a rate that they threaten their own survival and the survival of many other species within their shared habitat. Scientists and managers from across North America agree that snow geese that nest in the central and eastern Arctic and sub-Arctic regions of Canada have become so numerous that their arctic and subarctic

PIPING PLOVER

Some shorebirds such as the Piping Plover, Snowy Plover, and the Eskimo Curlew, are endangered. It is estimated that fewer than 100 Eskimo Curlews remain in Canada, and it is believed that there are only approximately 5,500 breeding adult Piping Plovers left. In addition, the Mountain Plover is in decline in the western U.S. due to degradation of its wintering grounds. While some shorebird populations remain stable, census data in eastern Canada indicates that Least Sandpipers, Semipalmated Sandpipers, Short-billed Dowitchers, Red Knots, and Black-bellied Plovers all show population declines (Morrison, 1994).



Adult piping plover (Charadrius melodus)



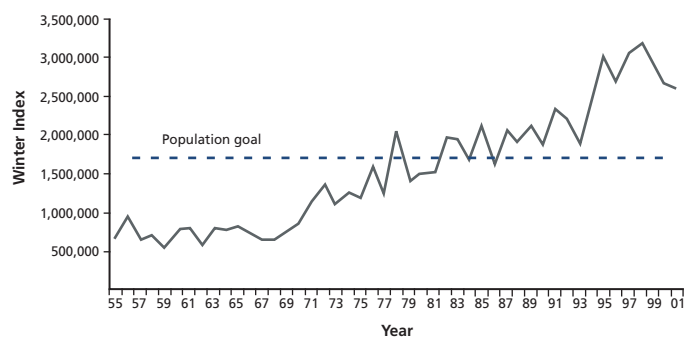
nesting habitats cannot support them. During 1970 to 1998, the winter index of mid-continent light geese more than tripled to 3.2 million birds. The winter index is not a total count of the population, but can be used to monitor the trend of the population from year to year. The winter index declined to 2.6 million in 2000, likely the result of a combination of poor reproduction and recent efforts to increase light goose harvest. The spring population estimate of mid-continent light geese has increased to more than 5.6 million birds. Photo surveys of breeding colonies are conducted every 5 years and, therefore, are not used to monitor annual changes in the population trend. These mid-continent light geese are destroying arctic and subarctic breeding habitats to the point of desertification, soil salinization, and depletion of vegetative communities. These geese pose an additional threat to other species by transmitting avian cholera.

Waterfowl Populations

During the late 1970s through the early 1990s, many waterfowl populations declined significantly because of a severe drought on their breeding grounds. Populations of most species have rebounded in the last few years, primarily in response to wet years and to favorable wetland and upland habitat conditions on the prairies to the far north. According to the Fish and Wildlife Service's Waterfowl Population Status Report for 2000, the estimate for total ducks in the traditional survey area was 41.8 million birds.

This is similar to the 1999 estimate of an increase of 11% over that of 1998 and 27% higher than the 1955-98 average. However, pintails and scaup remain well below their long-term averages. The status of the American black duck was 10% below the most recent 10-year average. More than 85% of the black ducks that winter in the U.S. were counted in the Atlantic Flyway. Most goose and swan populations in North America remain sound and the size of most fall flights will be similar to or increased from last year. Nine of the 29 populations reported appear to have increased by 10% over last year, seven appear to have decreased by 10%, and 9 appear to have changed little.

Mid-continent Light Geese Winter Index, 1955-2001



Double-Crested Cormorant Management

In 1999, the Fish and Wildlife Service, in cooperation with the U.S. Department of Agriculture, Animal, Plant Health Inspection Service, has completed the draft Environmental Impact Statement (EIS) for national management of double-crested cormorant. Because the management of cormorants may significantly affect the human environment, and because it could result in significant changes to Fish and Wildlife Service policy, the Service is preparing an Environmental Impact Statement (EIS). An EIS is a comprehensive analysis that examines the potential impacts of a proposed action to the natural and human environment.

Cormorants have been federally protected by the Migratory Bird Treaty Act since 1972. Double-crested cormorants are native to all of North America. Today, cormorant populations are at a historic high. From 1970 to 1991 the number of double-crested cormorant nests in the Great Lakes region of the United States and Canada, has increased an average of 29% in part to the presence of ample food in their summer and winter ranges, federal and state protection, and reduced contaminant levels. More recent data show that the growth trend in the Great Lakes has slowed to about 22% from 1992 to present. The latest (2000) total nest count there estimated 115,000 nests/breeding pairs. The expansion of double-crested cormorants into locations where they have not existed in recent memory represents normal range recolonization associated with the population growth of cormorants over the last 25 years.

The need to develop a national management plan and an EIS is in response to the increasing population of cormorants, and subsequent growing concern from the public and natural resource management agencies that cormorants are negatively impacting or pose a threat to resources such as other colonial waterbirds, island vegetation, aquacultural stock, and sport fish populations.

Declining Populations

Species like songbirds, shorebirds, and sea ducks are known to be declining, some at a disconcerting rate. Tens of thousands of seabirds are being killed incidental to commercial longline fisheries in the world. Some of the seabirds are species of management concern. There are still others where the lack of basic scientific information necessary to evaluate their current status and population trends could lead to their eventual disappearance. For instance, wetland-dependent marsh birds are rare and difficult to detect. Black and yellow rails and American and least bitterns are thought to be declining and are identified on the Service's list of species of management concern. These inconspicuous birds are poorly surveyed and reliable population information is simply lacking.

Goal Achievement and Strategies

Accomplishment of our long-term goal, improvement in the population status for 20% of the migratory birds, will depend on having the resources necessary to measure current status and trends for populations of management concern. The Service will focus on four major strategies to accomplish this performance goal:

- Conserve bird populations
Conduct population and production surveys and censuses, and band waterfowl and other birds. Of the 400 regional migratory bird populations of management concern, only 250 of those populations have reliable baseline information and ongoing monitoring programs.

Develop and implement monitoring programs to better track the status of populations and their responses to management actions, and continue education and outreach efforts to enhance the public's awareness and support for migratory bird conservation.

URBAN CONSERVATION TREATY FOR MIGRATORY BIRDS

In FY 1999, the Service initiated the Urban Conservation Treaty for Migratory Birds pilot program whose purpose is to help cities conserve migratory bird populations and their habitats through voluntary partnerships. Cities that sign Urban Treaty for Bird Conservation with the Service may be eligible for matching grants, technical and educational assistance, and other support. During FY 2000, the cities of Chicago and New Orleans became the first to sign conservation treaties with the Fish and Wildlife Service. It is anticipated that Philadelphia, Houston, and Anchorage will sign-on as Treaty cities in 2002.

Urban birds are among the nation's most vulnerable bird groups. According to the most recent breeding bird survey conducted by the U.S. Geological Survey and the Fish and Wildlife Service, only 31% of urban bird species are estimated to have increasing populations. Many are neotropical migrant songbirds, which as a group are experiencing serious population declines worldwide. Large concentrations of birds migrate along flyways or routes on which many large urban centers have developed important bird habitat are often found within these metropolitan areas. With environmentally aware citizenry dedicated to conserving and enhancing their natural resources, cities can be sanctuaries for migratory birds and other wildlife.

The Service closely tracks population changes in species which are hunted, because of the need for the Service and states to establish hunting seasons and limits each year.

Some non-game birds also require careful monitoring. The Service monitors populations of the 124 Migratory Non-game Birds of Management Concern to ensure that management actions are implemented in order to avoid declines in numbers that will require protection by the *Endangered Species Act*.

- Increase effectiveness through partnerships
Partnerships with other Federal agencies, local gov-



ernments and international communities are essential to address major migratory bird issues such as pesticide impacts, loss of habitat, and mortality caused by marine fisheries operations. Efforts include: work with, Environmental Protection Agency to establish a process for using FWS expertise in evaluating the effects of pesticides on migratory birds and other non-target organisms; work with the National Marine Fisheries Service to reduce avian bycatch through preventive measures; and support international migratory bird conservation partners recognizing that birds range across thousands of miles during their annual breeding and wintering cycle.

HIGH WIRE BIRD LOSSES

Communications towers are estimated to kill 4-5 million birds per year.

- There are currently 120,000 communications towers in place nationwide.
- The cellular phone industry estimates that 600,000 new towers will be constructed in the next several years.
- All television stations must have digital broadcast capabilities in place by 2003, requiring an additional 1,000 new towers exceeding 1,000 feet above ground level.

The FWS Project Planning program will contribute to this performance goal by providing conservation and mitigation recommendations on Federal Communications Commission tower permit applications, helping applicants to avoid and minimize migratory bird losses associated with communications towers.

- Raise public awareness
Continue to provide educational materials to schools and the public on the importance of migratory birds. For the vast majority of people, birds represent the sole everyday contact they have with wildlife. Migratory birds connect all of us, from city dwellers to rural farmers, to the environment. Many of us take for granted the beauty and balance that birds bring to our day-to-day living.
- Conserve bird populations through habitat conservation
Habitat quantity and quality and performance issues are addressed in Mission Goal 2; however, it is important to recognize two key habitat strategies that directly support achievement of this long term goal. Further, because migratory birds are mobile, habitat loss, degradation, and fragmentation are key factors affecting migratory bird populations. Service efforts will continue and expand, where appropriate, to protect, restore, and manage priority habitats in sufficient quantity and quality to meet the needs of migratory birds. This will be accomplished through:
 - Improvement to the National Wildlife Refuge System's role as a land-based anchor of migratory bird conservation through the following: a) develop and implement a nationwide migratory bird inventory program on refuges to better monitor health of migratory bird species and populations, b) during development of Comprehensive Conservation Plans for refuges, incorporate the latest available information on the status of and management opportunities for migratory birds, c) actively work with partners to implement migratory bird projects on refuges that complement conservation activities off-refuge, and d) strategically expand the refuge system to incorporate high-quality migratory bird habitats.
 - Enhancement and expansion of partnerships with private landowners, Land Trusts and other conservation partners to restore and protect important nesting and feeding habitats for migratory waterfowl and neotropical migratory birds.
- Refuge Land Acquisition to improve Migratory Bird Populations.
This plan anticipates the addition of 47 thousand acres, at a cost of \$35 million, of migratory bird habitat by FY 2003. These land acquisition projects were initiated as early as 1998 and will be completed by 2003. Funds were appropriated in previous years from the Land and Water Conservation Fund. It normally takes three years from the time funds become available to the final acquisition of the land.

Therefore, projects proposed for acquisition in the FY 2003 budget, totaling 4,208 acres at a cost of \$10.6 million, will contribute to the successful achievement of this goal in FY 2006 and beyond.

- **Law Enforcement**

Law Enforcement plays a critical role in protecting regional migratory bird populations and achieving this important goal. Additional operations resources will enable Service special agents to continue their work with state and local agencies and private groups to reduce human impacts on the breeding activities of rare ground-nesting shore birds, such as piping plovers and least terns. Law enforcement will improve its monitoring of industrial activities, such as cyanide gold leaching ponds, rural electrical utility lines, and open oil field impoundments, which are responsible for the death of more than 2 million migratory birds annually. Increased efforts will be made to promote compliance with Federal laws and reduce bird mortality with established protective measures.

Program and Funding Changes to Meet FY 2003 Performance

The FY 2003 performance target will be achieved with additional budgetary resources of \$800 thousand over the FY 2002 enacted level to support mission critical migratory bird needs on National Wildlife Refuges.

Benefits Derived

- increased recreational opportunities resulting from improved migratory bird population.
- reduced conflicts due to ecological or economic damages caused by overabundant populations.

- increased knowledge about the status of migratory bird populations gained through improved survey and monitoring.
- avoidance of future listing under ESA, resulting in economic and social disruption.
- reduced bird mortality at communications towers while accommodating the need for communications infrastructure.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal 1.1.1 By September 30, 2001, about 4 percent or 10/250 migratory bird populations of management concern (for which adequate population information is available) demonstrate improvements in their population status from baseline year.

Report: Goal Met

In FY 2001, the Service met the goal of improving the population status of five migratory birds of management concern. These populations include five populations of the Northern Goshawk (Northeast, Southeast, Midwest, Mountains/Plains, Pacific Coast).

Performance Measure	# of migratory birds of management concern with improved status
Data Source	Data is gathered annually by means of a variety of standardized survey methodologies. These include: Breeding Bird Survey, Waterfowl Breeding Population Survey, Dove Survey, Woodcock Survey, Arctic Goose Survey, Christmas Bird Count.
Verification	Senior biologists evaluate all breeding bird surveys using generally accepted statistical procedures. All information is collected, analyzed, and reported by the Migratory Bird Management Office.
Data Limitations	External source—Breeding Bird Survey data are provided by U.S. Geological Survey-Biological Research Division; Audubon Christmas Bird Count - data collected by volunteers.
Baseline	Reliable 1997 baseline data for 250 regional migratory bird populations of the total 400 regional migratory bird populations of management concern.



SUSTAINABILITY OF FISH AND WILDLIFE POPULATIONS

1.1.2 MIGRATORY BIRD CONSERVATION

Long -Term Goal 1.1-- Through 2005, 12 percent of migratory bird populations demonstrate improvements in their population status.

Annual Performance Goal 1.1.2 - By September 30, 2003, about 12 percent or 17/146 migratory bird populations that are of management concern will have baseline information available for establishing reliable population levels, and monitoring programs will be initiated or continued for those species.

Performance Measures	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
1. # of baseline monitoring programs initiated for migratory bird populations of management concern. Data Collection Initiated (cumulative data)	0	5	9/150 (+4pop)	13/150 (+4pop)	14/150 (+5pop)	15/148 (+4pop)	17/146 (+4pop)

Workload and Other Performance Statistics

a. # of baseline monitoring programs completed - Data Collection Completed (annual data)	0	0	0	0	0	2* (add to 1.1.1)	2* (add to 1.1.1)
b. # of baseline monitoring programs in progress	150	145	141	137	137	133	131
c. Baseline: # of regional migratory bird populations of management concern without reliable baseline information & ongoing monitoring program.	150	150	150	150	150	148	146

* Workload a. shows that two populations in 2002 and 2003 have adequate baseline information to allow for management actions to proceed in order to improve the status of the populations. These populations have been moved to goal 1.1.1 for management action. The workload (b) reflects the progress being made to develop baseline information for the 150 regional migratory bird populations that currently do not have sufficient data to determine what management activities would be needed to improve the status of the population. The baseline (c) is reduced by the number of baseline monitoring programs completed. In FY 2003, the Service anticipates that four monitoring programs for migratory bird populations will be initiated. Through 2003, a cumulative total of 17 monitoring programs will be initiated; In 2002, a total of 15 monitoring programs will be initiated. In 2003, four additional programs will be initiated for a total of 19. However, two populations will be completed in 2003; so, the net effect is 19-2 or 17 populations.

For each year, the sum of: performance measure(1) + a.(# of programs completed) + b (# of baseline monitoring programs in progress) = 150. For 2002: 15+2+133=150; for 2003: 17+2+131=150

Goal Purpose and Resource Condition Explained Under Goal 1.1.1

Goal Achievement and Strategies

The purpose of this goal is to improve the status of migratory bird populations of management concern for which adequate population information is not available. This annual goal can be accomplished by implementing appropriate species and habitat conservation actions early enough to avoid other social, economic, or biological problems while improving populations monitoring activities. The Service lacks reliable information on status and distribution for the majority of migratory bird species. Of the 400 regional migratory bird populations of management concern, about 150 of those populations have no reliable baseline information and ongoing monitoring programs. Management actions necessary to ensure the conservation of birds and the habitat are dependent on the availability of current scientific information. Successful migratory bird conservation depends on assessment of how populations respond to their environment. A primary objective of this goal is to initiate baseline monitoring programs and ultimately complete the monitoring program so the population will be transferred to Annual Performance Goal 1.1.1, and become part of the baseline of regional bird populations of management concern. Strategies will focus on three principal areas: international biological needs, building a science base, and applied science involving the transfer of new scientific knowledge to on-the-ground migratory bird management activities.

- International biological needs

We will conduct projects involving our international treaty partners for migratory bird species that use habitats in Canada. We will document nesting ecology, population status, and habitat conditions.

- Building a Science Base

We will expand waterfowl surveys for those species currently experiencing declining population levels and having limited baseline data. We will initiate new surveys for shorebirds and marsh nesting waterbirds. The populations of many shorebirds, marsh nesting waterbirds, and some waterfowl species are in decline. Currently, there are very limited popula-

tion data available for the 49 species of shorebirds common in North America and 12 species of marsh nesting waterbirds. The Manomet Center for Conservation Sciences conducted a survey many years ago, providing limited and dated population information for some shorebirds. Service biologists will direct their activities toward collection of reliable information about the status and change of populations and their habitats in order to better diagnose their problems and implement effective, well-timed solutions.

Migratory bird surveys are the primary source of population trend and distribution information for most North American birds and are the most important source of data for non-game birds. There are 6 categories and 15 types of migratory bird surveys used by the Service in collecting information. Species of management concern are determined using information reported in annual breeding bird survey reports. This survey is conducted annually, in June, and the databases are updated in the first two months of the calendar year. Migratory Bird Permits is an effective accountability tool that will play a major role in the Service's management decisions for the protection of migratory birds. Permits are used to measure the impact that human activities are having on key bird populations.

- Applied Science

Performance will be directed toward transferring the scientific advances and findings in migratory bird management to field stations, conservation agencies, communities, state and local planning offices, and other wildlife partners. Up-to-date information for migratory bird management will be directed to the 300 National Wildlife Refuges along the Atlantic and Central Migratory Bird Flyways.

Benefits Derived

The most recent status reports will be used to determine changes in populations. The status report can contain several indicators which might include recent surveys, monitoring reports, or other periodic investigations that are considered reliable.



FY 2001 ANNUAL PERFORMANCE REPORT

Goal 1.1.2 By September 30, 2001, about 9 percent or 13/150 of migratory bird populations that are of management concern will have baseline information available for establishing reliable population levels, and monitoring programs will be initiated or continued for those species.

Report: Goal Exceeded

Successful accomplishment of the FY 2001 performance goal anticipated that baseline and monitoring programs for 4 populations of nongame birds of management concern would be initiated. However, the Service exceeded this performance target initiating baseline and monitoring programs for 5 populations of nongame birds of management concern which included 4 populations of Burrowing Owl and 1 population of Ferruginous Hawk.

- Burrowing Owl

The Burrowing Owl study mobilized forces in Canada, Mexico, and the U.S. to take actions that would provide information in an effort to better understand burrowing owl survival, movements, and fates of individual owls. The western burrowing owl is an inhabitant of the prairie grassland ecosystem in North America. This species is considered a USFWS Species of Conservation Concern and is listed as either threatened, endangered, or of special concern in many states in the US. In Canada, burrowing owls are disappearing rapidly and are listed by *Committee on the Status of Endangered Wildlife in Canada* as endangered, whereas in Mexico, burrowing owls are listed by *Mexican Ministry of Environment and Natural Resources* as threatened.

Monitoring protocols have been established for U.S. (Western US and Florida), Canadian, and Mexican populations both by independent researchers and under the North American Raptor Monitoring Strategy. Although there has been evidence that the Burrowing Owl is showing significant population declines in large portions of its range, until now data was lacking to fully determine their status. This action will likely result in proactive measures to manage the burrowing owl.

- Ferruginous Hawk

The Ferruginous Hawk is also an inhabitant of the prairie grassland ecosystem in North America. This species is considered a USFWS Species of Conservation Concern and has experienced a sharp long-term decline in number as its habitat continues to be lost to human alteration such as development. Monitoring protocols have been established for US, Canadian, and Mexican populations under the North American Raptor Monitoring Strategy. This effort establishes continental-wide monitoring that will bring data together from a number of sources from which more accurate population status and trends can be determined. Information will be used to estimate the rate of decline; in some instances, data may be gathered that can be used to determine things like reproductive success and extent of habitat alteration.

SUSTAINABILITY OF FISH AND WILDLIFE POPULATIONS

1.2 IMPERILED SPECIES

Long -Term Goal 1.2 Through 2005, 404¹ species (approximately 43%) of the 943 listed under the Endangered Species Act as endangered or threatened a decade or more are either stable or improving, 15 species are delisted due to recovery, and listing of 12 species at risk is made unnecessary due to conservation agreements. **

Annual Performance Goal 1.2.1 By September 30, 2003, 366 of the 792 species (approximately 46%) listed under the *Endangered Species Act* as endangered or threatened a decade or more are either stable or improving, 5 species are delisted due to recovery, and listing of 3 species at risk is made unnecessary due to conservation agreements.

Performance Measures	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
1. # species listed under the ESA as endangered or threatened a decade or more are either stable or improving.	---	155/499 31%	309/571 54%	328/616 53%	320/616 52%	347/705 49%	366/792 46%
2. # species delisted due to recovery (new measure in 2001)	---	1	0	3	1	3	5
3. # species at risk for which listing is made unnecessary due to conservation agreements.	---	---	---	3	5	3	3

** FY 2001 planned/enacted performance measure targets were adjusted to correct inconsistencies in reported Endangered Species data. These inconsistencies were detected in a recent Office of Inspector General (OIG) audit (July - September 2000). Changes were made based on recommendations by the OIG audit team.

Workload and Other Performance Statistics

Performance Measures	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
a. # species approved for removal from candidate or proposed status as a result of conservation agreements precluding the need to list (discontinued in FY 2001)	5	5	6	---	---	---	---



Workload and Other Performance Statistics (continued)

Performance Measures	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
b. # species included in final rules to reclassify from endangered to threatened status.	---	---	2	2	0	2	3
c. # total acres protected, restored or enhanced under Habitat Conservation Plans (discontinued in FY 2001)	2 million	2.105 million	---	---	---	---	---
d. # acres covered under Habitat Conservation Plans.	---	---	30.712 million	38.687 million (+7.975 million)	39.477 million (+8.765 million)	41.007 million (+1.530 million)	43.0 million (+2.0 million)
e. # listed and unlisted species covered by Habitat Conservation Plans	---	257	415	435	512	525	600
f. # species listed for 2 1/2 years with recovery plans (%)	---	---	929/1046	988/1096	981/1096	1031/1142	1117/1188

* replaced by new workload measure (d) # acres covered under HCP.

Goal Purpose

The purpose of the *Endangered Species Act* (ESA) is to conserve endangered and threatened species and the ecosystems upon which they depend. This long-term goal defines three important aspects of the Service's reasonable level of performance over the next five years in keeping with the intentions of the statute. The ESA asks the Service to identify species that are in danger of extinction and to pursue recovery of these species. The long-term goal defines our five-year performance level for the protection of endangered and threatened species; halting and reversing their decline (stabilize/improve) and restoring them to a secure status in the wild (delisting). While the ESA focuses on

protection and recovery of listed species, the Service also works to make listing of additional species unnecessary.

Resource Condition

Although the Fish and Wildlife Service is involved in a number of activities that contribute to the maintenance of fish and wildlife populations, these actions are not always enough to keep species from foreseeable extinction. When this occurs, species receive the protection of the ESA. When the ESA was passed in 1973, it represented America's concern about the decline of many wildlife species around the world. It is important to know that over the past 300 years more than 500 North

American species have become extinct. That is more than one species disappearing each year. Scientists estimate that the natural extinction rates are one species lost every 100 years.

As of September 30, 2001, there were 38 species proposed for listing and 1,254 species listed as threatened or endangered.

Did you know:

- 72% of freshwater mussels are imperiled.
- 40% of U.S. amphibians are imperiled.
- 37% of U.S. fish species are at risk..
- 237 U.S. species are candidates for protection under the ESA .
- 447 HCPs covering 39.5 million acres protect 512 endangered, threatened, or other unlisted species through habitat conservation plans.

The ESA is regarded as one of the most comprehensive wildlife conservation laws in the world. The U.S. Fish and Wildlife Service, in the Department of the Interior, and the National Marine Fisheries Service, in the Department of Commerce, share responsibility for administration of the ESA. Generally, the National Marine Fisheries Service deals with those species occurring in marine environments and anadromous fish, while the Fish and Wildlife Service is responsible for terrestrial and freshwater species and migratory birds. Additionally, the Animal and Plant Health Inspection Service, in the Department of Agriculture, oversees importation and exportation of listed terrestrial plants.

Goal Achievement and Strategies

The challenges of restoring these species and their habitats before they become extinct are enormous but not insurmountable. Species conservation requires the collective efforts of private landowners, local communities, individuals organizations, Tribes, and State and Federal agencies. To meet these challenges, the Service has designed the following recovery strategies to encompass the basic requirements of the ESA:

Working with States

The Service will partner with the States to protect species. The law encourages States to develop and maintain conservation programs for their federally listed threatened or endangered species. Financial assistance is available to promote conservation participation through the Cooperative Endangered Species Conservation Fund Grants to States program , the Landowner Incentive program, and other programs.



Karner blue butterfly

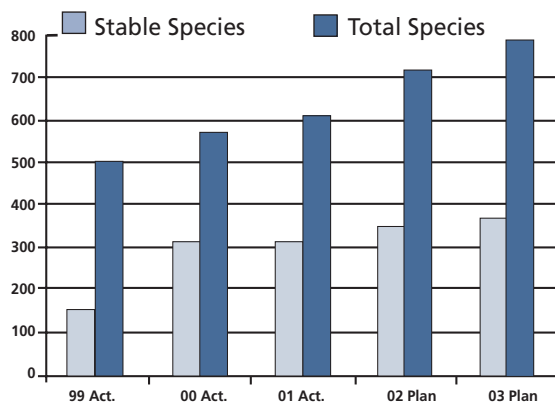
Listing of Species under the ESA

The Service will follow federal rulemaking procedures and specific ESA requirements to determine whether to list a species. A formal peer review process and an opportunity for public comment ensure that the Service obtains the best available scientific information to support its decisions. Listing affords species the full protection of the ESA, including prohibitions on killing, harming, or otherwise taking a species as well as restrictions on import/export to prevent trade-related declines.

Candidate Species

The Service will work to reduce the threats to declining species and make listing unnecessary through partnerships with public agencies, private organizations, Tribes, and landowners. While the ESA mandates the recovery of listed species, the Service seeks and the Congress encourages efforts to prevent species in decline from reaching the point where the statute's protections are

Stable/Improving Species





necessary. Although the ESA offers no regulatory authority for protecting non-listed species, voluntary partnerships provide mechanisms to benefit unlisted but declining species in conjunction with the protection of listed species.

Consultation with Federal Agencies

Federal agencies are required to consult with the Service to ensure that the actions they authorize, fund, or carry out will not jeopardize listed species. If any proposed action will jeopardize the species, the Service will issue a "biological opinion" offering reasonable and prudent alternatives about how the proposed action could be modified to avoid jeopardy to listed species. The Service informally resolved 98% of consultations on federal actions in FY 2001 by working with the action agency and the applicant to avoid adverse effects to listed species or habitats.

Habitat Conservation Plans

The Service will work with private landowners and other non-federal entities to develop Habitat Conservation Plans designed to relieve restrictions on private and non-federal landowners who want to develop land inhabited by endangered species. This planning process promotes negotiated solutions to endangered species conflicts and encourages communities to integrate endangered species and habitat conservation into local land use planning. Private landowners and non-federal parties who develop and implement an approved Habitat Conservation Plan providing for conservation of the species can receive an Incidental Take Permit that allows their development project to go forward.

- For FY 2002, the Service will provide technical assistance to our customers that will result in the approval of 100 HCPs; increasing the number of acres covered to 41.0 million and the number of listed and non-listed species to more than 525.

Safe Harbor Policy

Landowners are sometimes reluctant to voluntarily manage their property for the benefit of listed species for fear that their efforts may result in additional land use restrictions. The innovative Safe Harbor program provides incentives for private and other non-federal

landowners to implement conservation measures for listed species. A landowner who enters into a Safe Harbor Agreement will receive assurances from the Service that their proactive conservation actions for endangered or threatened species will not result in additional land use restrictions.



Aleutian Canada Goose

*Thanks to the cooperative efforts of state, federal, private, and international partners, the Aleutian Canada Goose (*Branta canadensis leucoparia*) is on the verge of dramatic recovery and will be soon be removed from the list of "threatened" species under the Endangered Species Act.*

Recovery

The ultimate goal is the recovery of species so they no longer need protection under the ESA. The law provides for recovery outlines and recovery plans to be developed describing the steps needed to restore a species. The Service's policy is to complete final recovery plans within 2 ½ years of listing a species. The Service has completed recovery plans for over 85% of listed species in the United States. Working with private, Federal, Tribal, and state stakeholders, the Fish and Wildlife Service will develop recovery outlines and recovery plans, which identify the actions to stabilize and improve populations. Service-led recovery efforts include a wide range of management actions, such as controlled propagation and habitat protection and restoration that reduce threats or otherwise benefit populations so they will stabilize and ultimately increase. Financial assistance is available to promote conservation participation on private lands through the Private Stewardship Program. As species stabilize and improve, actions appropriate to upgrade species status from endangered to threatened and/or to delist species will be initiated.

Provide Secure Habitats in the NWRS

The National Wildlife Refuge System, the Service's land base, plays a significant role in the recovery of certain endangered species by providing secure habitats for them to thrive in. Over 400 units have at least one threatened or endangered species during some part of the year. A total of 56 refuges have been established specifically to protect threatened and endangered species, and 37 contain areas designated as critical habitat for endangered species. In many cases, refuges protect lands that form the nucleus of a larger ecosystem needed to support a species. Of the 1,254 species listed under the *Endangered Species Act* as of September 30, 2001, approximately 260 species are on habitat within the Refuge System and at least 90 of them depend on refuges for recovery. In addition to endangered species recovery, the Refuge System plays an even greater role by providing secure, high quality habitats that can preclude fish, wildlife and plants from becoming endangered in the future.

Land Acquisition as part of Recovery

This plan anticipates the addition of almost 9 thousand acres of habitats important to the stabilization and recovery of threatened or endangered species by FY 2003 at a cost of \$27 million. These land acquisition projects, funded through the Land and Water Conservation Fund, were initiated as early as 1998 and will be completed by 2003. Because it normally takes three years from the time funds become available to the final acquisition of the land, projects proposed for acquisition in the FY 2003 budget are not considered at contributing to the attainment of the FY 2003 performance target. However, they will contribute to the successful achievement of this goal in FY 2006 and beyond. Projects requested in FY 2003 total 6,280 acres at an anticipated cost of \$13.3 million.

Project Planning

The Project Planning program plays a key role in conserving the nation's natural resources by encouraging the preservation of natural habitats to forestall or avoid listing under the *Endangered Species Act*. Project Planning contributes to the strategic and annual performance goals for imperiled species through Fish and Wildlife Coordination Act activities by providing techni-

cal assistance and recommendations for federally funded or permitted projects that have the potential to affect imperiled species and their habitats. Project Planning coordination activities on Federal Energy Regulatory Commission-licensed hydropower projects contribute toward the performance goals for imperiled aquatic species through fishway prescriptions under section 18 of the Federal Power Act, ensuring that imperiled species have access to adequate spawning habitats. Through FERC licensing activities the Project Planning program will work with FERC and hydropower license applicants to identify those project components that may potentially affect imperiled species, and will identify habitat objectives and measures needed to ensure fish passage.

Law Enforcement

The Service's law enforcement program plays an increasingly important role in the agency's overall effort to protect and recover endangered species. Service law enforcement will continue to work in partnership with conservation groups, State and Federal agencies, and others to promote greater understanding of the need for endangered species protections and the consequences of violating related Federal and State laws. LE will provide increased input in the development of habitat conservation plans and play a greater role in reviewing, evaluating, and monitoring incidental take permits to ensure compatibility with current laws and permittee compliance. This increased involvement will lay the groundwork for the effective use of enforcement as a conservation tool and minimize the adverse impacts associated with land development activities on imperiled species. Targeted increases in agent operations will enable intensified LE efforts resulting in additional patrols to deter would-be violators, expanded efforts to detect and prevent the introduction of invasive species, and additional cooperative enforcement programs to reduce commercial exploitation.

National Fish Hatchery System Supporting Propagation and Refugia

The National Fish Hatchery System (NFHS) plays a vital role in conservation and recovery of imperiled aquatic species by developing and using state-of-the-art captive propagation techniques to recover wild populations and



by providing genetic refugia. These activities are coordinated with the Service, other Federal, State, Tribal, and private sector partners, and conducted in concert with habitat restoration. Nearly three quarters of all Endangered Species Act Recovery Plans for fish species recommend using captive propagation or refugia as part of recovery strategies to re-establish wild populations. The NFHS is currently assisting in recovery efforts, through propagation and refugia, for almost 40% (45 of the 114) listed fish species in the United States. Captive propagation and refugia techniques are also employed to help preclude further ESA listings. The NFHS works to restore 17 petitioned, candidate, and depleted aquatic species to preclude the need to list under the ESA. Thirty-eight NFHS facilities work to restore and recover imperiled aquatic species. The NFHS's Fish Technology Centers and Fish Health Centers develop innovative technologies for holding, propagating, and feeding imperiled species, including protocols to produce genetically appropriate fish for reintroduction and to assess, diagnose, and manage disease for both hatchery and wild populations.

FY 2002 and FY 2003 Anticipated Recovery Activities:

The only species delisted in FY 2001 was the Aleutian Canada goose. Several species are considered recovered, and proposed or final delisting rules are currently being prepared and will be issued in FY 2002 or FY 2003. In FY 2001, the Robbin's cinquefoil (a New Hampshire plant) and the Hoover's woolly-star (a California plant) were proposed for delisting. The Service expects to finalize the delistings for these two species as well as the bald eagle in FY 2002.

In FY 2002, the Service also expects to:

- propose delisting at least 3 of 7 species due to recovery (including Ash Meadows plants (3 species) and fish (1 species), Columbia white-tailed deer, Brown pelican (gulf coast population) and Johnston's frankenia);
- downlist at least 2 species from endangered to threatened status (including large-flowered skullcap and populations of gray wolf), and;
- propose downlisting of at least 7 species from endangered to threatened (including gray bat, Missouri bladderpod, wireweed, sandlace, papery whitlow-wort, American crocodile, and Schaus' swallowtail).

In FY 2003, the Service expects to:

- make final determinations for the delisting of at least 5 species due to recovery (including Ash Meadows plants (3 species) and fish (1 species), Columbia white-tailed deer, brown pelican (Gulf coast population), Johnston's frankenia, and Tinian monarch (a bird)), and;
- make final downlisting determinations for at least 3 of 7 species (including the Gray bat, Missouri bladderpod, wireweed, sandlace, papery whitlow-wort, American crocodile, and Schaus' swallowtail).
- prepare recovery outlines for all species added to the U.S. list in FY 2001 and FY 2002; complete recovery plans for more than 50 species.

Conservation of Columbia Basin Fish - Final Basinwide Salmon Recovery

In December 2000, Federal natural resource agencies released a series of documents that establish a comprehensive, cooperative recovery program for the Columbia River Basin, including biological opinions on operation of the Federal Columbia River Power System, and an umbrella recovery document: *Conservation of Columbia Basin Fish - Final Basinwide Salmon Recovery Strategy*. Requested funding in FY 2003 is adequate to meet the reasonable and prudent alternatives contained in the biological opinions on the operation of the Federal Columbia River Power System. However, funding requested in FY 2003 is not sufficient to fund the activities included in the Basinwide Salmon Recovery

Conservation of Columbia Basin Fish - Final Basinwide Salmon Recovery

Actions will include :

- Enhancement of instream flows;
- Estuary protection & restoration;
- Passage & habitat improvement for bull trout;
- Initiation of the voluntary screening program;
- Reform of hatchery facilities;
- Evaluation of hatchery reform programs;
- Development & implementation of fish health plans consistent with hatchery improvements;
- Completion of Sec.10 consultation Federal actions required under the BiOps & the Basinwide Recovery Strategy.

Strategy that are not included in the reasonable and prudent alternatives in the biological opinions.

Program Funding Changes to Meet FY 2003 Performance

The FY 2003 performance target will be achieved with additional budgetary resources over the FY 2002 request of \$11.3 million. Performance associated with goal 1.2 anticipates an increased level of funding for the Service's endangered species program operations in recovery activity of \$2.5 million to stabilize 40 critical endangered species and to complete the recovery planning process for at least 50 species who currently lack recovery plans; consultation activity of \$2 million on aquatic species restoration and recovery in the Columbia Basin, support to 200 HCPS under development and consultation with other federal agencies; and candidate conservation activities of \$1 million. Increased emphasis planned on National Wildlife Refuges as a result of anticipated funding increase of \$1.8 million will contribute to the successful delivery of this performance goal in FY 2003. Included in the request for additional resources is \$3.7 million for restoration and recovery of salmon, steelhead, bull trout, Kootenai white sturgeon and other aquatic species in the Columbia Basin in support of the Federal Columbia River Power System Biological Opinion. Performance results will occur in future years beyond FY 2003. The FY 2003 performance level does reflect the requested increased funding of \$10 million for the landowner incentive program as well as a continuation in the stewardship grants program; performance will be reflected in goal 2.3 Habitat Conservation Off Fish and Wildlife Service Lands.

Benefits Derived

Endangered and threatened species often serve as environmental barometers signaling the potential loss of healthy living conditions for humans and other species alike. The species serve as an early warning system for pollution and environmental degradation that might adversely impact human health. Service led conservation efforts for endangered and threatened species will reduce threats or otherwise benefit populations so they will stabilize, improve, and ultimately reach recovered status. Once recovered, they will no longer need the

protection afforded them under the ESA and can be removed from the list of threatened and endangered species.

Protecting endangered species may result in important sources of new drugs, medicines, or foods. Nearly 40 percent of all medical prescriptions dispensed annually in the United States have been derived from nature, and scientists have only investigated about 2 percent of the known plant species for possible medicinal values. Various species are important for maintaining the country's agricultural productivity through use as biocontrols against crop pests or in development of disease-resistant crops. The conservation of endangered and threatened species and the ecosystems upon which they depend will also help to achieve the desire consistently expressed by an overwhelming number of Americans – to preserve our nation's precious natural heritage.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal 1.2 By September 30, 2001, 328 species of the 616 (approximately 53%) listed under the Endangered Species Act as endangered or threatened a decade or more are either stable or improving, 3 species are delisted due to recovery, and listing of 3 species at risk is made unnecessary due to conservation agreements.

Report Note:

The FY 2001 Annual Performance Goal contains three distinct performance targets. The Service was successful in meeting one of the three targets for FY 2001. However, it should be noted that successful performance of this goal is influenced by the Service, but cannot be achieved without significant contributions by partners, federal agencies, and private parties.



Performance Goal Target 1: Goal Not Met.

The Service, working with partners, is able to report that 320 (52%) threatened or endangered species populations that have been listed a decade or more are either stable or improving. This performance level is slightly below our anticipated performance target of 328 or 53% for FY 2001. There are several reasons why the Service fell short of its goal. The projected performance target did not anticipate the increasing frequency and severity of water shortages due to development and/or drought. These continuing conditions during FY 2001 posed especially difficult challenges for stabilization of many aquatic species. In addition, recent demand for greater stakeholder involvement in the recovery process has redirected staff support to respond to stakeholder requests for information and participation. In evaluating the Service's performance, it is clear that the increase in litigation in the Recovery Program has required more resources to be directed toward litigation support diverting field and regional office staff from direct recovery task efforts.

Performance Goal Target 2: Goal Not Met.

The Service delisted 1 species in FY 2001 falling short of its target of 3 delistings. The Service failed to finalize 2 additional delistings, the Bald Eagle and the Douglas County population of the Columbian white-tailed deer, due to delays caused by unforeseen issues. For example, in the case of the Columbian white-tailed deer, additional information submitted during the public comment period for the proposed delisting necessitated additional analysis and a reopening of the comment period. Although the 2 expected delistings were not finalized in FY2001, the Service expects to finalize these delistings in early FY 2002 and FY 2003. Therefore, the Service has increased its goal for FY 2003 from 3 species delistings to 5 species delistings. Although the Service did not meet this goal in FY 2001, it still expects to meet the long-term goal outlined in the Service's Strategic Plan of 15 delistings due to recovery over the 5-year period.

Performance Goal Target 3: Goal Exceeded.

The Service exceeded this performance goal by securing protection through conservation agreements for five species, thereby avoiding the need to list those species

under the ESA. These species include:

1. Umpaqua mariposa lily - conservation agreement with Bureau of Land Management and Forest Service.
2. McCloud River redband trout - multiparty conservation agreement.
3. Arizona bugbane - conservation agreement with Forest Service.
4. Goodding's onion - conservation agreement with Forest Service.
5. Swift fox - multiparty conservation agreement.

In year FY 2001, 237 plant and animal species were candidates for listing. Additionally, the 38 species that are currently proposed for listing under the ESA can benefit from candidate conservation actions. For some of the proposed species, conservation actions taken now may reduce or eliminate the need to publish a final listing, and for others, conservation actions taken before listing will assist in a speedier recovery and delisting. A primary tool of the program is conservation agreements.

FY 2001 HIGHLIGHTS

- **Aleutian Canada goose.** Highlighting a 35-year conservation effort, the Aleutian Canada goose in California and Alaska has fully recovered from near extinction and was removed from the list of threatened and endangered species in March 2001. The goose was one of the first species or subspecies to be protected under the Endangered Species Act and numbered only in the hundreds in the mid-1970s. Through unprecedented cooperation with state governments and in partnership with private landowners and organizations, biologists with the Service were able to slowly bring the bird back. Today the estimated population has grown to 37,000 and the threat of extinction has passed.
- **Robbins' Cinquefoil: A Mountain Partnership Recovers this Plant Species.** The Robbins' cinquefoil, a member of the rose family found only in alpine New Hampshire, has increased to the point that the Fish and Wildlife Service proposed its delisting under the Endangered Species Act on June 8, 2001. This is due in large part to successful partnership efforts by the White Mountain National Forest and the Appalachian Mountain Club. Plant collecting

and disturbance from hikers along the Appalachian Trail contributed to the decline of the Robbins' cinquefoil, listed as endangered in 1980. In 1983, the White Mountains National Forest and the Appalachian Mountain Club helped reroute the trail away from designated critical habitat at Monroe Flats, the main population of the species, and built a low wall of rocks, or "scree," to protect the plants from trampling. Biologists reintroduced two new populations of the species. The Monroe Flats population now has more than 14,000 plants, surpassing the goals for reclassification to threatened and meeting the goals for delisting. The transplanted populations are stable and are reproducing. Only 3,700 plants existed in 1973, before the species was listed. When finalized, the delisting will also remove the critical habitat designation and require a five-year monitoring plan, as the Endangered Species Act mandates for species delisted following recovery.

- Migratory Whooping Crane Reintroduction Into The Eastern United States.** As a result of the hard work and dedication of numerous State, Federal and non-governmental partners, the Service is reintroducing whooping cranes (*Grus americana*) into historic habitat in the eastern U.S. with the intent to establish a migratory flock. If successful, the proposed reintroduction effort would contribute toward recovery of the species and lead to the establishment of a migratory population that would summer and breed in Wisconsin, and winter in west-central Florida. Because cranes depend on their parents to

teach them the proper migration routes and wintering areas, reintroduced whooping cranes were led, initially, behind ultralight aircraft between the release site in Wisconsin and the chosen wintering site in west-central Florida. They successfully completed their journey in early December.

The reintroduced population is designated as a nonessential experimental population which allows the project to proceed without adverse affects to ongoing human activities within the area. The area designated includes the states of Alabama, Arkansas, Florida, Georgia, Illinois, Indiana, Iowa, Kentucky, Louisiana, Michigan, Minnesota, Mississippi, Missouri, North Carolina, Ohio, South Carolina, Tennessee, Virginia, West Virginia, and Wisconsin. These states are within the known or suspected historic range of whooping cranes.

Because of the huge scope and complexity of the project, which crosses numerous state lines and other lines of jurisdiction, the Whooping Crane Eastern Partnership was formed. The partnership is a coalition of multiple government agencies and nonprofit organizations which have joined forces in the common cause of bringing back the whooping crane to the eastern U.S. The Whooping Crane Eastern Partnership is an excellent example of how the Service will continue to work closely with all of our partners to help protect and recover endangered species.

Performance Measure	1. # of species listed under the ESA as endangered or threatened a decade or more are either stable or improving; 2. # of species are delisted due to recovery; 3. listing of # species is made unnecessary due to conservation agreements.
Data Source	Environmental Conservation Online System; Threatened & Endangered Species System
Data Verification	Species data supporting this goal is gathered by field level Fish and Wildlife personnel. Data is maintained and managed for data editing, data integration, queries and reports through an online database system available to field, regional, and national level personnel. Field level data is considered preliminary until certified by appropriate regional officials.
Data Limitations	Inherent subjectivity of assessing status with limited information and cost of attaining accurate information for a large number of species.
Baseline	Ratio of stable/improving species listed 10 years or more to total number of species listed 10 years or more.



SUSTAINABILITY OF FISH AND WILDLIFE POPULATIONS

1.3 INTERJURISDICTIONAL FISH

Long -Term Goal 1.3 - Through 2005, 12 depressed interjurisdictional native fish populations are restored to self-sustaining or, where appropriate, harvestable levels (based on applicable management plans).

Annual Performance Goal 1.3.1 - By September 30, 2003, three depressed interjurisdictional native fish populations are restored to self-sustaining or, where appropriate, harvestable levels (based on applicable management plans).

Performance Measures	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
1. # depressed interjurisdictional (IJ) fish populations restored (FY2001 new goal and Measure)	---	---	---	2	2	3	3
2. Develop status and trend baseline for IJ fish populations by 9/30/01 (FY 2000 Carryover)	---	---	---	Completed	Completed	---	---

Goal Purpose

The Service will focus efforts on restoring declining interjurisdictional native fish populations and communities that have suffered significant adverse changes. These changes generally tend toward reduced distributions, lowered diversity, and increased numbers of species considered rare. The long-term and annual goals addressing these resource issues focus the Service and its partners on the importance of restoring native fish populations.

Resource Condition

Living marine resources support extensive commercial, recreational, and subsistence uses. In 1996, 35 million U.S. residents over the age of 16 enjoyed a variety of fishing opportunities throughout the United States and anglers spent almost \$38 billion on fishing-related expenses. However, marine resources are under stress from overexploitation and habitat degradation, with native fish populations declining or are at historic low levels. Some populations of marine mammals, turtles, and fish are in danger of extinction, and many more are threatened by various human activities. It has long



been recognized that fishery resources are exhaustible. Many factors, both natural and human-related, affect the status of fish stocks, protected species, and ecosystems. Although we do not have the means to control all of them, our scientific and management tools enable us to have a strong influence on many of them.

Preserving living resources of this Nation's inland and coastal aquatic ecosystems have been a core responsibility of the Service for more than 130 years. As a leader in fisheries science since 1871, the Service

directs fishery management, protection and technical support in the interest of our primary concern of fishery conservation and sustainability. Our stewardship challenge is maintaining and improving the health and productivity of the resource, which will assure future opportunities for the sustainable use of these resources. The Service is responsible for managing, restoring and recovering inland, anadromous, and coastal- dependent interjurisdictional fish, and other aquatic populations. Primary activities include assessment and monitoring surveys of populations and habitat, habitat conservation and restoration, and fish propagation. This is often done in cooperation with the Department of Commerce, National Marine Fisheries Service and other federal agencies; states, local and Tribal governments; and private and non-government entities.

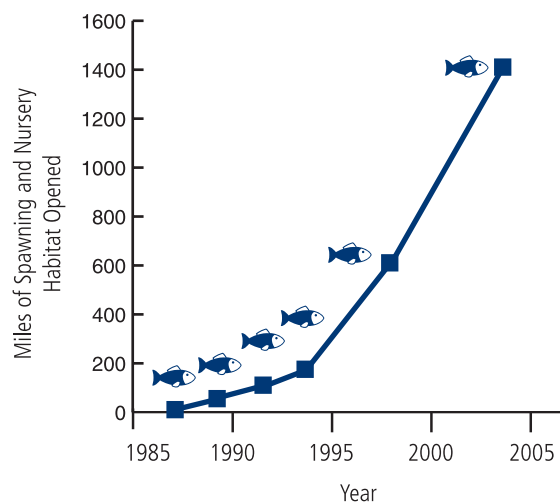
Goal Achievement and Strategies

The distribution or migratory patterns of many fish and other living aquatic resources cross boundaries between states and adjacent countries. The interjurisdictional nature of these populations complicates fishery assessment and management. Effective oversight in these cases requires coordination, cooperation, and agreement among all jurisdictions. Fishery management plans provide the foundation for cooperative management of interjurisdictional fishery resources. Coordinated planning and action by Federal, State and Tribal partners and other partners are needed to reverse declines and to restore depressed interjurisdictional populations to meet agreed-upon goals.

Service strategies for restoration of depressed interjurisdictional fish populations include:

- Assess and monitor populations and their habitats.
- Satisfaction of fish propagation strategies called for in Fishery Management Plans and Restoration Plans (non-listed imperilled species). The National Fish Hatchery System will provide healthy fish for national restoration programs, such as those for Great Lakes lake trout, Atlantic Coast striped bass, Atlantic salmon, and Pacific salmon.
- Restore fish passage to historically utilized habitats-- Hydropower Licensing. The Service participates with FERC in the review of hydropower licensing and relicensing activities with the objective of improving flows at existing projects, protection of fish from project- induced injury and mortality, protection of threatened and endangered species, provision of fish passage to reconnect fragmented river habitats, and management of upland areas, among others. Over the next 10 years, the federal licenses for approximately 220 hydroelectric dams will expire. Most of these projects will seek new licenses. These projects have a combined capacity of about 22,000 megawatts, or 20% of the nation's installed hydropower capacity, and almost 40% of non-federal capacity.
- FERC licensing activities will contribute to the strategic and annual goals for interjurisdictional fish by working with hydropower applicants to avoid, minimize, and mitigate effects of hydropower projects on interjurisdictional fish by making recommendations on free fish passage movements in the aquatic environment, proper screening to prevent or minimize

Fish Passage





fish entrapment and entrainment in hydroelectric turbines, and ensuring proper water quality to help maintain and restore native fish populations.

- Improve Law Enforcement capabilities. The Division of Law Enforcement's efforts to protect native wildlife include the Nation's fisheries resources. The LE component targets illegal take and commercialization of native fish stocks. Successful enforcement actions have uncovered a growing, highly profitable, national and international illegal fisheries industry dealing in freshwater mussels, paddlefish, sturgeon, lake trout of the Great Lakes and other species of concern. Through additional operations resources, Service special agents will increase their ability to conduct multistate investigations to control this growing and highly profitable illegal industry, as well as continue to build on partnerships with state and international enforcement agencies.
- Conserve and restore populations and habitat through cooperative management – Land Acquisition. This plan anticipates the addition of almost 200 acres, at a cost of \$362 thousand, of important fisheries habitats by FY 2003. These land acquisition projects, funded through the Land and Water Conservation Fund, were initiated as early as 1998 and will be completed by 2003. Projects proposed for acquisition totaling 5,116 acres and \$5.2 million in the FY 2003 budget are not considered in at this time because it normally takes three years from the time funds become available to the final acquisition of the land. However, they will contribute to the successful achievement of this goal in FY 2006 and beyond.
- Coordinate with Federal, state, and Tribal partners and other nations.

Program and Funding Changes to Meet FY 2003 Performance

The FY 2003 performance target will be achieved with fewer budgetary resources, a reduction of \$1.3 million below the FY 2002 level. The National Wildlife Refuge System will dedicate an additional \$500,000 for increased survey and monitoring of fishery populations on Refuges in FY 2003. This effort will positively contribute the accomplishment of the fisheries long-term goal. This performance level also assumes the termina-

tion of a number of projects, totaling \$2.0 million, within the Yukon River System that support the recovery of three interjurisdictional fish species and their habitats and the Great Lakes Fish and Wildlife Restoration program. Further, this performance assumes the completion of ongoing land acquisition projects, appropriated in FY 1998, 1999 and 2000. This performance level does not assume the FY 2003 request for land acquisition of 5,116 acres at a cost of \$5.2 million, since project acquisitions take several years after funds are made available for expenditure.

Benefits Derived

Restoring depressed populations of interjurisdictional fish will help to avoid listing and attendant expensive, disruptive, and controversial recovery efforts. Successful management and restoration of interjurisdictional fisheries offer immense biological, social, and economic benefits to the Nation, including:

- expanded commercial, recreational, and subsistence fishing opportunities;
- greater availability of fish for public consumption;
- avoidance of threatened and endangered species listings;
- provision of key components in balancing aquatic ecosystems;
- increased opportunities for education and outreach to school communities, and
- preservation of Tribal cultures.

FY 2001 ANNUAL PERFORMANCE REPORT:

Goal 1.3 By September 30, 2013, two depressed interjurisdictional native fish populations are restored to self-sustaining or, where appropriate, harvestable levels (based on applicable management plans).

Report: Goal Met

In FY 2001 two depressed interjurisdictional populations were restored. Commercial and recreational American shad and striped bass fisheries in the Connecticut River are cooperatively managed for harvest and restoration, benefitting fisherman and local economies. American shad support fisheries in Connecticut, Massachusetts, New Hampshire and Vermont. About 30-70,000 shad are taken annually in

Connecticut's commercial shad fishery. In Massachusetts, about 4,400 recreational anglers fish for shad each spring. The Service provides staff and equipment to work collectively with the states to collect data to ensure that managers have enough information to set creel limits and make management decisions for restoration and harvest.

The depressed walleye population of the Red Lakes, Minnesota, is recovering under a joint State-Tribal-Federal plan. The plan implemented a harvest moratorium, and 81 million walleye fry have been stocked since 1999. Monitoring of the population by state, tribal, and Service biologists indicate that stocking has been successful, with excellent survival. Spawning stocks have achieved a level at which stocking is no longer called for, and harvest is expected to resume in a few years as the stocks continue to rebuild. Over-fishing is considered the primary cause of the depressed stock.

FY 2000 Performance Measure Carryover: Develop status and trend baseline for IJ fish populations by 9/30/01.

Report: Performance Measure Met

In FY 2001, the Service developed its baseline list of depressed interjurisdictional fish stocks, for measuring progress in restoration. By definition, these fish stocks are managed by multiple jurisdictions, making planning and restoration action more difficult and complex. The numbers and types of jurisdictions vary greatly among parts of the U.S., and include states, tribes, other nations, and a wide variety of multi-jurisdictional agencies. Service biologists often serve as coordinators in developing plans for approval by multiple jurisdictions. Some stocks for which plans are warranted still do not have approved restoration plans.

FY 2001 HIGHLIGHTS

• **Atlantic Striped Bass Restoration**

After the striped bass population declined on the Atlantic coast in the mid-1980's, a coast-wide tagging program was instituted to help restore this commercially and recreationally valuable species. The striped bass tagging program is a cooperative project among federal and state agencies. A database is maintained at the Maryland Fishery Resources Office. During FY 2001, 3,400 tagged striped bass were captured and reported by recreational and commercial fishers, and 25,000 fish were tagged by program cooperators. The cooperative tagging project provides information on distribution, migration, and mortality of striped bass to assist in management and restoration. In recent years, striped bass numbers have increased. This project has been a key contributor in the restoration of the Atlantic coast striped bass fishery by providing data used to implement fishery regulations. Increased numbers of striped bass have continued to provide increased opportunities for recreational anglers and commercial fishermen in coastal states.

• **Paddlefish Evaluation**

The Great Plains Fish and Wildlife Management Assistance Office evaluated stocked paddlefish to modify and improve stocking protocols and maximize the number of stocked fish that survive to maturity. Service biologists surgically implanted 50 juvenile paddlefish with radio transmitters and monitored their movements and response to environmental cues such as water temperatures and flow. Subsequent modifications to stocking dates and locations will result in improved recruitment of the stocked fish. Paddlefish is a species of special concern with high recreational and commercial value. Paddlefish have declined in most river systems due to over-fishing and elimination of habitat due to construction and operation of dams. Hatchery propagated paddlefish are being used to augment poor recruitment of paddlefish in many river systems, but few evaluations have been conducted on the success of these programs.



• **Lake Superior Brook Trout Restoration**

The Ashland (Wisconsin) Fishery Resources Office (FRO) supports coaster brook trout restoration efforts in Lake Superior and provides fishery management assistance to state, Federal, and Tribal Agencies. One of only two native salmonids in Lake Superior, brook trout, were severely depleted due to over-fishing and habitat loss by the late 1800's. Recent efforts to restore and stabilize the Lake Superior fish community by fishery management agencies has resulted in a rehabilitation plan for brook trout. The Service's Ashland Fishery Resources Office conducted assessments and restoration activities targeted toward the goals and objectives of the Lake Superior Brook Trout Rehabilitation Plan. The Ashland Fishery Resources Office worked with partner agencies to establish a

monitoring protocol to assess the Tobin Harbor (Isle Royale National Park) coaster brook trout population. Ashland FRO assessed the brook trout population in Siskiwit Bay (Isle Royale National Park) to determine status of rehabilitation stocking efforts. For the third year the Service stocked Siskiwit Bay strain fingerling brook trout (59,000 in 2001) to restore a population of coaster brook trout in Siskiwit Bay. Gametes collected from Isle Royale brook trout will assist Service to develop a brood stock for restoration efforts in Lake Superior. Ashland FRO also partnered with Wisconsin DNR and Whittlesey Creek National Wildlife Refuge to develop and implement a coaster brook trout restoration plan for Whittlesey Creek.

Performance Measure	Number of depressed interjurisdictional fish populations restored.
Data Source	Fisheries Program - Fisheries Field Stations enter data into Accomplishment module-Fishery Information System.
Verification	Fisheries data is initially assembled at field stations, then forwarded to Regional Offices for quality control and consistency checks. Then, data is sent to Washington Office and Division of Fish and Wildlife Management Assistance reviews data for accuracy, consistency, and quality. AD-Fisheries certifies data.
Data Limitations	Inherent subjectivity of assessing status and trends with limited information and cost of attaining accurate information for a large number of species.
Baseline	FY 2001. Baseline; 17 species/70 populations identified.



part of our long-term goal 1.2 Imperiled Species. The importance of each of the three species in Alaska under the jurisdiction of the Fish and Wildlife Service are unique.

The purpose of this goal for the Fish and Wildlife Service is to protect or maintain these marine mammal stocks at sustainable levels. Under the MMPA, marine mammal stocks "should not be permitted to diminish below their optimum sustainable population" (OSP). Further, the Service is directed by the MMPA to complete stock assessments of marine mammals and negotiate cooperatively with Alaskan Native Organizations. To adequately protect and maintain stocks at the optimum sustainable population level, the Service must conduct periodic censuses to monitor population status and trends.

Resource Condition

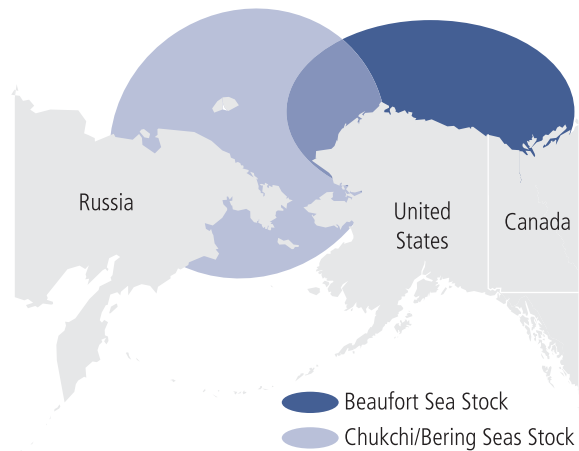
Since the 1500's, people have interacted with marine mammals in waters off the coast of the United States. Although the U.S. whaling industry ended in the 1920's, marine mammals are still in jeopardy today as a result of entanglement in fishing nets, bycatch, and ship collisions. Passage of the Marine Mammal Protection Act in 1972 assured Federal involvement and protection of these marine resources. In Alaska, populations of sea otter, polar bear, and Pacific walrus are at their optimum population levels. The importance of each of the three species under the jurisdiction of the Fish and Wildlife Service are unique.

Polar Bear

Polar bears have been, and continue to be, an important renewable resource available to coastal communities throughout northern Alaska, where they are hunted by coastal dwelling Native people. The Fish and Wildlife Service has been assigned the responsibility for conducting studies on polar bears to increase our understanding of the animal and the requirements for its protection.

Of the two polar bear stocks in Alaska, the Chukchi/Bering Seas stock appears to be increasing slightly or stabilizing at a relatively high level, while the Southern Beaufort Sea stock is increasing slightly or

Polar Bear Range



stabilizing near carrying capacity. Neither stock is listed as depleted nor strategic under the MMPA, nor threatened or endangered under the ESA. Estimates of minimum populations and Marine Mammal Protection Acts defined Potential Biological Removal levels have been developed. Both stocks have increased since passage of the Marine Mammal Protection Act in 1972.

Northern Sea Otters

Sea otters have inhabited the northern coasts of the Pacific Ocean for hundreds of years. In 2001, the Service estimated the population of sea otters in Alaska at more than 74,000 animals. Although sea otters are protected from commercial hunting, the largest threat still comes from humans. The return of sea otters from near extinction, and the reoccupation of most of their historic range, is one of the great wildlife conservation stories of the 20th century. However, the species' recovery has not come without controversy. The conflict between sea otters and humans over shellfish resources is probably the most serious problem that has arisen. In addition, there is evidence suggesting that the Aleutian stock has suffered a significant decline and thus has been listed in FY 2000 as a candidate species under the Endangered Species Act. Otherwise, healthy populations of sea otters are firmly established in most of



their historic range in coastal Alaska, and now is an appropriate juncture to examine existing and potential management problems and resource conflicts, and consider potential solutions to those management problems and conflicts.

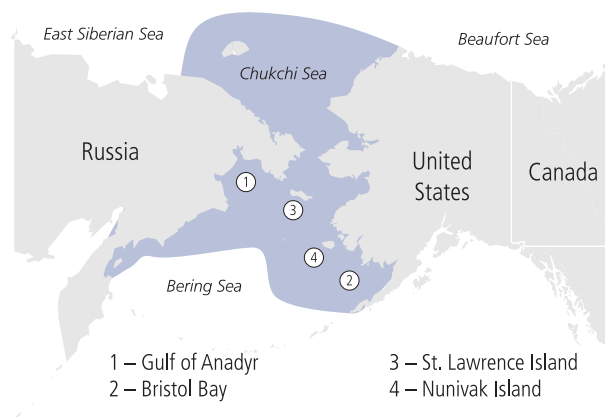
It is estimated that 90% of the world population of sea otters resides in the near shore, coastal waters in Alaska. Sea otters in Alaska are currently estimated to be within their optimum sustainable population level. They are not listed as depleted or considered a strategic stock under the MMPA, or as threatened or endangered under the ESA. Impacts resulting from the Exxon Valdez oil spill may have resulted in temporal declines and continuing reduced growth rates and low densities within limited areas; however, it is believed that recovery is occurring in these areas. One area of concern for Alaskan otters is the decline in population in the Aleutian archipelago. The Aleutian sea otter population has been experiencing severe declines in the central portion of the range. Based on the last sea otter survey of the entire archipelago completed in FY 2000, the Fish and Wildlife Service found the population has declined by 70 percent since 1992, and the population was designated as a candidate species for listing under the ESA. The Service conducted additional aerial surveys of this stock on the Alaska Peninsula in FY 2001, revealing the broad geographic extent of the Stock's decline.

Pacific Walrus

The Pacific walrus has been an important resource for human inhabitants of the Bering and Chukchi sea coasts for thousands of years. Today the harvest of walrus adds significantly to the economy of coastal Natives as a source of meat and money from the sale of ivory carvings. The mission of the Fish and Wildlife Service's walrus program is to ensure that the Pacific walrus remains a healthy, functioning component of the Bering/Chukchi Sea ecosystem. Despite an inability to determine precisely the bounds of optimum sustainable populations (OSP), the Pacific walrus population in Alaska is believed to be within the bounds of OSP, given the most recent estimates of a large population. The Pacific walrus currently has an estimated mean annual level of human mortality and serious injury of 4,890 walrus

per year, which is less than the acceptable removal rate of 7,533 (PBR). It is not listed as depleted or strategic under the MMPA, or threatened or endangered under the ESA. The three species of marine mammals managed by the Fish and Wildlife Service are subject to subsistence harvests by Alaska Natives. Harvest guidelines are necessary to ensure that populations remain above the optimum sustainable populations levels.

Pacific Walrus Range



Goal Achievement and Strategies

Service actions to achieve this annual goal focus on removing significant threats; completing high priority marine mammal population studies in the Bering Sea; coordinating co-management efforts with Alaska Native organizations; conducting population assessments of the polar bear, walrus, and sea otter; developing species management plans; and revising stock assessments in coordination with Alaska Native organizations; and developing and implementing incidental take provisions of the MMPA.

Developing revised stock assessments for sea otters, polar bears, and pacific walrus represents one of the Service's current priorities. The Service is working to revise its stock assessment for sea otters; the most recently available scientific information indicates three stocks rather than one. Because the polar bear and walrus are highly migratory, international agreements



are important in their management. Conservation agreements lay out specific criteria for harvest and take of marine mammals while ensuring their long-term survival. The Service will remain active in implementing existing cooperative agreements and encourage new cooperative agreements as necessary to sustain populations.

The Project Planning program will contribute to the strategic and annual performance goals for marine mammals through recommendations on conservation and mitigation measures for federally permitted or licensed projects, principally oil and gas development and water resource development projects, designed to avoid, minimize, and mitigate project-related habitat losses. These efforts will enhance the protection of marine mammal habitats. In addition, the Service's Division of Law Enforcement plays an important role in maintaining and restoring marine mammal populations. Law enforcement efforts in Alaska have reduced the illegal take and commercialization of polar bears, pacific walrus, and northern sea otters. In Alaska, Service LE efforts will build cooperation with Alaska Native organizations to ensure compliance with Federal subsistence regulations and increase outreach and education for consumers. Efforts are beginning to assist local native villages develop and implement policies and ordinances aimed at self-regulating their subsistence hunting activities.

Program and Funding Changes to Meet FY 2003 Performance

The FY 2003 performance target will be achieved with fewer resources, a reduction of \$.8 million, than in FY 2002. This reduction will not immediately impact the successful achievement of this goal for FY 2003.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal 1.4 Through September 30, 2001, current censuses for 2 marine mammal stocks and voluntary harvest guidelines for 2 marine mammal stocks will be available.

Report: Goal Met

The Service achieved the goal of providing current cen-

sus for 2 marine mammal stocks and voluntary harvest guidelines for 2 marine mammal stocks.

FY 2001 HIGHLIGHTS

U.S.– Russia Agreement on Polar Bear Management

The United States and Russia completed development of a long-term bilateral agreement for the conservation of polar bears shared between the two countries. Several joint research and management efforts between the U.S. and Russia have been successful in the past. However, until recently, the U.S. and Russia have each managed the shared Alaska-Chukotka polar bear population independently. This new agreement, signed in Washington, D.C., in October 2000, unifies management programs for this population between both countries. The agreement provides for:

- Active involvement in both countries of Native people and their organizations;
- Long-term joint programs for conservation of ecosystems and important habitats, harvest allocations based on sustainability, collection of biological information, and increased partnerships with State, local, and private interests;
- Enhancement of the 1973 multilateral Agreement on the Conservation of Polar Bears by allowing sustainable harvest by Alaska and Chukotka, Russia, Natives, but prohibits the harvest of females with cubs, or cubs less than one year old;
- Prohibition of the use of aircraft and large motorized vessels and vehicles to take polar bears; and
- Focus on conserving specific polar bear habitats such as feeding, congregating, and denning areas.

Efforts continued through FY 2001 to obtain Senate ratification of the treaty, and to develop companion draft legislation and interpretive documents for submission to Congress.

Alaska Peninsula and Kodiak Archipelago Sea Otter Population Survey

In FY 2001, the Service completed a survey of the Alaska Peninsula and Kodiak Archipelago to assess sea otter populations in these areas. The best available scientific information indicates that these stocks are part of the Aleutian Archipelago stock, which the Service

determined after a FY 2000 survey had declined by 70% since 1992. The Service conducted the FY 2001 survey to determine the full extent of the decline of this sea otter population. These aerial surveys revealed that the geographic extent of the sea otter decline is even broader than previously believed. The Aleutian popula-

tion was subsequently listed by the Service in FY 2000 as a candidate species under the ESA. Information from the 2001 surveys will better enable the Service to address issues believed to be facing sea otters from Kodiak Island to the extreme western reaches of the Aleutian Islands.

Performance Measure	# marine mammal stocks with current censuses. # marine mammal stocks with voluntary harvest guidelines.
Data Source	Fisheries Resources Program-Marine Mammal Office (Region 7) enters data into Accomplishment module-Fishery Information System
Verification	Data is initially assembled at field stations, then forwarded to Regional Offices for quality control and consistency checks. Then, data is sent to Washington Office and Division of Fish and Wildlife Management Assistance and Habitat Restoration reviews data for accuracy, consistency, and quality. AD-Fisheries certifies data.
Data Limitations	Range-wide censuses are expensive with severe logistical constraints (weather, international coordination). Development of voluntary harvest guidelines requires close coordination with Alaska Native groups and international Commissions. Adherence to harvest guidelines is voluntary, not mandatory. Also, some data is obtained from external sources.
Baseline	1997: 6 population stocks.



SUSTAINABILITY OF FISH AND WILDLIFE POPULATIONS

1.5 SPECIES OF INTERNATIONAL CONCERN

Long -Term Goal 1.5 - From FY 2001 through 2005, 40 priority species of international concern will be conserved.

Annual Performance Goal 1.5.1 - By September 30, 2003, 29 priority species of international concern will benefit from improved conservation efforts

Performance Measures	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
1. # of priority international species conserved (Annual data reflects resources available for species conservation projects)	16	22	25	25	25	26	29

Goal Purpose

The Service promotes and sustains a coordinated domestic and international strategy to assist other countries with wildlife conservation, management of reserves, and sustainable use of animals and plants. It also works to ensure the science-based conservation of species in the wild, both foreign and domestic, that are subject to international trade. The Service focuses its efforts on foreign and domestic species at risk due to international trade, species the U.S. shares with other nations, and vulnerable species that are not native to the U.S. — all priority species of international concern. To deliver this goal, it works in partnership with private citizens, local communities, scientists, state and federal agencies, national governments, and U.S. and international non-governmental organizations.

Resource Condition

The long-term and annual goals support the conservation of priority species of international concern. International conservation of wildlife is essential because geopolitical boundaries have no meaning for wild animals and plants. The conservation status of plants and animals that range between countries is influenced by political, social, and economic factors in those countries, as well as the availability of habitat

and other necessary conditions. U.S. wildlife laws, as well as international treaties and agreements commit the United States to working toward the conservation of these animals and plants, encourages the global conservation of wild species and their habitats, and focuses on animal and plant resources of the greatest importance and benefit to the American people. However, a wide range of conditions may influence the status of species Americans care about. In fact, status may range from stable to highly endangered or nearing extinction. Even for apparently stable populations, a variety of unanticipated threats such as habitat destruction and unsustainable trade can adversely impact stability. The Service's international programs attempt to conserve remaining populations of vulnerable species and keep common species common in parts of the world that experience political, economic, or environmental changes.

Goal Achievement and Strategies

The Service focuses on two strategies directed toward the conservation and protection of priority species of international concern:

International Wildlife Trade performs management and scientific tasks essential to species conservation

under laws and treaties that include but are not limited to the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the *Marine Mammal Protection Act*, the *Endangered Species Act* and the *Wild Bird Conservation Act*. The program helps conserve species at risk through the application of:

- **Best science and management practices:** In response to ever-increasing global pressures of wildlife trade and habitat loss on species worldwide, the Service uses best science and management practices to conserve species that are or may be at risk, especially due to international trade.
- **International permits program:** The Service uses permits as a tool to help conserve wildlife for the enjoyment of people today and of future generations. It considers the risks and benefits to species in making scientific and management decisions on permit applications.
- **Conservation partnerships:** The Service works closely with states and tribes, which implement sustainable management programs for certain native species listed under CITES.
- **Training and technical assistance:** The Service provides training and technical assistance to encourage effective implementation (administrative and scientific) and enforcement of CITES.

In addition, the Service's international activities receive support from its Division of Law Enforcement, recognized worldwide for its ability to conduct successful major international investigations involving illegal traf-

ficking of globally protected species. Service agents and wildlife inspectors monitor legal international wildlife trade, and interdict illegal importations and exportations of federally protected fish, wildlife, and plants. Wildlife traffickers increasingly use the international mail system and shift their trade routes to circumvent enforcement efforts. In response, the Service is increasing its effectiveness by using task force operations to target specific shipments, industries, or methods of transport. The Division of Law Enforcement also is expanding its public outreach programs to inform wildlife consumers of the long-term consequences of their wildlife purchases. Partnerships with international conservation organizations, international interagency coalitions and CITES countries are also being strengthened to effectively target enforcement efforts for species of mutual concern. Also, the Service is increasing its international education work by providing hands-on anti-poaching training, CITES enforcement workshops and technical assistance to countries requesting assistance.

International Conservation seeks to strengthen capacity of interested local conservation and natural resource managers, institutions, and communities in regions around the world to conserve wildlife and their habitats. For more than 20 years, the Service's International Conservation program has developed numerous projects for training wildlife managers and conserving species of international concern. These projects are implemented through a series of "Wildlife Without Borders" initiatives. The International Conservation program also administers the *Convention on Wetlands of International Importance, Especially as Waterfowl Habitat* (Ramsar Wetlands Convention) and *Multinational Species Conservation Acts* (rhinoceros, tigers, African and Asian elephants, neotropical migratory birds, and great apes). In most cases, modest project funding allocated for wildlife and habitat conservation under these initiatives leverages more than a 2:1 return in matching and in-kind support.

The most recent addition to the Multinational Species Conservation Funds is the Neotropical Migratory Bird Conservation Act of 2000 (P.L. 106-247), established an account and authorized a competitive grants program





for the conservation of neotropical migratory birds in the United States, Latin America and the Caribbean. The Service will Foster some public/private grants program that requires a 3-to-1 match by non-federal partners with 75 percent of the amount available for grants expended on conserving shared migratory bird species outside the United States.

In FY 2003, the total number of priority international species benefitting from conservation efforts will increase by 3 (giant panda, ginseng, mahogany) to 29, as a result of new baseline data collected in FY 2002 under International Wildlife Trade. Although funding has not changed for International Wildlife Trade activities, the increased number of species fulfills our FY 2003 commitment to initiate baseline development. Increased funding under International Conservation will facilitate additional projects for 29 species, expanding our achievement toward the goal.

species such as African's Northern white rhinoceros, bonobo, mountain gorilla and Vietnam's Javan Rhinoceros.

Benefits Derived

Species of international concern are important to Americans for their economic, biological, and intrinsic value. Conserving priority species of international concern contributes to environmental health and economic development for the range countries of these species. For example, Service collaboration on projects with local partners in Mexico, Latin America, and the Caribbean help to conserve migratory bird species, such as orioles, thrushes, warblers, shorebirds, and raptors, which the American public values. Service implementation of CITES results in conservation benefits for such economically and ecologically valuable species as sturgeon, elephants, and pandas.

Chimpanzee	Sturgeon	African elephant
Giant Panda	Salmon	Polar bear
Gibbon	White rhinoceros	Osprey
Bonobo	Black rhinoceros	Monarch butterfly
Green Sea turtle	Indian rhinoceros	Indian wolf
Asian elephant	Sumatran rhinoceros	Sea otter
Argali sheep	Javan rhinoceros	Kemp's Ridley Sea turtle
Spectacled eider	Tiger	Mahogany
Steller eider	Gorilla	Orangutan
Walrus	Ginseng	

Program and Funding Changes to Meet FY 2003

Performance

The FY 2003 performance target will be achieved at an overall reduced level of budgetary resources, \$1.3 million below the FY 2002 enacted level. However, funding increases are being provided by the National Wildlife Refuge and Law Enforcement programs of \$700 thousand over the FY 2002 enacted level, while a \$2 million reduction will occur in the Neotropical Migratory Bird activity. This performance level assumes a continuing emphasis in grants to African and Asian nations – specifically focusing the FY 2003 efforts toward Asian elephant conservation, as well as severely endangered

FY 2001 ANNUAL PERFORMANCE REPORT

Goal 1.5 By September 30, 2001, 25 priority species of international concern will benefit from improved conservation efforts.

Report: Goal Met. Through the Service's international conservation program, 25 priority species of international concern benefitted from improved conservation efforts.

FY 2001 HIGHLIGHTS

International Wildlife Trade

The Service provided a variety of scientific and management support for species conservation in 2001. It participated in and helped to fund the Hawksbill Sea Turtle Dialogue meeting for range countries hosted by Mexico. Also, the Service coordinated with Project Seahorse, the CITES Secretariat, and international non-government organizations, and provided significant funds for a technical workshop focused on the conservation of *syngnathids* (seahorses, pipefishes, pipehorses and seadragons), the dominant family of fishes across a wide range of seagrass habitats around the world. Seahorse use in traditional medicine, as aquarium fish, and even in foods is a growing concern as populations decline. In addition, the Service developed, conducted, and helped to fund a CITES training workshop in Belize for English-speaking Caribbean countries, which included participants from the governments of Belize, the Bahamas, Barbados, and Jamaica. Training included CITES implementation, identification of CITES-listed plants and wildlife by inspection officials, and plant and wildlife inspection techniques. Representatives from participating countries also provided information on

how CITES is structured and implemented within their countries. The training helps insure that CITES Party countries have the necessary skills and abilities to properly implement the CITES treaty. Belize intends to follow up with a national workshop to disseminate the training information to a larger audience in order to further improve implementation. The workshop helped establish valuable lines of communication among the United States and other participating countries.

In a conservation first for the United States, the Service hosted and coordinated joint meetings of the CITES Animals and Plants Committees at the agency's National Conservation Training Center in Shepardstown, West Virginia. This is the first time these two major CITES committees have met in the United States, and it was an honor for the agency, as well as a significant commitment of staff time and resources to prepare for these highly successful meetings. Discussions ranged from a review of the CITES listing criteria to significant trade. Both during and following the meetings, delegates from the global CITES community commented favorably on the level of preparation for the joint meetings and the manner in which discussions were facilitated.





Wildlife Without Borders - Mexico, Latin America and the Caribbean

Wildlife, habitats, and joint conservation issues permeate the shared border between the United States and Mexico. To manage these borderland issues, the Service collaborates with state programs such as the Arizona Department of Fish and Game. The collaboration is a long-standing one. Together, the U.S. Fish and Wildlife Service, Mexico, and the State of Arizona manage the endangered pronghorn as well as other species. Desert pupfish, jaguars, black-tailed prairie dogs, and thick-billed parrots still have natural populations in Mexico. The hope is that such species can be fully reestablished in the United States as more information is obtained on habitat preferences, biology, and genetics.

The collaboration is effective because the Service funds mission-critical conservation projects through small grants that leverage at least twice their initial value. Considered seed money for much needed projects, these projects put money on the ground quickly, successfully matching start-up funds with state money and in-kind donations. The federal/state partnership provides logistical support—helicopters, trailers, and other hardware needed to conduct aerial surveys—while Mexico offers undisturbed habitat, much of which has been lost in the United States, and the expertise of Mexican wildlife professionals. For 2001, approximately \$500,000 were invested in 25 projects addressing capacity building, ecosystem conservation and technology transfer.

Multinational Species Conservation Funds

During its first year of funding, the Great Ape Conservation Fund (Fund) provided support to the Orangutan Tropical Peatland Project (Ou-Trop) to collect information on the orangutan (*Pongo pygmaeus*) population of the tropical peat swamp forests of southeast Central Kalimantan, Indonesia, and the threats to its integrity and survival. Ground surveys in the swamp forests of the Kahayan, Kapuas, and Katingan river basins will be carried out and the results mapped to determine orangutan distribution and abundance, patterns of land-use, and the level of disturbance caused by illegal logging, fire and hunting. Ou-Trop will train an Indonesian team from a local university in field methods so that they can continue monitoring the

orangutan and its habitat in the future. Finally and most importantly, Ou-Trop and the Indonesian team will develop, and present to local and regional governments, recommendations for the conservation of the orangutan and its habitat in the three river basins.

The Fund also supported grants to African species of great apes. The Wildlife Conservation Society (WCS) received a grant to conduct research, protection and management activities on a population of chimpanzees (*Pan troglodytes*) in the Goualougo Triangle in the northern Republic of Congo-Brazzaville. Humans have never disturbed this area of primary forest, but as new logging roads are created in the vicinity, the Goualougo chimpanzees are becoming increasingly vulnerable. The grant will assess the population size, density, and chimpanzee home range characteristics in the Triangle and surrounding areas. It will provide immediate protection against poaching and other illegal activities, train biologists from the SRT, and will standardize research methods across the zone.

Another grant provided by the Fund focuses on the only population of bonobo (*Pan paniscus*), also known as the pygmy chimpanzee. This grant provides support to the Zoological Society of Milwaukee to equip and train ecoguards from the Institut Congolais pour la Conservation de la Nature (ICCN).

The African Wildlife Foundation received a grant to conduct an extensive ranger-based monitoring program in protected areas of the Virunga-Bwindi Forest Ecosystem, in Uganda, Rwanda, and the DRC. The Virunga-Bwindi Forest Ecosystem is the only home of the mountain gorilla (*Gorilla berengei*), of which only approximately 650 individuals remain. The grant is an essential component in the management of the mountain gorilla, and it addresses the urgent conservation needs wrought by human overpopulation, poverty, years of civil war, and other disturbances to these isolated and endangered gorilla populations. The grant also supports the International Gorilla Conservation Programme, a coalition between the World Wildlife Fund, Fauna and Flora International, AWF, and the governments of the three range countries.



Performance Measure	Number of priority international species conserved
Data Source	FWS/International Conservation Division Annual and Final Reports from grantees.
Verification	Grants awarded competitively using peer review groups of scientists. Grant recipients report on their progress through annual progress reports. Project managers conduct final project reviews.
Data Limitations	Species lists are not part of grantee submission. Process is being modified to address this. Some data is obtained from external sources.
Baseline	1997: 15 international species



SUSTAINABILITY OF FISH AND WILDLIFE POPULATIONS

1.6 INVASIVE SPECIES

Long-Term Goal 1.6 - By 2005, the Service will prevent importation and expansion, or reduce the range (or population density) of aquatic and terrestrial invasive species on and off Service lands by controlling them on 113,585 acres off Service lands and 890,000 acres within the National Wildlife Refuge System, conducting risk assessments on 20 high risk invasive species for possible amendment of the injurious wildlife list, and developing 5 additional cooperative prevention and/or control programs for aquatic invasive species (coordinated through the ANS Task Force).

Annual Performance Goal 1.6.1 - By September 30, 2003, the Service will control aquatic and terrestrial invasive species on 180,000 acres of the National Wildlife Refuge System.

Annual Performance Goal 1.6.2 - By September 30, 2003, the Service will control aquatic and terrestrial invasive species on 33,682 acres off Service lands.

Annual Performance Goal 1.6.3 - By September 30, 2003, the Service will conduct risk assessments on 5 high-risk invasive species being intentionally imported into the U.S.

Annual Performance Goal 1.6.4 - By September 30, 2003, the Service will cooperatively develop one prevention and/or control program for aquatic invasive species.

Performance Measures	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
1.6.1 # of acres of the National Wildlife Refuge System enhanced by controlling aquatic and terrestrial invasive species.	143,000	135,000	170,000	170,000	187,000	187,000	180,000
1.6.2 # of acres off Service lands where invasive species have been controlled.	---	---	---	2,690	40,800	33,683	33,683
1.6.3 # of risk assessments conducted on high risk invasive species.	---	---	---	4	1	9	5
1.6.4 # of prevention and/or control programs developed.	---	---	1	2	0	2	1

Goal Purpose

The increasing impacts to and displacement of native species by invasive exotic species is placing great pressure on our ecosystems and causing significant impacts to our fish and wildlife resources. The purpose of this goal is to prevent introductions and control invasive species that severely impact fish and wildlife resources.

Resource Condition

Invasive species are among the most significant domestic and international threats to fish and wildlife populations, and the scope of the problem is only now becoming known by the scientific community and the public. For most Americans, invasive species are a crisis of silence; they are invaders that can't be heard and many live completely out of sight. In the past decade, several harmful aquatic invasive species such as the zebra mussel, ruffe, and Asian clam have been unintentionally introduced into the United States with substantial immediate financial and ecological effects. Ballast water carried by international freighters can harbor aquatic plants and animals. When ballast is discharged, the species can colonize waterways and eventually clog industrial and municipal water systems. Great Lakes water users spend tens of millions of dollars on zebra mussel control every year. As the zebra mussel spreads to inland lakes and rivers across North America, such as the Mississippi River Basin and Lake Champlain, so do the costs to water users. Zebra mussel infestations cause pronounced ecological changes in the Great Lakes and major rivers of the central United States. The zebra mussel's rapid reproduction, coupled with consumption of microscopic plants and animals, affects the aquatic food web and places valuable commercial and sport fisheries at risk.

An estimated six million acres of the National Wildlife Refuge System, about 38% of the system in the lower 48 states, are affected by nonnative plants that interfere with crucial wildlife management objectives. Many refuges also suffer habitat degradation or reduced numbers of native wildlife from the invasion of nonindigenous animals such as carp, snakes, rats, feral cats, nutria, and feral pigs. The National Wildlife Refuge System has identified more than 300 invasive plant and animal prevention/control projects at a cost of \$45 mil-



Mitten Crab

lion annually to reduce the impacts to fish and wildlife habitats.

Goal Achievement and Strategies

The Nonindigenous Aquatic Nuisance Prevention and Control Act of 1990 (as amended, National Invasive Species Act of 1996), provides an intergovernmental mechanism to coordinate a national program to prevent and control infestations of aquatic nuisance species. The Aquatic Nuisance Species Task Force (ANS), co-chaired by the Fish and Wildlife Service and National Oceanic and Atmospheric Administration, was established to carry out this coordination role. The ANS Task Force oversees the development and implementation of control and/or prevention programs developed cooperatively by Federal, State, and local agencies for those species designated as aquatic nuisance species by the ANS Task Force.

The objective of these control and/or prevention plans for designated aquatic nuisance species is to establish actions which minimize harm of aquatic nuisance species to the environment and public health and welfare. Control activities include eradication of infestations, reducing to populations to an acceptable level, and adaptation of human activities and facilities to accommodate infestations. This includes efforts to protect native species and ecosystems likely to be adversely affected by infestations. Two control plans have previously been developed: the Brown Tree Snake Control Program and the Ruffe Control Program. The Committees develop these cooperative programs which outline the strategies and actions necessary to achieve the stated objectives of the program. Three cooperative programs were approved for development by the ANS



Task Force late in FY 2000 and Committees were established to carry out these activities.

1. Development and implementation of a prevention program designed to preclude the introduction and establishment of the Mediterranean strain of algae (*Caulerpa taxifolia*) in coastal waters of the United States. This benthic algae is a rapid vegetative spreading which forms a monospecific layer on the sea floor, effectively smothering existing organisms and preventing recruitment of others.
2. Development of a Control/Management Program for the Chinese Mitten Crab. The Chinese mitten crab was first reported in the San Francisco Bay-Delta of California in 1992. Since then, it has expanded its range throughout the Bay-Delta watershed. The ANS Task Force has determined that the mitten crab is a nuisance species that warrants active control by relevant resource management agencies. A draft plan has been developed by the Committee and is undergoing final review before transmittal to the full ANS Task Force.
3. Other species for which Control/Management Programs are under development by the ANS Task Force include the European Green Crab and the Asian Swamp Eel.

Aquatic Nuisance Species Task Force - Federal Members

- Fish & Wildlife Service, DOI
- National Oceanic & Atmospheric Administration, DOC
- Animal & Plant Health Inspection Service, USDA
- Army Corps of Engineers
- Coast Guard, DOT
- Environmental Protection Agency
- Department of State

During FY 2002, the Service will complete risk assessment work begun in FY 2001 for high risk invasive species including – the earthworm, Boa, Snakefish and a group of four species of amphibians and initiate work on four additional high risk species. The Service's

Priority for Invasive Species directs the Fish and Wildlife Service to develop and implement an aggressive program to respond effectively to present and future invasive species problems that threaten the Nation's fish and wildlife resources. Our strategy of first choice is to prevent the introduction and establishment of invasive species. The most cost effective approach to combating invasive species is to keep them from becoming established in the first place. An array of well-coordinated exclusion tools and methods is necessary for prevention of invasive species in North America's ecosystems. When prevention cannot be achieved, we will focus specifically on four key program strategies:



Brown Tree Snake

- First, the Partners for Fish and Wildlife Program will work with private landowners on a voluntary basis to implement on-the-ground projects that eradicate, control and/or manage invasive plant species and restore native habitats (e.g., wetlands, riparian areas, rangelands). Project selection will be nationwide and designed to benefit Federal trust resources, as well as local resources. For example, invasive plants have degraded forest and shrub habitats on the Hawaiian Islands and in Florida. Partners' projects in these States that focus on invasive plant removal will benefit endemic plant species, restore watershed health and improve habitat for Federal trust species, such as migratory birds and endangered or threatened species. Partners' projects to remove or control invasive plants (e.g., leafy spurge, Canada thistle) in the northern Great Plains states will help improve stream bank stability, grazing lands for landowners and wildlife species and in-stream habitats which

benefit native fish species. Removal of invasive species such as purple loosestrife from wetlands in the Midwest and Northeast will result in improved habitat for migratory birds, listed species such as the bog turtle and eastern prairie fringed orchid, and will improve the water quality and natural biochemical cycles.

- Second, through the [National Wildlife Refuge System](#), we will address invasive species problems on refuge lands by: identifying infestations of invasive species throughout the refuge system through surveys and field observations, initiating a comprehensive survey of harmful invasive species populations and their impacts on refuge lands, controlling invasive species on refuge lands using a fully integrated management approach, and coordinating invasive species prevention and control activities with local, state, and national partners. A proposed FY 2003 increase of \$1.1 million will allow treatment of an estimated 1,100 additional acres of refuge lands and waters.
- Third, the [Fisheries Program](#) will provide technical assistance in the development of cooperative prevention and control plans, and work with the Aquatic Nuisance Species Task Force.

- Fourth, through the [International Affairs Program](#), we evaluate the importation of new, potentially invasive species ensuring that they do not have the opportunity to become established. We have begun developing new export guidelines that consider U.S. species with potential for invasion in other countries.

Program and Funding Changes to Meet FY 2003 Performance

The FY 2003 performance target will be achieved with additional budgetary resources over the FY 2002 request of \$1.1 million. Through the Secretary’s Cooperative Conservation Initiative, the National Wildlife Refuge System will dedicate additional resources to the control and eradication of invasive alien species. Successful performance will be achieved by partnering with others in innovative new conservation proposals to prevent, control and eradicate invasive species such as salt cedar, purple loosestrife, leafy spurge, yellow starthistle and melaleuca. This performance level assumes a continuing emphasis by the Fish and Wildlife Management Assistance program to support the implementation of State and Interstate ANS Plans.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal 1.6.1 By September 30, 2001, the Service will control aquatic and terrestrial invasive species on 170,000 acres of the National Wildlife Refuge System.

Report: Goal Exceeded

The Service enhanced 187,000 acres of the National Wildlife Refuge System through the control of aquatic and terrestrial invasive species, exceeding its target of 170,000 acres.

Data Verification and Validation

1.6.1 Performance Measure	# acres on NWR enhanced by controlling invasive species.
Data Source	Refuge Management Information System. Annual Accomplishment Report
Verification	Reported by field stations to regional offices which verify for quality & consistency, and then or final review by Washington (NWRS Office of Information Technology and Management).
Data Limitations	Habitat Management activities are affected by weather conditions.
Baseline	FY 1997 data = 165,000 acres



Goal 1.6.2 By September 30, 2001, the Service will control aquatic and terrestrial invasive species on 2,690 acres off Service lands.

Report: Goal Exceeded

The Service controlled aquatic and invasive species on 40,800 acres off Service lands, exceeding the FY 2001 target of 2,690 acres. The original performance target assumed work to be performed by the Service without contributions by the Partners program. However, the Partners Program was able to leverage Service funding to achieve a 20,800 acre control and removal of invasive species in the Southwest and 20,000 acres control of invasive plant species in the Prairie Pothole Region.

Data Verification and Validation

1.6.2 Performance Measure	# acres off Service lands where invasive species have been controlled.
Data Source	Partners for Fish and Wildlife Program biologists in the field will enter the data into the Habitat Information Tracking System.
Verification	Reported by Field Stations in the Habitat Information Tracking Systems. Reporting has been standardized and computerized. Regional Offices and National Office conduct QA/QC.
Data Limitations	Double counting may occur when multiple partners are involved in the restoration efforts. Difference in interpretation of acreage reported when only a portion of the area involves control actions.
Baseline	FY 1997 data = 0 acres

Goal 1.6.3 By September 30, 2001, the Service will conduct risk assessments on 4 high-risk invasive species being intentionally imported into the U.S.

Report: Goal Not Met

The Service was unable to meet its performance target for FY 2001 to conduct risk assessments on 4 high-risk invasive species. Although the Service did initiate risk assessments for 5 high risk invasive species; the Service completed only the risk assessment for the Black Carp. The remaining 4 assessments for Asian Swamp Eel and Snakehead Fish will be completed in FY 2002.

Data Verification and Validation

1.6.3 Performance Measure	# risk assessments conducted on high-risk invasive species.
Data Source	Office of Scientific Authority
Baseline	FY 1997 data = 0 risk assessments
Verification	Reported by Office of Scientific Authority; Division of Environmental Quality
Data Limitations	None known.
Baseline	FY 1997 data = 0 risk assessments

Goal 1.6.4 By September 30, 2001, the Service will cooperatively develop two prevention and/or control program for aquatic invasive species.

Report: Goal Not Met

The Service anticipated completion of prevention and control programs in FY 2001. One was the *Caulerpa taxifolia* plan and one was the Chinese mitten crab plan. Unfortunately, due to events beyond our control in one case, and the complicated nature of these prevention and control plans in a second case, the Service did not meet this goal.

The *Caulerpa taxifolia* plan was drafted and reviewed in FY 2001 and was to be presented to the Aquatic Nuisance Species Task Force for approval at its fall 2001 meeting. This meeting was cancelled, however, due to the September 11th disaster and rescheduled for February 2002. The *Caulerpa taxifolia* Prevention Committee is on schedule to have the plan approved at this meeting. Upon approval by the full ANS Task Force, the program will be published in the Federal Register to solicit wider review. The Chinese Mitten Crab Control Committee worked throughout FY 2001 to developed a draft prevention and control plan for the mitten crab. The development of a prevention and control plan is a difficult, complicated process involving many phases and partners and constant stakeholder involvement. Sometimes these plans take longer than anticipated to complete and although it was anticipated that the plan would be completed in FY 2001, it was not. The plan is currently undergoing final review and will be submitted to the full ANS Task Force for approval at its February 2002 meeting.

Data Verification and Validation

1.6.4 Performance Measure	# prevention & control programs developed.
Data Source	Aquatic Nuisance Species Task Force Annual Accomplishments Report
Verification	Reported by ANS Task Force Executive Secretary
Data Limitations	Consensus from the ANS Task Force is needed to develop programs.
Baseline	FY 1997 data = 2 control programs.

FY 2001 HIGHLIGHTS

- In the Southwest in FY 2001, the Partners for Fish and Wildlife Program controlled invasive plant species on 20,800 acres. Work included mechanical and chemical removal of invasive woody plants such as saltcedar, Russian olive and Chinese tallow tree and non-native grasses (e.g., common and coastal Bermuda grass, cheatgrass and buffle grass). In grassland areas, invasive plants were removed and disturbed lands were reseeded with native grasses and forbs. In streamside areas the invasive shrubs (e.g., saltcedar, Russian olive) are removed and native willow species are replanted. This work restores or improves habitat (food and cover needs) for grassland-dependent or riparian-dependent migratory birds (e.g., southwestern willow flycatcher) and resident wildlife, such as the lesser prairie-chicken.
- In the Great Plains, the Partners Program controlled invasive plant species on 20,000 acres of the 40,000 acres planted to native grassland in the 2001 crop year. Most of the seeding was done within the Prairie Pothole Region which is a high priority focus area because of the accelerated loss of grassland and wetland habitat. Although native grassland seeding occurred regionwide, we focused on 20,000 acres in the former bluestem prairie and wheatgrass-bluestem-needlegrass prairie of eastern South Dakota. Grassland birds are benefitted by the restoration of native grasses and forbs in eastern South Dakota. These birds include dickcissel, Henslow’s sparrow, Le Conte’s sparrow, bobolink, eastern meadowlark, Smith’s longspur (winter), and nesting ducks such as, mallard, gadwall, pintail, shoveler, blue-winged teal, and American wigeon.

MISSION GOAL 2

HABITAT CONSERVATION: A NETWORK OF LANDS AND WATERS

This mission goal, Habitat Conservation: A Network of Lands and Waters, recognizes the fundamental importance of an ecologically diverse network of lands and waters to the self-sustainability of fish, and wildlife, and plants. Habitat includes a rich variety of community types and covers a range extending from aquatic wetlands along our coasts and myriad rivers, lakes, and streams, to mountain tops and arid desert locations. We realize that protection and restoration of habitats is equally important as that of protecting animal and plant communities from a variety of threats.

2.1 Habitat Conservation on Service Lands.

This goal focuses the organization toward meeting the biological goals and objectives at various landscape levels. The long-term and annual goals initiate actions to manage and preserve quality habitats on National Wildlife Refuges. The *National Wildlife Refuge System Improvement Act of 1997* declares that the mission of the Refuge system is "...to administer a national network of lands and waters for the conservation, management, and where appropriate, restoration of the fish, wildlife, and plant resources and their habitats within the United States for the benefit of present and future generations of Americans." With almost 95.2 million acres invested in the System, this is the largest area of public lands set aside for fish and wildlife.

Patchwork conversions of natural landscapes for agriculture, silviculture, and development result in a fragmentation that leaves small remnant areas of natural ecosystems. As these natural patches become smaller and more isolated, their ability to maintain healthy populations of many plant and animal species is reduced. As individual species are lost from each fragment, the community changes and both species and ecosystem diversity are reduced. Thus, large numbers of natural ecosystems are now in danger.

Our Living Resources-A Report to the Nation on the Distribution, Abundance, and Health of U.S. Plants, Animals, and Ecosystems, 1995

2.2 Stewardship of Service Facilities.

A wide array of equipment and facilities are necessary to meet wildlife management and public use needs on

National Wildlife Refuges and National Fish Hatcheries. The value of existing Refuge facilities exceeds \$7 billion, and the current deferred maintenance and equipment replacement projects total \$831 million. The capital value of Fisheries program facilities, including buildings, raceways, roads, and water control structures is \$900 million, and the current deferred maintenance and equipment replacement projects total \$355 million. The long-term and annual performance goals set the pace for the Service to improve the condition of these resources and ensure employees and visitors safe use and access on Service lands.

2.3 Habitat Conservation Off Service Lands.

Looking beyond refuge boundaries will not only protect refuge lands, but will create a healthier environment for all living organisms, including people. The long-term and annual goals recognize the importance of non-Federal lands to the existence of fish and wildlife resources. More than 70% of the Nation's land is in non-Federal ownership — most of the opportunities for conserving and restoring these habitats lie with the private landowner. Our goal is to offer the public incentives and opportunities to restore and enhance their lands and waters for the benefit of fish and wildlife resources.





LINK BUDGETARY RESOURCES TO MISSION GOAL II - HABITAT CONSERVATION: A NETWORK OF LANDS AND WATERS

The following table provides a crosswalk of total appropriated funds to the second Mission Goal, Habitat Conservation: A Network of Lands and Waters, for FY 2001 Enacted, FY 2002 Enacted, and FY 2003 President's Request.

Budget Activity/ Subactivity (\$000)	FY 2001 Enacted			FY 2002 Enacted			FY 2003 Budget Request		
	Total	Mission Goal 2	%	Total	Mission Goal 2	%	Total	Mission Goal 2	%
Ecological Services	209,882	88,935	42%	219,726	93,988	43%	211,147	85,403	40%
Endangered Species	120,947	0	0%	125,738	0	0%	125,744	74,623	59%
Habitat Conserv.	78,290	78,290	100%	83,409	83,409	100%	74,623	74,623	100%
Environmental Contam.	10,645	10,645	100%	10,579	10,579	100%	10,780	10,780	100%
National Wildlife Ref.System	300,672	165,065	55%	319,957	174,200	54%	376,479	215,229	57%
Refuge O & M	300,672	165,065	55%	319,957	174,200	54%	376,479	215,229	57%
Wildlife & Law Enforcement	75,267	0	0%	79,027	0	0%	80,238	0	0%
Fisheries	92,029	31,611	34%	103,909	36,027	35%	94,763	32,910	35%
General Adm	128,966	42,886	33%	127,978	50,251	39%	140,977	56,183	40%
CSRS/FEHBP	27,624	11,326	41%	30,219	12,692	42%	31,122	14,005	45%
Construction	89,761	89,761	100%	56,313	56,313	100%	36,196	36,196	100%
Land Acquisition	121,846	121,846	100%	99,856	99,856	100%	71,127	23,127	33%
Landowner Incentive	0	0	---	40,000	0	0%	50,000	0	0%
Private Stewardship	0	0	---	10,000	0	0%	10,000	0	0%
Wildlife Conservation & Appreciation Fund	795	0	0%	0	0	---	0	0	---
State Wildlife and Tribal Grants	49,890	49,890	100%	60,000	60,000	100%	60,000	60,000	100%
National Wildlife Refuge Fund	11,541	11,541	100%	14,554	14,554	100%	14,558	14,558	100%
North American Wetlands Conservation Fund	39,912	39,912	100%	43,500	43,500	100%	43,560	43,560	100%
Cooperative Endangered Species Cons. Fund	104,694	0	0%	96,235	0	0%	91,000	0	0%
Multinational Species Conservation Fund	3,243	0	0%	4,000	0	0%	5,000	0	0%
Neotropical Migratory Bird Conservation	0	0	---	3,000	0	0%	0	0	---
Federal Aid	49,890	0	0%	0	0	---	0	0	---
TOTAL APPROPRIATIONS	1,306,012	652,773	50%	1,308,274	641,382	49%	1,316,167	581,171	44%

Note: The above totals include adjustments in 2001-2003 to reflect a legislative proposal to shift to agencies the full cost of the CSRS pension and the Federal employee health benefits program for current employees.

Mission Goal 2 Budget History	FY 1999 Enacted (\$000)	FY 2000 Enacted (\$000)	FY 2001 Enacted (\$000)	FY 2002 Pres. Budget (\$000)	FY 2003 Budget Request (\$000)
	410,023	422,553	652,773	641,382	581,171

HABITAT CONSERVATION: A NETWORK OF LANDS AND WATERS

2.1 HABITAT CONSERVATION ON SERVICE LANDS

Long -Term Goal 2.1 - Through 2005, meet the identified habitat needs of Service lands by supporting fish and wildlife species populations objectives through the restoration of 850,000 acres, annual management/enhancement of 3.2 million acres of habitats, and addition of 1.275 million acres of habitat within Refuge boundaries.

Annual Performance Goal 2.1.1 - By September 30, 2003, meet the identified habitat needs of the Service lands by annually managing or enhancing approximately 3.5 million acres of refuge habitat and restoring 171,752 acres of refuge habitat.

Annual Performance Goal 2.1.2 - By September 30, 2003, add 85,000 acres to the refuge system over the previous year supporting fish and wildlife species population objectives.

Performance Measures	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
1. # of acres annually managed or enhanced in the National Wildlife Refuge System	3,098,856	2,950,725	3,287,764	3,144,559	3,358,893	3,256,000	3,495,000
2. # of acres of refuge habitat restored (annual data)	105,420	137,000	186,000	244,769	105,601	191,326	171,752
Division of Refuges		---	---	104,500	86,030	120,000	125,000
NAWCF		---	---	140,269	19,571	71,326	46,752
3. # of acres added to the NWRS	438,000	316,000	325,710	255,000	1,213,396	105,000	85,000
Complete development of standardized protocols to monitor the biological integrity, diversity, and environmental health of the Refuge System Habitats.	---	---	---	Complete	Not Completed	---	---

(a) Goal does not continue into FY 2002; however, performance measure will be completed in FY 2002.

Goal Purpose

The objective of the two annual performance goals is to protect and manage habitat quality of the lands and waters owned and managed by the Service, principally the National Wildlife Refuge System (NWRS), and to add new lands to the System that promote the habitat needs

for Service trust resources. This is to further the accomplishment of the NWRS mission and to maintain the biological integrity, diversity, and environmental health of the system as called for in the *National Wildlife Refuge System improvement Act of 1997*.



Resource Condition

Healthy habitats are fundamental for self-sustaining populations of fish, wildlife, and plants as well as for functional ecosystems. The Service's goal is to conserve fish and wildlife by protecting and restoring the habitat on which they depend. The National Wildlife Refuge System, with approximately 538 refuges and 37 wetland management districts encompassing nearly 95.2 million acres, protects virtually every type of habitat found in the United States for the benefit of fish and wildlife species. A vital aspect of the Refuge System is to identify and acquire new lands and habitats that help fulfill the mission of the Refuge System. Many of these habitats are in degraded condition and must be restored to original function to benefit wildlife and the human communities that surround these lands. They also require a significant amount of annual management in order to produce desired wildlife benefits.

Goal Achievement and Strategies

Management of habitats ranging from preservation to active manipulation of habitats is necessary to maintain the biological integrity, diversity, and environmental health on refuges. We favor management that restores or mimics natural processes. Habitat restoration on Service lands involves the return of altered or degraded habitats to their original or similar condition. These are one time or infrequently recurring actions and are dominated by three activities: restoring the hydrology of wetlands, reforestation, and grassland reseeding. In FY 2001, the refuge system restored 105,601 acres of habitat important to wildlife. Habitat management or enhancement on Service lands is the alternation or annual management of habitats to improve their value for fish, wildlife, and plants. Management or enhancement activities generally are annual or regularly recurring and are dominated by water level management, grazing, haying, farming forest management, prescribed burning, and invasive plant control. In FY 2001, the refuge system actively managed or enhanced 3.4 million acres of important wildlife habitat (reference performance measure #1). The Service has organized its habitat conservation strategy on refuges around four basic premises:



- First, a significant portion of refuge habitats must be annually managed to improve their value for fish and wildlife;
- Second, some refuge habitats require permanent restoration of degraded lands to their original or similar condition;
- Third, additional strategically selected refuge lands are needed to support the diversity of the nation's fish, wildlife, and plant resources; and
- Fourth, refuge lands must be regularly monitored: a) to assure that biological integrity, diversity, and environmental health are maintained; and b) to determine the effectiveness of management efforts by comparing results to desired outcomes.

A refuge does not exist in isolation. Habitat on many refuges can be threatened by external factors, such as contaminated air and water; altered or depleted water supply; and other land and water uses within the watershed. To maintain a healthy environment for fish and wildlife, refuges must be managed in concert with adjacent lands. The Service will work cooperatively with partners, private landowners, Tribes, local governments, and other federal agencies to sustain healthy habitats on refuge lands. The refuge system strives to be a model and demonstration area for habitat management to help foster broader participation in natural resource stewardship.



Healthy watersheds are necessary to sustain quality habitat on lands in the Refuge System. There is a growing need to identify threats and contaminant issues that may compromise the integrity of refuge lands. To sustain the health and diversity of refuges, Service managers need sound information about the condition of the lands and resources.

The Service will manage habitats through moist-soil management; manipulation of impoundment water levels; prescribed fire; and cooperative haying, grazing, and farming. Rather than hold water high in impoundments year-round just for waterfowl, levels are timed to provide habitat for migrant shorebirds or to accommodate fish passage and spawning. Rather than plant tame grasses just for ducks, a full array of native grasses start to become available to help rebuild diversity of both prairie animals and prairie plants. The Service will restore previously drained wetlands, replant native grasslands or forests, protect water rights, resolve contaminant problems, and put in place infrastructure for required habitat management.

The National Wildlife Refuge System has received a clarified mission and priorities in recent legislative direction through the *National Wildlife Refuge System Improvement of 1997*. Shortly thereafter, a national conference was convened which coalesced a vision for the future of the refuge system printed in 1999 under the title "Fulfilling the Promise". In 2000, Congress in a bi-partisan effort passed the *National Wildlife Refuge System Centennial Act* in acknowledgment of the upcoming centennial of the system in 2003. The Act provides for broadened public understanding and appreciation of these unique natural treasures, expanding partnerships for their care, and strengthening the stewardship and infrastructure of the 538 refuges and thousands of small prairie wetlands that make up the Refuge System. Collectively, these developments provide a strong foundation for future improvement to management of lands within the refuge system.

Program and Funding Changes to Meet FY 2003 Performance

The FY 2003 performance target will be achieved with additional budgetary resources over the FY 2002 request of \$8.0 million in Refuge Operations funding. Refuge operations funds will allow the addition of staff at refuge field stations needed to enable proper management of fish, wildlife, and plant habitats. Habitat management activities are also influenced considerably by weather events and expanded fire management capabilities should lead to greater use of prescribed fire on refuges. FY 2003 acres annually managed or enhanced are projected to increase by 45,000 acres in FY 2003 and acres restored are projected to increase by 55,106 acres. In addition to improving habitat for wildlife, these activities will also benefit public use activities such as wildlife observation; adequate habitat is the underlying base supporting the wildlife which visitors come to enjoy. Further, this performance assumes the completion of ongoing land acquisition projects totaling 21 thousand acres using funds appropriated in FY 1998, 1999, and 2000 for \$53 million from the Land and Water Conservation Fund. This performance level does not assume the FY 2003 request for land acquisition projects in support of goal 2.1, since project acquisition will take several years after funds are made available. Land acquisition is expected to be accomplished through the North American Wetlands Conservation Fund but estimated levels of funding support and acres acquired cannot be determined since the program involves voluntary grants and partnership match of non-Federal funds.

BENEFITS DERIVED

- Refuges are anchors for biodiversity and ecosystem-level conservation and the System is a leader in the preservation and management of unique natural treasures.
- Protecting, restoring, and annually managing or enhancing lands greatly increases their value for wildlife.
- Refuge System lands are biologically diverse, maintain their integrity, and are environmentally healthy.
- Secure and healthy refuge habitats allow endangered species to recover and reduce the need for future listings.



- A healthy refuge system provides an enduring legacy of healthy fish, wildlife, and plant resources for people to enjoy today and for generations to come.
- Important secondary benefits such as flood abatement, water and air quality improvement, and protection of scenic beauty also accrue to refuges.
- Even more value will be added to the System over time as strategic acquisition of new lands continues to occur.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal 2.1.1 By September 30, 2001, meet the identified habitat needs of the Service lands by annually managing or enhancing approximately 3.2 million acres of refuge habitat, and restoring 244,769 acres of refuge habitat.

Report: Goal Not Met

In FY 2001, the Service enhanced and/or managed 3,358,893 acres in the National Wildlife Refuge System, exceeding its target by 214,334 acres, and restored 105,601 acres, falling short of meeting the FY President's Target of 244,769 acres. The reason why the Service did not meet its restoration target was due to erroneous data estimating in the North American Wetlands Conservation Program. However, this problem has been corrected due to establishment of a new data base and improved reporting procedures.

FY 2001 HIGHLIGHTS – ANNUAL MANAGEMENT AND/OR ENHANCEMENT PROJECTS

- **St. Marks NWR:** Fire management activities were an important part of management regimes at St. Marks NWR in Florida in 2001. A total of 51 prescribed burns were planned and carried out on a total of 12,242 acres. These burns were carried out under conditions designed to either improve wildlife habitats or reduce fuel loading thus lowering possibilities of future wildfires. In addition, three wildland fires were suppressed with less than 112 acres burned.
- **Hobe Sound NWR:** The Hope Sound NWR in Florida continued its multi-agency partnership effort, result-

ing in the first "on the ground" management action (removal of over-mature sand pine trees) to begin to provide nearly 100 acres of imperiled scrub habitat on the refuge and to provide more than 200 acres of scrub habitat on partner land (two state parks, The Nature Conservancy property, Bureau of Land Management land, Martin County managed tracts). This project will benefit more than 40 species listed by the Service or State as endangered, threatened, or species of special concern.

FY 2001 HIGHLIGHTS – HABITAT RESTORATION PROJECTS

- **Okefenokee NWR:** Longleaf pine woodland communities at Okefenokee NWR in Georgia are being restored on 33,000 acres of uplands with the use of selective thinning, natural regeneration, planting, and dormant and growing season fire. This is a long-term project but significant results are observed each year. In FY 2001, a total of 280 acres of nesting habitat for the endangered red-cockaded woodpecker was restored by removing mid-story trees and 57 acres of longleaf pine were planted by volunteers and refuge staff.
- **Hakalau Forest NWR:** At Hakalau Forest NWR in Hawaii, 23,077 native and endangered tree seedlings were propagated in the refuge greenhouse and out-planted on the Upper Honohina, Shipman and Pua Akala Units during FY 2001. Twenty species were out-planted; six of them are endangered.

Goal 2.1.2 By September 30, 2001, add 255,000 acres to the refuge system over the previous year supporting fish and wildlife species population objectives.

Report: Goal exceeded.

In FY 2001, the Service added 1,213,396 acres to the National Wildlife Refuge System, exceeding the target of 255,000 acres. The goal was greatly exceeded due to the addition of the Kingman Reef and Palmyra Atoll National Wildlife Refuges in the Central Pacific Ocean. These new acquisitions accounted for approximately 1 million acres of submerged lands.

FY 2001 Significant Land Acquisition

Accomplishments

The U.S. Fish and Wildlife Service acquired fee title or other interest in over 1.2 million acres of land in Fiscal Year 2001, and the number of national wildlife refuges increased from 530 in FY 2000 to 538 in FY 2001 when eight new refuge units were established as part of the National Wildlife Refuge System in Fiscal Year 2001 -- the Caddo Lake National Wildlife Refuge (NWR) in Texas, Dakota Tallgrass Prairie Wildlife Management Area (WMA) in North and South Dakota, Oahu Forest NWR in Hawaii, Kingman Reef NWR in the Line Islands of the Pacific Ocean, Palmyra Atoll NWR in the Line Islands of the Pacific, Vieques NWR in Puerto Rico, the Assabet River NWR in Massachusetts, and the Coldwater River NWR in Mississippi -- and the agreement at the Pocasse NWR in South Dakota was terminated and this overlay refuge no longer exists. In addition, Pocahontas County in Iowa was approved as a new Waterfowl Production Area (WPA) county.

- **Caddo Lake NWR:** Established in Harrison County, Texas, through a Memorandum of Agreement between the U.S. Fish and Wildlife Service and the Department of the Army as an "overlay" refuge (i.e., the Army still has primary jurisdiction over these lands). The Refuge is located on a portion of the Longhorn Army Ammunition Plant, and ensures the conservation of old growth and declining palustrine forested wetlands that are part of a Ramsar Wetland of International Significance. It also protects migratory and resident waterfowl and neotropical migratory birds. Studies have listed up to 224 species of birds, 22 species of amphibians, 46 species of reptiles, 93 species of fish, and 500 species of plants in this area. Fifteen species of State and Federal endangered and threatened species are located in the vicinity.
- **Dakota Tallgrass Prairie WMA:** Established in 4 counties in southeastern North Dakota and 28 counties in eastern South Dakota, the WMA will protect high-quality tallgrass prairie habitat for a variety of wildlife and plant species. There are over 300 species of plants, 113 species of butterflies, 35 species of reptiles and amphibians, 60 species of
- mammals, and 160 species of birds known to breed in or otherwise utilize the tallgrass prairie habitat in the project area. The project boundary encompasses the largest block of native tallgrass prairie remaining in the Northern Tallgrass Prairie Ecoregion and accounts for over 80 percent of the remaining Northern Tallgrass Prairie. (Also see cover)
- **Oahu Forest NWR:** Established in cooperation with The Nature Conservancy (TNC) in the northern Ko'olau Mountains in the County of Honolulu, on the Island of Oahu, Hawaii. The refuge supports high quality native mesic and wet forests that feature a diversity of native wildlife species including several rare plants and animals and a rare natural community type. Field surveys conducted by TNC of Hawaii and the Service recently documented 17 endangered plants, one candidate plant species, and two plant species of concern within the study area. Among other native animals, rare animals on the Refuge include at least four species of endangered O'ahu tree snails, a candidate damselfly, the endangered O'ahu 'Elepaio, and the state-listed Hawaiian Owl.
- **Kingman Reef NWR:** Established in the Line Islands, Central Pacific Ocean, about 1,000 miles south of Hawaii and six degrees north of the equator. The refuge consists of clear warm waters and extensive coral reefs that support a spectacular diversity of marine life including reef fishes, corals, sharks, seaweeds, giant clams, crabs, lobsters, manta rays, and other wildlife including migratory seabirds and threatened green sea turtles. It includes three unvegetated coral islets and 25,874 acres of coral reef habitat. This refuge allows the Service to conserve an outstanding coral reef ecosystem and its associated marine habitats and wildlife.
- **Palmyra Atoll NWR:** Established in the Line Islands, Central Pacific Ocean, this refuge consists of the tidal and submerged lands of a remote atoll ecosystem that features heavily vegetated emergent islets, tidal flats, coral reefs, and pelagic waters. The refuge supports migratory seabirds and shorebirds, and a rich diversity of marine species including giant clams, more than 100 species of corals, a variety of



other marine invertebrates, algae, hundreds of species of fish, endangered and threatened sea turtles, and marine mammals. It also includes the largest stand of intact native *Pisonia* rainforest in the United States. More than 16,000 acres of coral reef habitat is protected within the tidal and submerged lands. The 680 acres of emergent lands at Palmyra Atoll are owned by The Nature Conservancy.

- Coldwater River NWR:** Created from the existing Tallahatchie NWR that was established in 1991 in Grenada, Quitman and Tallahatchie Counties with the acquisition of two separate units (the Black Bayou Unit and the Bear Lake Unit). The creation of the Coldwater River NWR from the existing Black Bayou Unit will allow the lands and programs of both units to be managed and administered more efficiently, identify the two units by their major geographical features (the Tallahatchie River and the Coldwater River), and eliminate confusion when we inform the public of our management activities on each individual refuge.

- Vieques NWR:** Established on the Island of Vieques, Puerto Rico by transfer from the Secretary of the Navy. The refuge contains several ecologically distinct habitats including beaches, coastal lagoons, mangrove wetlands, and upland forested areas. The marine environment surrounding the refuge consists of coral reefs and sea grass beds. The refuge and its surrounding waters are home to at least four plants and ten animals on the Federal endangered species list including the West Indian manatee, the brown pelican, and four species of sea turtles.

- Assabet River NWR:** Established on a portion of the former Fort Devens, an Army training facility in the Towns of Sudbury, Hudson, Maynard, and Stowe, Massachusetts. This refuge is a mix of forests, grasslands, and wetlands in the river's floodplain consisting mostly of wooded swamps. Part of the Assabet River System was listed as a priority wetland by the Environmental Protection Agency, as a priority focus area under the North American Waterfowl Management Plan, and in the Regional Wetland Concept Plan under the Emergency Wetlands Resources Act.

Significant Land Acquisition Accomplishments in Fiscal Year 2001

State	Unit Name	Acres	Date Est.
Texas	Caddo Lake NWR	8,492	10/21/2000
North & South Dakota	Dakota Tallgrass Prairie WMA	3,286	12/19/2000
Hawaii	Oahu Forest NWR	4,595	12/21/2000
Central Pacific Ocean	Kingman Reef NWR	483,702	01/18/2001
Central Pacific Ocean	Palmyra Atoll NWR	515,232	01/18/2001
Mississippi	Coldwater River NWR	2,162	01/30/2001
Puerto Rico	Vieques NWR	3,100	05/01/2001
Massachusetts	Assabet River NWR	2,229	07/08/2001
Iowa	Pocahontas County WPA	224	07/20/2001

- **Pocahontas County WPA:** Administered as part of the Iowa Wetland Management District, Pocahontas County became the 202nd Waterfowl Production Area county within which fee or less-than-fee interests in small wetlands can be acquired for waterfowl production. It is administered as part of the Iowa Wetland Management District.

Goal 2.1.3 By September 30, 2001, complete development of standardized protocols to monitor the biological integrity, diversity, and environmental health of the Refuge System habitats.

Report: Goal Not Met.

A suite of standard biotic and abiotic data requirements for each refuge have been developed that will become the baseline from which each refuge will monitor the biological integrity, biodiversity, and environmental health of national wildlife refuges. These standard requirements are currently in draft stage and will be incorporated into an update of Service Manual chapter on inventory and monitoring (701 FW 2) scheduled to be completed about July 1, 2002.

Performance Measure	1. # of acres annually managed/enhanced in the NWRS. 2. # of acres of refuge habitat restored in the NWRS.
Data Source	All information is collected, reported, and analyzed by the Division of Refuges and Division of Realty.
Verification	<u>Added acres:</u> Initial data is maintained in Regional Realty Offices and then forwarded to the Washington Office Division of Realty for quality control, final editing, and assembly of final document. <u>Improved/Enhanced /Restored Acres:</u> Reported data are assembled at field stations, then forwarded to Regional Offices for quality control and consistency checks, and then subsequently forwarded to Washington Office for final editing and national roll-up. Regional inspection of field stations also include review of data collection and management efforts. Data is collected and aggregated in field and regional offices. Formal reporting sources include Annual Report by Refuges; Division of Realty- Real Property Management Information System & Annual Report of Lands Under Control of the U.S. Fish and Wildlife Service; and Refuge Comprehensive Accomplishment Report. Data submitted under the NAWCF are collected and maintained within the Division of Bird Habitat Conservation. Data are maintained on proposed accomplishments outlined in approved grant agreements, and on actual accomplishments based on final reports from grantees following project completion.
Data Limitations	Habitat management activities are influenced by weather conditions, and also upon the continuing commitment of Service partners.
Baseline	FY 1997: 2,386,856 acres improved/enhanced. FY 1997: 95,144 acres refuge habitat restored. FY 1997: 92,874 acres added to refuge system



HABITAT CONSERVATION: A NETWORK OF LANDS & WATERS

2.2 STEWARDSHIP OF SERVICE FACILITIES

Long -Term Goal 2.2 - By 2005, 23 percent of mission critical water management and public use facilities will be in fair or good condition as measured by the Facilities Condition Index.

Annual Performance Goal 2.2.1 - By September 30, 2003, 16 percent of mission critical water management and 29 percent of public use facilities will be in fair or good condition as measured by the Facilities Condition Index above the previous year.

Performance Measures	FY 99 Actual	FY 00 Actual	FY 01 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
1. # of facilities with mission critical water management facilities in fair or good condition (Baseline = FY 2000 data: # of water management facilities= 10,159)	3,481*	533 5.2%	422 4%	602 6%	534 5%	1,627 16%
2. # of facilities with mission critical public use facilities in fair or good condition. (Baseline = FY 2000 data: # of public use facilities= 4,289)	1,597*	179 4.1%	179 4%	299 7%	337 8%	1,260 29%

* FY 1999 actual data not based on the Facility Condition Index.

Goal Purpose

The primary objective of this goal is to improve the condition of fish and wildlife resources and ensure employees and visitors safe use and access by providing critical maintenance on National Wildlife Refuges and National Fish Hatcheries. The focus will be to: (a) identify Servicewide maintenance and rehabilitation needs, (b) establish maintenance and construction priorities based on critical health, safety, natural, and cultural resource projects, (c) reduce the current backlog of maintenance projects by 8.6 percent, (d) reduce pollution on Service lands, and (e) ensure that Service employees and visitors continue to have safe access and use of refuges and hatcheries.

Resource Condition

A wide array of equipment and facilities is necessary to

carry out the extensive variety of land management and public use functions on refuges and hatcheries. Adequate maintenance of facilities and equipment is essential to the efficient and effective management of lands. The management of data related to maintenance is undergoing substantial change within the Department



of the Interior. Emphasis is shifting from a tendency for agencies to focus on size of maintenance backlogs to focusing on condition of facilities. This change in approach will require improved data to describe and estimate the replacement value of all equipment and facilities. Data ownership of personal property is available but replacement costs have not been fully analyzed. Data on ownership of real property is available for buildings but is not comprehensive for many other facilities such as dikes, water control structures, bridges, and fences.

Service infrastructure includes 10,159 mission critical water management facilities and 4,289 mission critical public use facilities. The Service manages more than 5,000 buildings, 2,000 utility systems, about 5,500 miles of public roads, over 10,000 miles of dikes, 23,000 water control structures, 690 dams, over 10,000 miles of fences, 2,500 public use structures such as boardwalks, observation platforms, kiosks, or boat launch sites; 4,000 transportation vehicles such as passenger cars, pickups, heavy trucks, boats, ATVs, and airplanes; about 4,000 items of construction or agricultural equipment such as tractors, mowers, dozers, backhoes, trailers, graders, and forklifts; and thousands of tools, pumps, scientific equipment, optics, etc. Collectively, the replacement value of these items is estimated at nearly \$7 billion. Industry standards suggest that annual funding of maintenance be 2 to 4% of the replacement value of facilities. Over the past 10 years, Service facilities have received approximately 1% of the replacement value, resulting in a growing list of deferred maintenance projects. Based on a preliminary estimate of Facility Condition Index (cost of deferred maintenance projects as a fraction of the total capitalized value of the facility) the average refuge or hatchery facility must be characterized as in poor condition.

Goal Achievement and Strategies

The National Wildlife Refuge System and the National Fish Hatchery System intend to apply their maintenance base funds and any increases to the priorities and projects identified through the five-year planning process initiated by the DOI. In so doing they will initially target projects associated with critical human health and safety risks, and secondly to critical resource protection projects.

The Service is working to improve management of various databases dealing with maintenance, ownership, inspection, and management of its equipment and facilities:

- An integrated management information system (FacMIS) will increase data sharing and allow linkage of the Maintenance Management System (MMS), which tracks deferred maintenance needs, the Real Property Inventory (RPI), which tracks real property ownership and condition information, and financial tracking.
- Linking the MMS and RPI databases allows the computation of an objective facility condition index (FCI). Using the FCI, which is the cost of deferred maintenance projects as a fraction of the total capitalized value of a facility, the average facility in both the National Fish Hatchery System and the National Wildlife Refuge System must currently be characterized as in poor condition.
- A uniform, comprehensive facility condition assessment process is being implemented whereby real property is inspected every five years to document maintenance deficiencies and repair costs.
- As part of a Departmentwide effort, a new commercial maintenance management system software is being pilot tested for the FWS. The Service Asset Maintenance Management System (SAMMS) will more accurately and consistently capture current and future maintenance needs in response to increased interest in maintenance by the Department. This software will include features to inventory and manage equipment and facilities in a full asset management program that includes inventories, preventative maintenance, work orders, safety plans, assessments, and other features.

Program and Funding Changes to Meet FY 2003 Performance

The FY 2003 budget includes an additional \$30.7 million for Refuges Maintenance over the FY 2002 request to address mission critical water management and public use facilities at Service refuges. This increase will result in an increase of 600 mission critical water management facilities over the FY 2002 target of 337 facilities, and an increase of 425 mission critical public use facilities over the FY 2002 target of 290 facilities.



Collectively, the above efforts are providing continual improvement of maintenance and real property data and are improving both facility management and appropriation's accountability, with safety and resource protection as high priorities. Increased resources will be directed to equipment repair and replacement that are vital to meeting the needs of visitors and managing wildlife habitat; reduction in the maintenance backlog by allocating \$25 million in projects to directly support visitor access and enjoyment as well as complete the conversion of our radio communication systems. Priority will be given to maintaining buildings and visitor facilities, the core assets needed to provide a reasonable visitor experience to the large number of visitors expected to visit refuges during the Refuge System Centennial year in 2003. The performance level also assumes additional resources of \$1.2 million to staff essential maintenance and other refuge staff positions. An increase of \$ 0.6 million will address an additional nine mission critical public use facilities in the National Fish Hatchery System (NFHS).

Benefits Derived

Improved water management facilities on refuges allow for managing an extensive network of wetlands and associated habitats that are critical to meet the needs of fish, waterfowl, endangered species, shorebirds, wading birds, and a host of other wetland associated wildlife. Improved public use facilities will allow visitors to experience nature first hand and enjoy fish and wildlife dependent education and recreation. In providing recreational opportunities our goal is to provide non-intrusive access and modest facilities that allow people to enjoy nature without degrading it. This is an especially important need as the Refuge System observes its centennial year in 2003.

Among the more noticeable benefits anticipated from getting more field stations' critical water management facilities into good condition is the ability to more fully meet current demands by fish management plans for healthy fish for recovery, restoration, mitigation, Tribal, and recreational activities. Better water management facilities generally means better water quality and more water. In addition, it means fewer reports of fish loss incidents resulting from failed pumps, deteriorated

backup generators, or from broken pipes. Thus, more fish can be available to fulfill production goals, as specified in approved management plans.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal 2.2.1 By September 30, 2001, four percent of mission critical water management and public use facilities will be in fair or good condition as measured by the Facilities Condition Index above the previous year.

Report: Goal Exceeded

For FY 2001, the Service exceeded its performance target for the number of mission critical water management facilities (602 actual compared to 422 target; an increase of 6%) and for the number of mission critical public use facilities (299 actual compared to 179 actual; an increase of 7%).

The refuge system devoted \$9.5 million to the improvement of 150 water management facilities in FY 2001. The majority of projects were to improve capabilities to manage wetland impoundments for wildlife by rehabilitating or replacing levees, water control structures, culverts, canals, pumps, diversion structures, and water supply wells. Maintenance funds totaling \$3.3 million allowed the repair of 80 public use facilities. Projects included repair of visitor buildings, roads, parking areas, boat ramps, trails and boardwalks, and observation towers.

While this goal was met; data reliability is still less than desired. Considerable improvement occurred in FY 2001 to develop a more complete and accurate inventory of property owned by the Service and of estimating replacement costs for these assets. The Refuge Maintenance Management System, the database that inventories deferred maintenance needs continued to be refined as was FacMIS, a computerized linking of a variety of maintenance and property related legacy databases. Condition assessment coordinators were hired in FY 2000 and in FY 2001 conducted comprehensive condition assessments on 20% of field stations nationwide. A new comprehensive approach to inventory and maintain all equipment and facilities through use of a commercial maintenance management software is being field tested at 11 locations. Collectively, these efforts

will improve accuracy and thoroughness of maintenance cost estimates and will enable the Service to better monitor the condition of all facility and equipment assets.

Bears Bluff NFH in South Carolina completed several critical facility rehabilitation projects in FY2001 to improve the station's ability to work with sturgeon and other imperiled coastal fish species. These improvements include: 1) Earthwork rehabilitation on 2 of 3 estuarine research ponds thru a Savannah/Santee/Pee Dee Rivers Ecosystem Team initiative (project is scheduled for completion in 2002). 2) A new fry/fingerling research sys-

tem was built and tested by station staff to allow research projects with juvenile sturgeon to be completed (one research study was completed with the new system in 2001). 3) Station staff and volunteers completed renovation of the broodstock holding facility to provide an area for continuing cryopreservation and diet studies. 4) Rehabilitation work was begun on the station's 3 water supply towers to improve water quality and provide safe access for employees to the towers. Each improvement moves the station closer to the ultimate goal of the Recovery Plan for the Shortnose Sturgeon - recovering the endangered shortnose sturgeon.

Performance Measure	1. # of facilities with mission critical water management facilities in fair or good condition 2. # of facilities with mission critical public use facilities in fair or good condition
Data Source	Information on replacement values is collected in the Real Property Inventory and information on maintenance costs is assembled in the Maintenance Management System. Data for both data sets are entered by field units throughout the Service into the current local and server-based information systems. Implementation of the Service Asset and Maintenance Management System (SAMMS) will shift data collection and management to a centralized and standardized Internet-based information system.
Verification	Data for both the Real Property Inventory and the Maintenance Management System are initially assembled by National Wildlife System and National Fish Hatchery System field stations. The data are then forwarded to Regional Offices for quality control and consistency checks, and then to the Washington Office for further review, editing, and national roll-up. Systematic condition assessments now being conducted provide objective verification of facility conditions. Furthermore, imminent implementation of SAMMS will provide a common, consistent information management system for the Service's Refuge and Hatchery Divisions.
Data Limitations	Cost estimates for replacement values can be difficult to estimate; data in field units, not kept current.
Baseline	FY 2000 Baseline: 10,159 critical water management facilities, 4,289 public use facilities



HABITAT CONSERVATION: A NETWORK OF LANDS & WATERS

2.3 HABITAT CONSERVATION OFF SERVICE LANDS

Long -Term Goal 2.3 - By 2005, improve fish and wildlife populations focusing on trust resources, threatened and endangered species, and species of special concern by enhancing and/or restoring or establishing 550,000 acres of wetlands habitat, restoring 1,000,000 acres of upland habitats, and enhancing and/or restoring 9,800 riparian or stream miles of habitat off-Service land through partnerships and other conservation strategies.

Annual Performance Goal 2.3.1 - By September 30, 2003, improve fish and wildlife populations focusing on trust resources, threatened and endangered species, and species of special concern by enhancing, restoring, or establishing 71,473 acres of wetland habitat, restoring 186,648 acres of upland habitats, and enhancing and/or restoring 2,482 riparian or stream miles of habitat off-Service land through partnerships and other conservation strategies.

Performance Measures	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
1. # acres of wetlands habitat enhanced or restored. (includes NAWCF acres for FY 2001/2002)	47,384	66,029	64,726	77,581	144,729	53,548	71,473
2. # acres of upland habitat enhanced or restored.(includes NAWCF acres for FY 2001/2002)	70,516	58,840	149,431	200,865	389,057	232,663	186,648
3. # miles riparian or stream habitat enhanced or restored. (includes NAWCF acres for FY 2001/2002)	913	1,043	1,409	1,282	2,021	1,204	2,482

Supporting Workload and Performance Statistics

Habitat Conservation Activities- North American Wetlands Conservation Fund

Supporting Workload & Performance Statistics	FY 98 Approved Acres*	FY 99 Approved Acres*	FY 00 Approved Acres*	FY 01 Approved Acres*	FY 02 Approved Acres*	FY 03 Approved Acres*
4. # acres of wetlands habitat enhanced or restored.	7,276	24,870	29,661	91,855 (Inc. in PM 1)	15,813 (Inc. in PM 1)	25,679 (Inc. in PM 1)
5. # acres of upland habitat enhanced or restored.	21,827	74,611	88,984	104,611 (Inc. in PM 2)	47,440 (Inc. in PM 2)	77,037 (Inc. in PM 2)
6. # miles riparian or stream habitat enhanced or restored.	24	82	98	157 (Inc. in PM 3)	52 (Inc. in PM 3)	85 (Inc. in PM 3)

* Note: For FY 1998, 1999, and 2000, the acres shown for Supporting Workload & Performance Statistics 4, 5, and 6 represent approved acres in the NAWCF grants, and do not represent actual acres or miles restored or enhanced. Actual acres and miles enhanced or restored will be reported at a later date. Therefore, this acreage is not included in performance measures 1, 2, and 3, which represent actual acres or miles restored. However, for FY 2001 and 2002, the acres and miles given in Supporting Workload & Performance Statistics 4, 5, and 6 are included in performance measures 1, 2, and 3, and actual acres and miles restored will be reported for FY 2001 and 2002.

Goal Purpose

The primary objective of this annual goal is to enhance and/or restore various important habitats off-Service lands to improve fish and wildlife populations. The focus will be on wetland, upland, riparian, and stream habitats that benefit those trust resources for which the Service has primary responsibility, including threatened and endangered species, migratory birds, anadromous fish, and certain marine mammals.

Resource Condition

Habitat is fundamental for self-sustaining populations of fish, wildlife, and plants as well as for functional ecosystems. The health of fish, wildlife, and plants is greatly affected by the quantity and quality of their habitat. Declines of wildlife populations have paralleled declines in both the quality and quantity of habitats; surveys indicate that 56% of neotropical migratory bird species and 57% of waterfowl species are in decline. Population declines have resulted from a variety of factors including --- habitat loss, degradation, and fragmentation, and competition from nonnative species.

Wetlands – Wetlands provide vital habitat for many fish and wildlife species in all parts of the country. Although wetlands comprise only 5% of the Nation's habitats, they contain about 30% of the flora.



The November - December 1997 National Wetlands Newsletter reported that 46% of the U. S. threatened and endangered species were associated with wetland habitats. Nationally, more than 53% (approximately 100 million acres) of wetlands have been lost since colonial times, and wetland losses continue today. In 2001, the Service statistically documented that about 105.5 million acres of wetlands remain in the conterminous United States. Also, there was an 80% reduction in the estimated annual rate of wetland loss from the previous decade to about 59,000 acres by 1997. Urban and rural development, agriculture, and forestry practices accounted for most of the wetland losses.

Upland habitats – This critical habitat has been lost or severely degraded through a variety of land use practices. Some portions of the Nation, such as the intensively farmed Midwest and southern Plains states, have less than 1% of their original native upland vegetation. Approximately 26% of the Nation's forests have been converted to other land uses. Approximately 90% of tall grass prairie in the Midwest and Great Plains has been destroyed. More than 70% of the Nation's riparian areas have also been converted to other land uses, or degraded by surrounding agricultural and urban activities.



Rivers and lakes – These habitats cover less than 1% of the Earth's surface, but contain 12% of the world's known animal species, including 41% of all known fishes. Streams and rivers are the arteries that carry the life blood of the Nation. Their importance both past and present for transportation, water supply, food, recreation, and quality of life cannot be over estimated. In this new century Americans will continue to rely on our Nation's waterways for drinking water, to irrigate cropland, for transportation and commerce, and for recreational activities. Unfortunately many of these systems have been overused, abused or modified so that they no longer can sustain these important functions. Municipalities are increasingly having to expand their use of chemicals in order to purify drinking water, sedimentation is interfering with both transportation and recreational waterway uses, and declining populations of many fish that are resulting in reduced economic opportunities and in increased numbers of fish that are imperilled. Stream restoration brings back these important biological and economic resources. Aquatic habitats are rapidly being converted to other land uses, or are being degraded by agricultur-





al and urban activities. Loss of aquatic habitats is the primary cause of aquatic species extinctions, ESA listings, and fishery stock declines. Nearly one-third of all fish, two-thirds of all crayfish, and three-fourths of freshwater mussels are at risk of extinction, largely due to habitat loss. Only 2% of the Nation's 3.1 million miles of rivers remain free flowing. More than 75,000 dams six feet or higher and 2.5 million smaller dams block or impede fish passage, blocking more than 600,000 miles of stream habitat. Numerous other obstructions also impede passage, including poorly designed culverts and dikes, unscreened water diversion facilities, and collapsed stream banks.

Barriers to Fish Passage - The Service will provide biological expertise, and field and financial support for cooperative and environmentally-sound projects that result in improved fish passage for native, aquatic species. The Service will develop and maintain a comprehensive geographically referenced database of barriers for planning and implementing projects that restore or enhance historic habitat. These ecosystems (wetlands, uplands, and rivers and lakes) are important habitats for a large number of Federal trust species and are important to reducing flooding, decreasing sediment and nutrient loads, and the protection and improvement of the quality and quantity of the nations' waters. With

more than 70% of the Nation's lands in non-Federal ownership, most of the opportunities for enhancing and restoring these habitats lie with the private landowner.

The following table includes the number of acres added for protection of migratory bird habitat of wetlands habitat protected the North American Wetlands Conservation Fund and represent estimated habitat conservation acreage included in approved grant projects to federal, state and local governments, Tribes, and public.

Goal Achievement and Strategies

This goal will be achieved by:

1. increasing voluntary habitat restoration opportunities through the North American Waterfowl Management Plan's joint ventures, the Partners for Fish and Wildlife Program, the Coastal Program, and the North American Wetlands Conservation grants,
2. restoring of damaged natural resources and habitat – particularly focusing on the Great Lakes, Missouri River, and Caribbean ecosystem areas,
3. improving and restoring riparian and riverine corridors that will provide fisheries access to spawning and rearing habitats, improve water quality, preclude the need to list species under the ESA, and restore and recover listed aquatic species,

Workload and Other Performance Statistics

Number of acres added through the North American Wetlands Conservation Fund for protection of migratory bird habitat.

Acres Added	FY 98 Approved Acres * (actual)	FY 99 Approved Acres * (actual)	FY 00 Approved Acres * (actual)	FY 01 Approved Acres * (final plan)	FY 02 Approved Acres * (proposed)	FY 03 Approved Acres * (proposed)
7. # acres of wetlands habitat	11,418	37,253	32,693	34,255	22,829	19,273
8. # acres of upland habitats	34,253	111,759	98,079	72,140	68,484	57,818
9. # acres of riparian habitat	228	745	654	167	457	385

* Note: For FY 1998, 1999, and 2000, the acres added in the NAWCF grants, do not represent actual acres or miles restored or enhanced. Actual acres and miles enhanced or restored will be reported at a later date. However, actual acres and miles restored will be reported for FY 2001 and 2002. A significant portion of the decrease in workload measure targets from the FY 2002 level is due to the improved performance planning and reporting efforts of the North American Wetlands Conservation Fund.

4. providing expanded technical assistance and planning capabilities to Federal and state agencies, communities, and individuals to more effectively resolve environmental issues associated with development projects, permit activities, and hydropower projects,
5. increasing outreach and education about habitat conservation and enhancing and/or restoring fish and wildlife habitat on private lands,
6. intensifying strategic wetland habitat mapping in digital formats, and
7. completing habitat trend reports and assessments to support resource management and improved decision-making.

The Project Planning program will provide technical assistance for the review of federally permitted and licensed development activities, and work with stakeholders to develop innovative ways of meeting project purposes while protecting and conserving fish and wildlife habitats off Service lands. Coordination efforts will facilitate a wide range of activities, including environmentally sound energy development, water resource development, transportation projects, communications infrastructure, fire response support, and navigation. Service involvement will result in better designed and constructed projects with increased benefits to fish and wildlife resources.

Program and Funding Changes to Meet FY 2003 Performance

A proposed increase of approximately \$0.6 million in FY 2003 from the FY 2002 President's Budget level will enhance and/or restore and additional 4 thousand additional acres of wetlands habitat, and 12 thousand additional acres of upland habitat, and enhance and/or restore an additional 1,159 miles of riparian or stream habitat. A significant portion of the increased performance measure targets from the FY 2002 level is due to the improved performance planning and reporting efforts of the North American Wetlands Conservation Fund, not to any significant increase in program funding. The Service has proposed to eliminate the Wildlife Enhancement/Economic Development project (\$850,000). This earmark was mandated by Congress and is not associated with any Service performance goal. The discontinuation of this project will not affect

the Service's ability to meet its annual or long-term performance goals. The Service proposes eliminating the private landowner assistance line item. This reduction (-\$248,000) would have a minimal impact (approximately 1%) on the number of private landowners helped as well as the number of acres rehabilitated or restored.

Benefits Derived

- Sustainable Fish and Wildlife Populations – Restoration and enhancement of fish and wildlife habitats will increase populations of Federal trust species. Improved habitats and increased populations of Federal trust species will preclude the need to list declining fish, wildlife, and plant species. Sustainable fish and wildlife populations will provide additional opportunities for people to enjoy these resources (e.g., fishing, hunting, and bird watching).
- Restoration of Healthy Watersheds – Habitat restoration will improve watersheds and associated ecosystem health. Wetlands are critical to the health of our Nation's wildlife populations and they provide important economic benefits to society. Restoration of drained and impaired wetlands helps improve water quality and reduce the flood-related losses. They act as discharge points when groundwater elevations are high and as recharge areas when groundwater levels are low. They filter excess nutrients and other materials from the water.
- Improve the Quality of Our Lives – Habitat restoration projects help bridge the gap between environmental and economic health in our communities throughout the U.S. Habitat restoration projects will save local communities millions of dollars in flood control efforts. Native grassland restorations result in improved soil quality and productivity, increased water infiltrations and reduced runoff and erosion. Invasive plant species removal from native grasslands benefits fish and wildlife species, as well as improves the economic viability of rangelands throughout the western U.S. Restoration of native grasslands benefits grassland dependent species and may preclude the need to list several declining species (e.g., black-tailed prairie dog) Reestablishing deep-rooted native grasses will minimize the loss of topsoil and reduce



erosion. Vigorous stands of native grasslands enhance grazing land, improve water quality, and decrease the chances of invasion by exotic plant species.

Restoration of fish and wildlife habitats will provide enhanced recreational opportunities (e.g., hunting, fishing, nature observation). Studies of these restoration sites will enhance our knowledge, understanding and appreciation of healthy fish and wildlife habitats. Some restoration areas are used as outdoor classrooms where educators instruct schoolchildren, other professionals, and the public about the importance of these fish and wildlife habitats and land stewardship.

Contemporary information gathered on the status and trends of various habitats will enable community planners and biologists and resource managers to make sound environmental decisions. The increased use and communication of updated habitat information will foster partnerships and community-based conservation and restoration efforts to sustain habitats for the Nation's fish and wildlife resources. Early coordination during the project planning stages between planners and biologists will provide a better forum to balance development with the environment protections and restoration.

Development projects that support population growth, energy needs, transportation needs, and improved communications capabilities will be implemented in an environmentally sound manner, while providing habitat protection benefits essential for fish and wildlife conservation.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal 2.2 By September 30, 2001, improve fish and wildlife populations focusing on trust resources, threatened and endangered species, and species of special concern by enhancing, restoring, or establishing 77,581 acres of wetland habitat, restoring 200,731 acres of upland habitats, and enhancing and/or restoring 1,282 riparian or stream miles of habitat off-Service land through partnerships and other conservation strategies.

Report: Goal Exceeded

The Service exceeded all its FY 2001 performance targets for this goal. Working with partners, the Service exceeded the wetlands habitat restoration target [144,729 acres (actual) compared to 77,581 acres (target)]; exceeded the uplands restoration habitat target [389,047 acres (actual) compared to 200,865 acres (target)]; and exceeded the miles of riparian or stream habitat [2,302 miles (actual) compared to 1,282 miles (target)].

The Service released the scientific report titled, *Status and Trends of Wetlands in the Conterminous United States 1986 to 1997*. Using remote sensing technology, the Service found a dramatic 80% decrease in the loss of wetlands from that documented in the 1980's. This report provides governments, as well as a multitude of other entities with contemporary information necessary for planning, analyses, and consideration in policy formulation with respect to wetlands.

Partners for Fish and Wildlife Program and Coastal Program Accomplishments:

The **Partners for Fish and Wildlife Program**, through voluntary agreements with private landowners and tribes, worked to restore wetlands, native grasslands, riparian areas, in-stream habitats, and other habitats important to Federal trust species. In FY 2001, the Partners Program helped restore or enhance 49,000 acres of wetlands, 335,000 acres of native grasslands, and 990 miles of riparian corridors, streambanks and in-stream aquatic habitat. The program assisted with the removal of 100 fish passage barriers. The following are a few examples of Partners projects from around the country.

Region 1 - Lanai Summit Fence - In FY 2001, the Partners for Fish and Wildlife Program in Hawaii, continued a large fencing project that excludes non-native ungulates (e.g., goats, sheep and deer) from the forested uplands of Lanai Island. The fence is being constructed in phases and will result in three adjacent, fenced management areas. Partners for this work include the Lanai Company, Maui County, State of Hawaii Division of Forestry and Wildlife, and The Nature

Conservancy of Hawaii. The primary objective of this project is to protect native upland habitats from the impacts of alien ungulates, primarily axis deer, and to a lesser extent, mouflon sheep. As the largest fencing project on the island of Lanai it will protect several degraded but distinct native habitat types: dwarf cloud forest, rainforest, mesic forest, dry forest, and dry shrubland. It will delineate large areas that will be managed for ungulate removal and weed control, as well as large scale reforestation/restoration with native trees and endangered species recovery. The project is an integral part of the Lanai Watershed Partnership and provides needed protection for declining plant species.



Hawaii's rainforests are home to some of the rarest plants and forest birds on earth

Region 2 - A rancher, Mr. Anderson, in Hemphill County, Texas, wished to improve upland habitat conditions for the lesser prairie-chicken while improving utilization and range condition along Cat Creek. The Partners for Fish and Wildlife Program in Texas helped him improve livestock forage by establishing two distinct pastures within his riparian area. Establishment of these pastures has allowed the landowner to manage grazing intensity to improve forage and improve lesser prairie-chicken nesting cover quality. Within the managed pastures, important native grass species have become more abundant and on adjacent upland sites, lesser prairie-chicken nesting habitat has been enhanced. This project has also enabled Mr. Anderson to enhance riparian and upland habitat conditions while maintaining existing livestock numbers. "I think landowners will find that these practices will make their

grasslands more profitable," Mr. Anderson said. "So, you are doing the most economically viable thing, and it's also the most responsible stewardship direction you can take. They go hand in hand."



Lesser prairie-chickens in courtship display on restored uplands on the restored property in Texas.

Region 3 - The Partners Program in Minnesota is restoring wetlands within the Rush Lake watershed to improve and preserve the quality of this 2,800-acre lake which drains to the St. Croix River – a designated wild and scenic river. The wetland restorations provide important fish and wildlife habitat, reduce sediment and nutrient runoff into Rush Lake, and provide improved flood retention and control within the watershed. In FY 2000 and 2001, the Partners Program has helped restore 34 wetland sites, totaling 120 acres, for 12 private landowners. Other partners in this restoration effort include the Rush Lake Improvement Association, Minnesota Department of Natural Resources, Mille Lacs Band of Ojibwa Tribe, and Muskies, Inc. The Partners Program helped the Korfs restore a 2.5-acre wetland on their property adjacent to Rush Lake in FY 2001. Within 7 months of completion the wetland was full of water and being used by Canada geese.

Region 4 - The restoration of longleaf pine in the Southeast Region is a high priority for the Partners for Fish and Wildlife Program. The longleaf pine ecosystem is recognized as an endangered ecosystem (85% - 98% historic decline). The Service is working with many partners to facilitate and carry out longleaf pine habitat restoration projects. The longleaf pine ecosystem pro-



October 2000, dike construction to restore a wetland on the Korf property near Rush Lake, Minnesota.



May 2001, the wetland is full of water and Canada geese were using the site.

vides habitat for the endangered red-cockaded woodpecker, and the threatened gopher tortoise and eastern Indigo snake. Last year, the Region set a goal of completing approximately 1,500 acres of longleaf pine projects each year for at least 10 years within designated focus areas. In FY 2001 we restored approximately 3,400 acres. In addition to the private landowners, other significant partners include the Natural Resources Conservation Service, the Longleaf Alliance, Georgia Forestry Commission, Georgia Department of Natural Resources, The Nature Conservancy, the Jones Ecological Center, and other State and Federal agencies. In fiscal year 2001, over 30 private landowners participated in longleaf pine restoration projects through the Partners for Fish and Wildlife Program in Region 4.



The gopher tortoise is a resident of the longleaf pine ecosystem.

Region 5 - In Maine, the Coastal Program successfully coordinated support of acquisition for land within the Pingree Forest. We provided information on key areas in need of protection based on habitat assessments. The easement, which totals approximately 763,000 acres in Northern Maine, is the largest forest land easement in U.S. history. Staff from the Coastal Program worked with the New England Forestry Foundation, the State of Maine, and numerous private donors in support of the easement. This effort will protect forest, riverine, and lake habitat for numerous species including common loons and other waterbirds.



Photo by Fred Fallon

Common Loon. Source: USGS

Region 6 - In the Great Plains, the Partners Program has continued to focus restoration efforts on drained depressional wetlands, once used for agricultural production. These restored wetlands are important to migrating waterfowl and shorebirds. Restoration of the

adjacent uplands also provides habitat for grassland-dependent birds, such as killdeer, upland sandpiper, dickcissel, vesper sparrow, and western meadowlark. In FY 2001, more than 9,000 acres of previously drained wetlands were restored.

Region 7 - Within Alaska's Anchor River watershed, the Coastal Program is partnering with community groups, conservation districts, and land trusts to inventory sensitive wildlife habitats throughout the drainage. Through conservation easements and acquisitions, important estuarine, riparian, and forest habitats were protected by the private sector for four species of Pacific salmon, as well as steelhead trout, waterfowl, moose, and brown bears.



The 150,000-acre Anchor River watershed in Alaska support a world-class chinook salmon fishery, as well as important habitat for moose, black and brown bears.

American Bird Conservation Initiative, U.S. Shorebird Plan, and North American Waterbird Conservation Plan.

- **Standard Grants** - Standard grants can be awarded in Canada, U.S., and Mexico for \$50,000 to \$1,000,000 and must generate an equivalent or greater match. To date, nearly 1,400 partners implemented 881 projects worth nearly \$1.8 billion. NAWCF has contributed over \$462 million to support these projects, with matching funds of \$1.33 billion. These projects have protected, restored, or enhanced more than 8.7 million acres of wetlands and associated uplands in the U.S. and Canada. More than 25 million acres within Mexico's large biosphere reserves have benefitted from similar conservation actions and additional education, management, and planning efforts.
- **Small Grants** -In the U.S., the Small Grants Program assists partners having modest match funding capability to compete and participate along with larger organizations in NAWCF, thus expanding the potential universe of partners and diversity of projects. The top limit for a small Grant is \$50,000. To date, 120 of 386 submitted projects have received a total of about \$4.7 million. Small Grants leverage nearly seven match dollars for every federal grant dollar. Small Grants projects have been funded in 37 States and the District of Columbia, benefitting an extremely diverse assortment of wetland and wetland-associated upland projects.

FY 2001 North American Wetlands Conservation Act Accomplishments:

- NAWCF grants restore waterfowl habitat and populations and other wetland-dependent wildlife in North America. Wetland habitat projects carried out through the North American Wetlands Conservation Act (NAWCA) support the North American Waterfowl Management Plan, signed by the U.S., Canada and Mexico, which responds to continuing wetland destruction and declining waterfowl populations. The NAWCF is widely recognized for advancing other bird conservation initiatives: Partners in Flight, North



Performance Measures	<ol style="list-style-type: none">1. Number acres wetlands habitat enhanced or restored.2. Number acres upland habitat enhanced or restored.3. Number miles riparian or stream habitat enhanced or restored.
Data Source	All information is collected, analyzed, reported by the Ecological Services/ Habitat Conservation Program; Fisheries/Fish and Wildlife Management Program; Refuges and Wildlife/Migratory Bird Management Program; and the North American Wetlands Conservation Fund.
Verification	The Partners Program and Coastal Program data is reported by Field Stations using the Habitat Information Tracking Systems. Reporting has been standardized and computerized. Fisheries and Habitat Conservation Program Divisions review data for accuracy, consistency, and quality. Divisions conduct Field Station inspections. Reported data are assembled at field stations, then forwarded to Regional Offices for quality control and consistency checks, and then subsequently forwarded to Washington Office for final editing and national roll-up. Regional inspection of field stations also include review of data collection and management efforts. Data submitted under NAWCF are collected and maintained within the Division of Bird Habitat Conservation. Data are maintained on proposed accomplishments outlined in approved grant agreements, and on actual accomplishments based on final reports from grantees following project completion.
Data Limitations	Restoration efforts involve multiple entities; possibility exists for double-counting, unless there is close coordination among Service programs.
Baseline	1. FY 1997; 58,300 wetland acres; FY 2000; 47,460. 2. FY 1997; 108,890 upland acres; FY2000; 103,325. 3. FY 1997; 345 miles; FY 2000; 620 miles riparian

MISSION GOAL 3 PUBLIC USE AND ENJOYMENT

The mission goal, Public Use and Enjoyment, recognizes the public benefit that Americans enjoy from experiencing fish, wildlife, and their habitats. The interdependence of the Service, its partners, and the American public with fish, wildlife, and their habitats are the foundation of this mission goal and the guiding factor in the development the long-term and annual performance goals. The intent of this mission goal is to inform and provide opportunities to the public to experience fish and wildlife resources in their natural settings.

The nation's ability to sustain ecosystems, and the natural heritage of fish and wildlife resources within them, will increasingly depend on the public's active participation in the stewardship of these resources. A growing number of our citizens lack the first-hand experience with fish and wildlife resources in their natural settings that past generations enjoyed. The growing diversity of the nation's population introduces many new population groups to this country that also lack first-hand experience with American fish and wildlife resources. These factors and others offer a challenge for the Service to provide environmental information in a manner that the public understands how their well-being is linked to the well-being of fish and wildlife populations and their habitats. The results of a knowledgeable public should be improved conservation of fish and wildlife in habitats throughout the country. For the long-term, the Service will focus on the following three goals:

3.1 Greater Public Use on Service Lands.

The Service plans to continue its tradition of excellence in interpretative programs and exhibits throughout its National Wildlife Refuge System and National Fish Hatchery System. The future of wildlife is best assured by raising the public's awareness and understanding in wildlife conservation. Visitors can see the connection between people and wildlife, habitat, and land management on national wildlife refuges. A better informed public is a positive force in shaping conservation awareness.

3.2 Opportunities for Participating in Conservation on Service Lands.

Improved communication and the opportunity to participate in the conservation and use of fish and wildlife resources will provide a balanced approach to conservation of fish and wildlife resources in this country. Private citizens, whose voluntary participation in fish and wildlife protection efforts have laid a foundation on which the Service operates today, have much to contribute to the continuing conservation of fish and wildlife resources.





3.3 Visitor Satisfaction with National Wildlife Refuges

Nearly 40 million people visit our nation's National Wildlife Refuges each year. Visitors come to our refuges to observe and photograph birds and other wildlife, to learn more about habitat conservation and other environmental education, to hike, hunt, fish, and enjoy the scenery. Each visitor presents an opportunity for the Service to form new partnerships to help us carry out

our conservation mission. We need to ensure that our visitors are satisfied with the quality of their educational and recreational experience at refuges across the country. Our new long-term and annual goals will provide the measure for visitor satisfaction Refuge system-wide. By asking visitors for their feedback, we will enhance public trust in our ability to perform the public's work and obtain information that will help us improve our operations and further our mission.



LINK BUDGETARY RESOURCES TO MISSION GOAL III - PUBLIC USE AND ENJOYMENT

The following table provides a crosswalk of total appropriated funds to the third Mission Goal, Public Use and Enjoyment, for FY 2001 Enacted, FY 2002 Enacted, and FY 2003 Budget Request.

Budget Activity/ Subactivity (\$000)	FY 2001 Enacted			FY 2002 Enacted			FY 2003 Budget Request		
	Total	Mission Goal 3	%	Total	Mission Goal 3	%	Total	Mission Goal 3	%
Ecological Services	209,882	0	0%	219,726	0	0%	211,147	0	0%
Endangered Species	120,947	0	0%	125,738	0	0%	125,744	0	0%
Habitat Conserv.	78,290	0	0%	83,409	0	0%	74,623	0	0%
Environmental Contam.	10,645	0	0%	10,579	0	0%	10,780	0	0%
National Wildlife Ref.System	300,672	90,405	30%	319,957	97,171	30%	376,479	107,500	29%
Refuge O & M	300,672	90,405	30%	319,957	97,171	30%	376,479	107,500	29%
Wildlife & Law Enforcement	75,267	0	0%	79,027	0	0%	80,238	0	0%
Fisheries	92,029	13,364	15%	103,909	14,820	14%	94,763	13,472	14%
General Adm	128,966	27,074	21%	127,978	23,257	18%	140,977	27,872	20%
CSRS/FEHBP	27,624	4,420	16%	30,219	4,533	15%	31,122	4,980	16%
Construction	89,761	0	0%	56,313	0	0%	36,196	0	0%
Land Acquisition	121,846	0	0%	99,856	0	0%	71,127	0	0%
Landowner Incentive	0	0	---	40,000	0	0%	50,000	0	0%
Private Stewardship	0	0	---	10,000	0	0%	10,000	0	0%
Wildlife Conservation & Appreciation Fund	795	795	100%	0	0	---	0	0	---
State Wildlife and Tribal Grants	49,890	0	0%	60,000	0	0%	60,000	0	0%
National Wildlife Refuge Fund	11,541	0	0%	14,554	0	0%	14,558	0	0%
North American Wetlands Conservation Fund	39,912	0	0%	43,500	0	0%	43,560	0	0%
Cooperative Endangered Species Cons. Fund	104,694	0	0%	96,235	0	0%	91,000	0	0%
Multinational Species Conservation Fund	3,243	0	0%	4,000	0	0%	5,000	0	0%
Neotropical Migratory Bird Conservation	0	0	---	3,000	0	0%	0	0	---
Federal Aid	49,890	0	0%	0	0	---	0	0	---
TOTAL APPROPRIATIONS	1,306,012	136,057	10%	1,308,274	139,782	11%	1,316,167	153,824	12%

Note: The above totals include adjustments in 2001-2003 to reflect a legislative proposal to shift to agencies the full cost of the CSRS pension and the Federal employee health benefits program for current employees.

Mission Goal 3 Budget History	FY 1999 Enacted (\$000)	FY 2000 Enacted (\$000)	FY 2001 Enacted (\$000)	FY 2002 Enacted (\$000)	FY 2003 Budget Request (\$000)
	113,982	121,822	136,057	139,782	153,824



PUBLIC USE AND ENJOYMENT

3.1 GREATER PUBLIC USE ON SERVICE LANDS

Long -Term Goal 3.1 - By 2005, compatible, wildlife-dependent recreational visits to National Wildlife Refuges and National Fish Hatcheries have increased by 40 % from the 1997 level.

Annual Performance Goal 3.1.1 - By September 30, 2003, hunting, fishing, wildlife observation and photography, and environmental education visits to National Wildlife Refuges and National Fish Hatcheries increased by 4 percent over the previous year.

Performance Measures	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
1. % increase in hunting, fishing, wildlife observation and photography, and environmental education visits over the prior year (1997 level = 33.2 million)	6% 35.3 million	4% 36.8 million	3% 37.9 million	1% 38.3 million	8 % 41.0 million	5 % 43.1 million	4 % 45.0 million

Goal Purpose

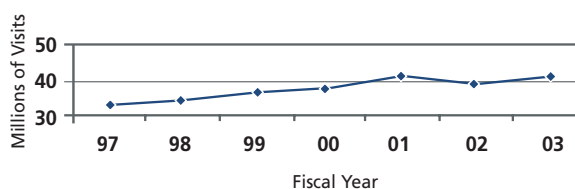
The National Wildlife Refuge System and National Fish Hatchery System offer the public the opportunity to gain direct experience with the natural world and wildlife management concerns. Visitors to refuges and hatcheries represent a broad range of constituents including hunters, anglers, wildlife and plant observers, and photographers. The intentions of this goal are to increase public participation and recreational opportunities on Service lands.

Resource Condition

National Wildlife Refuge System

Approximately 98% of the land in the National Wildlife Refuge System is open to the public for wildlife dependent education and recreation. Visitors to refuges contributed more than \$400 million to local economies in 1995 based on the Service's economic evaluation in 1997. The National Wildlife Refuge System dedicates almost 41% of its operating budget and more than 1,000 staff years support serving people. With 538 refuges and 37 wetland management districts scattered throughout the country, many are located within easy driving distance of most of the nation's human populations. Visitors are encouraged to enjoy wildlife in its natural surroundings and modest facilities are provided

Visits to Refuges and Hatcheries



to help orient visitors and allow them to enjoy nature at its finest.

In 2001, about 39 million people visited National Wildlife Refuges. Refuges are places where visitors can observe, learn about, and enjoy plants and animals in natural surroundings. Recently new legislation, the [National Wildlife Refuge System Improvement Act](#), directed expanded opportunity for six primary public uses for refuges: wildlife photography, fishing, hunting, wildlife observation, environmental education, and interpretation.

National Fish Hatchery System

The National Fish Hatchery System (NFHS) was established in 1871 by Congress through the creation of a

U.S. Commissioner of Fish and Fisheries because the public desired corrective action for the decline of inland fishery resources. Today, there are 87 facilities in the NFHS, and nearly two million people visit these facilities each year. National Fish Hatcheries are places where people can heighten their environmental awareness and become informed about fishery management and aquatic ecosystem management. Most hatcheries have visitor centers that provide information on the role of hatcheries and the importance of maintaining a quality environment for fish and other wildlife. Some National Fish Hatcheries provide nature trails, and outdoor laboratories for school groups, environmental organizations, and universities. Additionally, many hatcheries have initiated cooperative programs (such as the Adopt-A-Salmon programs) with secondary schools providing instruction in fish biology, aquaculture, fishing, and ecosystem stewardship.

Goal Achievement and Strategies

The Service will achieve the FY 2003 performance of increased visits to refuges and hatcheries through increased outreach with local communities, school groups, and associations. The Service will enhance public use, environmental education, and interpretation services on 39 National Wildlife Refuges. The primary focus will be to enhance hunting, fishing, wildlife observation, wildlife photography, environmental education and outreach.



The National Wildlife Refuge System has received a clarified mission and priorities in recent legislative direction through the *National Wildlife Refuge System Improvement of 1997*. In FY 2000, Congress in a bipartisan effort passed the *National Wildlife Refuge System Centennial Act* in acknowledgment of the upcoming centennial of the National Wildlife Refuge

System in 2003. The Act provides for broadened public understanding and appreciation of these unique natural treasures, expanding partnerships for their care, and strengthening the stewardship and infrastructure of the 538 refuges and thousands of small prairie wetlands that make up the Refuge System. Collectively, these developments provide a strong foundation for future improvement to both stewardship of lands within the refuge system and the associated enjoyment of nature by our visitors.

We are working diligently to apply minimum public use standards at all facilities. Adequate signage, orientation materials, and interpretive kiosks help guide visitors and give them an understanding of the refuge's or hatchery's role in natural resource conservation. Outreach efforts are designed to help visitors and the general public how individual land units and fish culture fit into a larger national picture of natural resource conservation. We engage the public as Comprehensive Conservation Plans are developed. Our refuge law enforcement program protects and serves both natural resources and our visitors, and provides many opportunities for conservation education.

Program and Funding Changes to Meet FY 2003 Performance

Budgetary resources in FY 2003 propose to add \$2.7 million to the Refuge Operations Program to add staff to increase interpretive, recreational, and educational visits on refuge lands. Additional staffing is a vital component of being able to provide minimal education and recreation programs on refuges. Considerable attention will be being devoted to welcoming visitors to refuges as the National Wildlife Refuge System Centennial in 2003. This is expected to raise awareness about the refuge system and result in the 4 % increase in visitors in FY 2003 from the FY 2002 level. Further, this performance assumes the completion of 647 acres appropriated in FY 1999 and 2000 for \$5.6 million from the Land and Water Conservation Fund. This performance does not assume the FY 2003 request for land acquisition projects in support of annual goal 3.1; since project acquisition will take several years after the funds are made available.



The National Fish Hatchery System will continue to provide educational materials to schools and the public on the importance of fishery resources. For the vast majority of people, hatcheries are one of the few places that people can go to see fish and other aquatic animals. Events such as National Fishing and Boating Week and various salmon spawning festivals will continue to be integral part of our public awareness campaign.

Benefits Derived

Refuges and hatcheries offer visitor centers, auto tour routes, wildlife observation facilities, nature trails, interpretive tours, outdoor classrooms, and teacher workshops. Along with on and off site education programs these activities help build an understanding and appreciation for wildlife, habitat, and the role management plays in the stewardship of America's resources. More than 50% of refuges offer recreational hunting and fishing. Over two million visitors come to hunt, more than six million to fish, and more than ten million just to observe or photograph wildlife. On other refuges, a solitary Wilderness experience is available where visitors can be inspired by experiencing areas completely "untrammelled by man." Approximately 90% of refuge visitors participate in wildlife-dependent recreational and educational activities. Collectively, our management efforts are intended to assure that visitors find national wildlife refuges and fish hatcheries welcoming, safe, and accessible, with a variety of opportunities to enjoy and appreciate America's fish, wildlife, and plants in their natural environment. Wildlife experiences on refuges and hatcheries inspire works of art, fine photography, nature writing, and provide precious relaxation and special memories that contribute to the overall quality of life of our country's citizenry. These benefits are a true legacy that extends beyond Service boundaries as wildlife movements are not constrained by political or land ownership boundaries.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal 3.1.1 By September 30, 2001, hunting, fishing, wildlife observation and photography, and environmental education visits to National Wildlife Refuges and National Fish Hatcheries increased by 2 percent over the previous year.

Report: Goal Met

In FY 2001, about 41.1 million people visited the National Wildlife Refuge System and National Fish Hatchery System. This exceeded the FY 2001 target of 38.3 million visitors, an increase of 7 percent over FY 2000.

FY 2002 HIGHLIGHTS – NATIONAL WILDLIFE REFUGE SYSTEM

- **Lee Metcalf NWR** in Montana has annual visitation of approximately 150,000. The majority of this visitation is for wildlife observation on the auto tour route and nature hiking trails. Nearly 2,500 students visited the refuge for environmental education in FY 2001. The refuge offers opportunities to hunt waterfowl and deer; over 1,750 hunted waterfowl and nearly 900 hunted deer. The refuge hosted the 8th annual Migration Mania Festival in 2001 to expand people's awareness of migratory birds. The refuge coordinates the festival involving four other major partners. Nearly 300 visitors attended the two-day festival. Migration Mania is the largest event for the refuge and is part of the refuge's efforts for International Migratory Bird Day. The refuge coordinated the Montana /Federal Junior Duck Stamp Program. Over 500 entries were received from grades K-12 in statewide public, private, and home schools.
- **DeSoto NWR** in Iowa hosted a variety of visitors throughout the year. A "special event" for the year was the first annual DeSoto Refuge Fest, a day for outdoor family recreation coordinated with National Fishing Week. The event included a hook and line carp tournament, fishing clinic, interpretative walks, and samples of deep-fried and smoked carp. Approximately 4,000 people attended the event.
- **Monomoy NWR** in Massachusetts experienced a number of improvements, including upgrading the trail system, installing new directional and regulatory signs, fencing landscaped areas in the parking lot, developing a new bird list and general refuge leaflet, and installing a new coastal bird diorama in the visitor contact station. With the help of volunteers, the refuge visitor contact station was open daily May through September and was visited by over 7,000 people. More than 3,000 visitors participated in

education programs provided by refuge staff, volunteers, and partners. Six reporters and photographers participated in a hands-on media day hosted at the refuge in July. The event prompted all major Cape Cod news outlets to print and air stories on the success of the refuge's avian diversity program. Refuge staff also provided presentations to more than 800 local constituents and elected officials on shellfishing, predator control, parking, ferry operations, and other topics of concern to refuge neighbors.

species) program; wood duck viewing program; purple martin viewing program; and tours for various groups. In FY 2001, the hatchery hosted 25,000 visitors; gave 48 group/classroom on-site presentations and one off-site presentation; hosted/participated in 26 special events; and hosted 3 teacher workshops. The FISH group (an official hatchery friends group) continued to develop and hosted the hatchery's Open House. The FISH group also hosted a summer program for kids - FRY (Fish Relating to Youth).

FY 2002 Highlights – National Fish Hatchery System

- **Mammoth Spring NFH** in Arkansas has one of the highest visitation rates of any hatchery (over 90,000 visitors per year). The hatchery is an excellent forum for public outreach and education. To aid in this effort, the hatchery boasts an award winning 3,000 gallon Public Aquarium and other exhibits highlighting a variety of fish, reptiles, and amphibians found in the area, as well as species raised on the hatchery. Additionally, in FY 2001, the hatchery conducted over 200 guided tours of the facilities and offered several off-site presentations and conservation workshops for area schools and other organizations. The hatchery also produced and distributed a variety of conservation-related literature in support of Service programs. Also, this year several new sidewalks were added on the hatchery grounds for enhanced public safety and disabled accessibility.
- **Natchitoches NFH** in Louisiana includes an on-site classroom used for students and teachers; an environmental education manual developed by hatchery staff (REAPERS); a 9,000 gallon, 16 tank public aquarium; a Suitcase for Survival (endangered

- **Pvt. John Allen NFH** in Mississippi used a variety of outreach venues to present the hatchery, its goals and accomplishments, and the overall mission of the FWS to over 55,000 visitors. This was accomplished by giving 25 on-site presentations to various school groups and local travel organizations, and also by hosting the " Little Wave Conservation Club" of Tupelo High School as part of an Outdoor Environmental Education Classroom several times this year. The hatchery also presented its elaborate 600 gallon mobile aquarium at two Earth Day celebrations, four Natural Resource Conservation Service field days, and as a partner with the Mississippi Dept. of Wildlife Fisheries and Parks participated in a multi-agency conservation awareness week. During this one week alone, hatchery personnel and MDWFP biologists presented a stop entitled "Aquatic Resource Conservation" to some 2,500 children. The hatchery also continues to be one of the most visited sites in the City of Tupelo.

Performance Measure	Percent increase in interpretive, educational, and recreational visits.
Data Source	FWS owned data. Refuge Management Information System - Public Education and Recreation modules. Fishery Information System, Accomplishment module.
Verification	Annual reports assembled at field stations, forwarded to Regional Offices for quality review and verification. Final information sent to Washington Office and reviewed data for accuracy, consistency, and quality.
Data Limitations	Visits can be impacted by weather patterns or economic trends.
Baseline	FY 1997 = 33,206,405 visits



GREATER PUBLIC USE ON SERVICE LANDS

3.2 OPPORTUNITIES FOR PARTICIPATING IN CONSERVATION ON SERVICE LANDS

Long -Term Goal 3.2 - By 2005, increase volunteer participation hours in Service programs by 7%, and refuges and hatcheries have 155 new friends groups above the 1997 levels.

Annual Performance Goal 3.2 - By September 30, 2003, volunteer participation hours in Service programs will be increased by 3% and refuges and hatcheries have 129 new friends groups above the 1997 levels.

Performance Measures	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
1. % increase in volunteer participation hours from 1997. (1997 baseline 1.336 million)	4% 1.396 million	-4% 1.277 million*	<1% 1.333 million	1.7% 1.360 million	-5% 1.268 million	1.8 % 1.360 million	3% 1.378 million
2. # new friends groups (1997 baseline = 63)	95 (+32)	120 (+89)	135 (+72)	171 (+108)	149 (+86)	170 (+107)	192 (+129)

* FY 1999 actual accomplishment data reflects final adjustments

Goal Purpose

The purpose of this goal is to a) provide opportunities for members of the public who wish to take an active role in the conservation of fish and wildlife through support of Service programs and activities, and b) offer additional public recreational opportunities on refuges and hatcheries through volunteer assistance that would not otherwise be available.

Resource Condition

For nearly 100 years, the Refuge System has tapped into an almost unlimited reservoir of support from individuals, organizations, academia, nonprofit groups, community leaders, and businesses. With the passage of the *Volunteer and Community Partnership Act of 1998*, the Refuge System has legislative authority to vigorously address current barriers to engaging volunteers and community partners in our daily work.

Because the Fish and Wildlife Service is the principal Federal agency responsible for conserving, protecting, and enhancing fish, wildlife, and plants and their habitats, we could not begin to carry out these tremendous responsibilities without the assistance of volunteers and our friends groups. They accomplish 18-20% of work that we would not accomplish without their efforts. Their efforts save taxpayers more than \$14 million per

year. Volunteers are recruited and trained to assist in a variety of Service activities including habitat management, operations, education, public use, maintenance, and research. These hands-on experiences provide tremendous benefits to Service programs while increasing public understanding and appreciation of wildlife resources and management of wildlife resources. Volunteers and partners also assist in the conduct of many of the migratory bird surveys each year. Approximately 50,000 staff hours are contributed by volunteers in this effort.

Goal Achievement and Strategies

Working side-by-side with Service employees, volunteers on every level protect, conserve, and restore our nation's fish, wildlife, plants, and habitat. To ensure a constant supply of volunteers the Service must deploy a variety of strategies:

- Implement cooperative agreements with private groups and academic institutions to make information about volunteering and its benefits more readily available to individual citizens and guests. Recruitment will also be conducted on the new inter-agency website, (<http://volunteer.gov/>), which will be launched in FY 2002.
- Host workshops and training sessions for volunteers

and prospective partners to increase the effectiveness of volunteer partnerships, to strengthen ties with local communities, and to assist in improving existing and initiating new friends organizations.

- Implement the *Volunteer and Community Partnership Enhancement Act of 1998*. This Act will encourage more volunteer recruitment and training thereby resulting in increased public understanding and appreciation of wildlife resources and management of wildlife resources.

Program and Funding Changes to Meet FY 2003 Performance

Budgetary resources in FY 2003 to increase volunteerism and friends groups on refuge lands will increase by \$0.4 million in the Refuge Program from the FY 2002 level, resulting in an increase of 3 thousand volunteer hours. The Refuge System Centennial in 2003 will increase public interest in refuges; therefore, growth in volunteers and friends organizations is likely to occur. However, slowed growth in FY 2000 and FY 2001 may suggest that the refuge system may be reaching a saturation point for supporting these individuals and groups.

Benefits Derived

- Volunteers will develop a greater understanding and appreciation of refuges, hatcheries and other areas through their hands-on experiences, thereby helping protect, conserve, and restore our nation's fish, wildlife, plants, and their habitat.
- Volunteers will enable expansion of the number of field projects, information and education programs, recreational opportunities, and propagation programs undertaken by the Service.
- Creation of additional friends groups will supplement the Service's interpretation education, biological, and public service programs.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal 3.2: By September 30, 2001, volunteer participation hours in Service programs will be increased by 2% and refuges and hatcheries have 108 new friends groups above the 1997 levels.

Report: Goal Not Met

A. The FY 2001 performance target for the number of volunteer participation hours was 1,360,000 hours. The actual number was 1,267,830 hours or 93 percent of the target. The number of volunteers that can be accommodated may be near the saturation point. Lack of staff time to nurture and develop volunteer programs may be the cause of this stabilization. The Refuge System is presently understaffed by professional resource managers and is unable to redirect current refuge staff time to provide additional support to the volunteer program without adversely impacting resource management responsibilities on Service lands.

National Wildlife Refuge System

In FY 2001, nearly 31 thousand people contributed their time and completed various tasks as refuge volunteers. In many cases, refuges have organized citizen groups often referred to as "friends" groups which are dedicated to the improvement of their local refuge. Examples of FY 2001 programs and activities follow:

- Volunteers on refuges for the year totaled nearly 31,000 with 11,000 being under the age of 18; 8,000 each in the 18 to 35 and the 36 to 61 age group; and about 3,500 over 61. These energetic helpers contributed over 1.2 million hours of work on refuges, the equivalent of 565 full time staff. Activities were diverse with roughly half the donated hours going to serving visitors and half to conducting wildlife management activities.
- Volunteers at Walkill River NWR in New Jersey maintained headquarters grounds, installed round rail fences in public use areas, rebuilt slate patio using salvaged materials, guided woodcock walks for the public, and mowed and maintained refuge nature trails. Eagle Scout Travis Schilling laid out and cleared the new Dagmar Dale Nature Trail. This is a 2.7-mile trail that traverses fields, wetlands, and woods from the refuge headquarters to the Walkill River. The refuge formally dedicated its office, a new visitor parking area and restroom, and the 2.7 mile Dagmar Dale Nature Trail in FY 2001. The event was attended by more than 600 people. Refuge staff as well as 17 conservation partners participating in the event were able to provide the public with information about the protection and enjoyment of natural



resources in the Walkill River valley.

- After over eight years of planning, and thousands of hours fund raising, the Ding Darling Wildlife Society in Florida completed the contracting, design, fabrication and installation of the \$1.3 million worth of exhibits in the refuge's Education Center. The exhibits were opened to the public on September 22, 2001.
- The Friends Group of the Year award for 2001 went to the Friends of the Upper Mississippi River Refuges. This annual award by the National Wildlife Refuge Association is awarded to the friends group that best exemplifies significant service to a refuge and its surrounding communities. The Friends of the Upper Mississippi River Refuges Group was an active advocate for the three upper Mississippi refuges located in Iowa, Illinois, Minnesota, and Wisconsin. The group donated thousands of dollars and thousands of hours of time; organized activities such as tree plantings, photo contests, and fishing activities for children and developmentally disabled adults; and provided additional services to refuge visitors.

National Fish Hatchery System

- Natchitoches NFH used a volunteer program to recruit students to assist w/spring production activities. A student from Grambling St. Univ. and a student from LA State Univ. lived on the station and logged in 1,004 hours (0.48 FTE) during the spring semester. We provided housing and a small stipend for the two student volunteers. Volunteers were treated as full-time employees and helped with striped bass, paddlefish, pallid sturgeon, and public use efforts. The total cost to the station for this effort was \$2,390. The cost for a full time GS-4 biologist for 0.48 FTEs would have been \$9,200 without

benefits. This project was a success in that not only did it provide for additional personnel at reduced costs at a time when help is especially critical, it also provided an opportunity for students to learn and have hands-on experience with fish cultural and biological work. In addition to the student volunteers, 38 other volunteers contributed 1,236 hours to the station. A total of 1.08 FTEs (2,240 hours) at a total cost of \$5600 was provided for the hatchery through the volunteer program during FY2001.

B. The FY 2001 performance target for the number of new friends groups was 171, an increase of 108 groups over the FY 1997 baseline of 63. The actual number was 149 groups, or 87% of the target. The long-term goal for adding friends groups is likely overly optimistic and will be revised. Large increases in number of friends groups are showing signs of diminishing as groups are already in place at larger, more heavily visited refuges. Remaining refuges are less likely to attract sufficient interest to form these officially organized support groups. Further, it is very difficult for smaller refuges and fish hatcheries which do not have the necessary personnel to organize and support these groups since there are considerable administrative tasks associated with managing these groups. Interested individuals at smaller more remote refuge field stations may volunteer as an individual rather than establishing a larger support organization.

Performance Measure	1. Percent increase in volunteers participation hours from 1997. 2. Increase in friends groups from 1997.
Data Source	Data is collected in Refuge Management Information System - Refuge Comprehensive Accomplishment Report and in Fisheries Information System Accomplishment Module. The NWRS Office of Information Technology and Management
Verification	Annual reports are assembled at field stations and forwarded to regional offices for quality review and verification. Final information sent to Washington Office
Data Limitations	Activities of some friends groups vary, sometimes causing confusion as to whether an individual group should be counted or not.
Baseline	FY 1997: 1,335,738 volunteer participation hours. FY 1997: 63 friends groups

GREATER PUBLIC USE ON SERVICE LANDS

3.3. VISITOR SATISFACTION WITH NATIONAL WILDLIFE REFUGES

Long -Term Goal 3.3 - By 2005, 90% of National Wildlife Refuge visitors are satisfied with the quality of their recreational/educational experience.

Annual Performance Goal 3.3.1 - By September 30, 2003, the Service will have completed and analyzed a national visitor satisfaction survey on National Wildlife Refuges.

Performance Measures	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
Develop a national visitor satisfaction survey	---	---	---	---	---	Completed
Establish a baseline measure for visitor satisfaction on National Wildlife Refuges.	---	---	---	---	---	Completed

Goal Purpose

The purpose of this new goal is to determine how well we are serving our broad visitor base and providing a quality experience to meet or exceed visitor needs and expectations. By surveying our visitors and using the information to set goals and improve service delivery, we expect to increase visitor trust in our ability to meet our public mission of working with others to conserve, protect, and enhance fish, wildlife, and plants and their habitats for the continuing benefit of the American people.

Resource Condition

In FY 2001, nearly 39 million people visited National Wildlife Refuges throughout the nation. Visitors come for a variety of purposes. Initial survey work released in 2001 by the University of Michigan, as part of the American Customer Satisfaction Index (ACSI), shows that 64% of our visitors come to observe birds and wildlife, 57% come to hike, 47% come to our visitor centers, 40% come for the photography opportunities, 31% come to picnic, 23% come to fish, 20% come for boating and canoeing, 8% come to hunt, and 7% come for off road vehicle use. The proportion of off road vehicle use is suspect as off road use is not allowed at

most refuges. Priority visitor activities at refuges, as specified in the Refuge System Improvement Act of 1997, are hunting, fishing, photography, wildlife observation, environmental education, and interpretation.

The ACSI methodology involved random digit telephone dialing across the United States to locate 258 adults who have visited a National Wildlife Refuge within the past 2 years and who responded to the survey. The respondents visited 141 different National Wildlife Refuges geographically distributed throughout the country. About 86% of the respondents were very satisfied with the refuge they visited.

For the past few years, FWS has contracted with the U.S. Geological Survey to evaluate visitor satisfaction with the fee demonstration program conducted at 91 National Wildlife Refuges. In this context, 84% of visitors expressed satisfaction with the quality of services experienced at the refuge visited, in connection with the fees paid. In 1995, FWS contracted with National Park Service (NPS) Visitor Services Project (using the University of Idaho) to pilot a comment card survey at three National Wildlife Refuges. Ninety-five percent of respondents found the overall quality of services and



facilities to be good or very good. However, less than 50% of the visitors who accepted the survey, which was handed out on site, completed the survey and returned the comment card to the University of Idaho. FWS did not continue this pilot.

Goal Achievement and Strategies

These three early survey efforts — ACSI, fee demonstration program, and NPS pilot — have laid the foundation for establishing a national visitor satisfaction goal that will be consistent with the methodology employed by the NPS and Bureau of Land Management (BLM). We are presently working with BLM and NPS to devise an on site survey that will be comparable to the on site survey programs those bureaus maintain, and provide useful information to inform our decision-making and improve visitor satisfaction. Consistent methodology will yield more comparable results and help us better share best practices and learn from prior efforts.

To help ensure that we are asking the most appropriate questions for our refuge visitors, we are learning from our earlier survey results and employing several strategies. For example, through a series of carefully crafted questions, using the ACSI model, we learned that environmental education appears to be the activity that provides the greatest leverage for improving satisfaction. As a consequence, we will review environmental education opportunities already offered at refuges and other land management agency sites. We will informally talk to employees and volunteers involved in presenting environmental education, and find out what customer feedback they have already obtained and how they used that information. If appropriate, we may have a few refuges hand out general, open-ended comment cards during environmental education programs, to obtain some preliminary qualitative feedback. On further review of survey results from sister agencies and our own early survey efforts, we may use this approach for other aspects of visitor satisfaction, e.g., regarding facilities. By gaining this sort of qualitative information at a few well-dispersed and diverse sites, we will develop a more comprehensive, useful visitor satisfaction survey tool that addresses environmental education and other interests.

To facilitate our ability to conduct timely customer surveys, we have worked closely with other bureaus and offices to develop and finalize the Department's broad Office of Management and Budget (OMB) generic clearance for customer satisfaction work, which was published in the Federal Register on December 5, 2001, at 66 FR 63,250. OMB approved our final generic clearance in January 2002, under OMB control number 1040-0001. This clearance allows us a means to obtain expedited OMB approval within 10 business days for specific survey instruments. Using the generic clearance, we will craft suitable survey questions, devise a more precise survey methodology, respond to OMB's questions for expedited approval, and work to obtain expedited approval for our visitor satisfaction survey tool. We will conduct our survey at designated National Wildlife Refuges in the spring and summer 2002, and receive results and analysis in the fall to enable us to establish a baseline and set a more accurate long-term goal target for FY 2003.

We have informed refuge managers and staff of our customer satisfaction survey efforts through our nationally distributed Refuge System Updates and at a December 2001 visitor services workshop. Once the generic clearance is in place, we will work with refuge managers and others to choose appropriate sites and times to survey during the spring and summer of 2002.

Based on our earlier survey work, as described above, and based on expected budget increases for the National Wildlife Refuge System, we presently anticipate meeting our target of 90% visitor satisfaction by 2005. Once the baseline study is completed for this goal, the target may need to be revised accordingly.

Benefits Derived

By surveying visitors at various National Wildlife Refuges, we show the public that we are interested in hearing from them, and we will gain important insights on the visitor experience at our public facilities on site. We will use the results of these surveys to set goals and measures demonstrating that our visitors' opinions matter. The results of these surveys will guide the Service in meeting the public's expectations of a quality refuge experience as well as assure that visits are safe, enjoy-

able and educational. In addition, this process will further enhance public trust in our ability to carry out our stewardship mission.

FY 2001 ANNUAL PERFORMANCE REPORT

Long-term and annual performance goals 3.3 and 3.3.1 are new for FY 2003; therefore, FY 2001 annual reporting is not applicable.





MISSION GOAL 4 PARTNERSHIPS IN NATURAL RESOURCES

The purpose of this mission goal is to support and strengthen partnerships with Tribal Governments, States, local governments, and others in their efforts to conserve and enjoy fish, wildlife, plants, and habitats. The Service, in response to feedback received during our fall 1999 strategic planning stakeholder and employee consultation sessions, added this fourth mission goal to more fully reflect our commitment to support our partners' efforts in the conservation of fish, wildlife, plants, and their habitats. This mission goal, Partnerships in Natural Resources, encompasses the statutory mandates, and agreements where the Service has responsibility or can assist in the conservation of natural resources. As the Service strives to create a stronger system for maintaining or improving environmental systems essential to the sustainability of fish and wildlife, we know this job cannot be done alone. The intention of this goal is to focus our efforts to support a network of working relationships by building on common interests and values to achieve the greatest possible benefit for the resources.

4.1 Tribes

We understand our trust responsibility to Native American Tribes. The Service is committed to working with Tribes to assist them in the protection and conservation of fish, wildlife, plant, and habitat resources. The Service has a long history of working with Native American governments in managing natural resources. These relationships are expanding, within the Service's available funding, by improving communications and cooperation, providing fish and wildlife management expertise and assistance and respecting the traditional knowledge, experience and perspectives of Native Americans in managing natural resources. We are working to enhance partnerships with the Tribes to address specific resource issues. The long-term and annual goals acknowledge our commitment and support for Tribal partnerships.

4.2 States

The Service has partnered with State governments for many years in the conservation of fish and wildlife populations. State agencies are integral to the successful conservation of American fish and wildlife resources. Through the Sport Fish Restoration and Wildlife Restoration grants to States programs, States have been key contributors in the conservation of important fish and wildlife habitat, restoration of declining migratory bird populations, expanding populations of resident species such as wild turkey, white-tailed deer, pronghorn antelope, and American elk, and the development of wildlife management areas providing opportunities



for birdwatching, nature photography, and other outdoor pursuits.

The Service administers a State grants programs in support of sport fish restoration and wildlife restoration activities. The Service maintains a Federal fiduciary responsibility to ensure that Federal grant funds are used consistently with legislative requirements. After the Service awards funds to States, each State has full responsibility and authority to implement funded actions. The Service recognizes that these assistance programs offer unique opportunities to build commonly held understandings about how to reach commonly shared goals for protecting and restoring fish and wildlife habitat throughout the United States. The long-term and annual goals set standards of performance for the Service over the next few years to improve the busi-

ness operations and internal and external accountability of the grants programs.

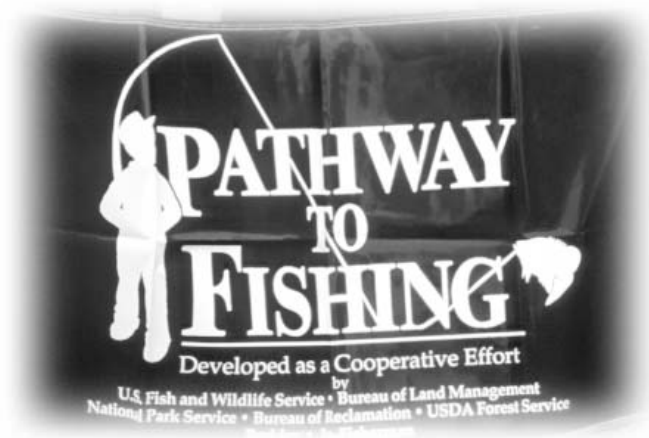
4.3 Other Federal Agencies

Among the partners with whom FWS will work closely are other Federal agencies. The Service's responsibilities for threatened and endangered species, migratory birds, some marine mammals and fisheries intersect with or support the work of many other Federal departments. We must work closely with these Federal partners, to help ensure we direct our efforts in a way that complements Federal efforts and supports the achievement of common goals. This new element in our revised strategic plan underscores the importance of strong coordination among Federal partners.

4.4 Local Governments, Industry, and Public Organizations

It is at the local, community, and neighborhood level that natural resource issues often originate and are resolved. The Service engages and assists local leaders

and communities in an effort to meet and resolve these challenges. The Service works with stakeholders across the country providing resource information of concern to them. The Service is employing new technologies to make information more accessible and relevant to the public. Public stewardship of fish and wildlife resources should reduce pressure to include habitats only in Federal reserves, and should minimize threats to species causing their listing as threatened or endangered under the Endangered Species Act. Public stewardship of natural resources will become increasingly important in this era of declining government budgets. As the public takes a more active role in maintaining its natural resource heritage, Federal dollars can be more effectively used to supplement local efforts to conserve fish and wildlife resources. The Service encourages public stewardship activities by offering a variety of voluntary grants programs for restoration of wetlands and upland habitats, important coastal areas and other conservation efforts.





LINK BUDGETARY RESOURCES TO MISSION GOAL IV - PARTNERSHIPS IN NATURAL RESOURCES

The following table provides a crosswalk of appropriated and permanently appropriated funds to Mission Goal IV, Partnerships in Natural Resources, for FY 2001 Enacted, FY 2002 Enacted, and FY 2003 Budget Request.

Subactivity (\$000)	FY 2001 Enacted			FY 2002 Enacted			FY 2003 Budget Request		
	Total	Mission Goal 4	%	Total	Mission Goal 4	%	Total	Mission Goal 4	%
Resource Management	834,440	0	0%	880,816	0	0%	934,726	0	0%
Construction	89,761	0	0%	56,313	0	0%	36,196	0	0%
Land Acquisition	121,846	0	0%	99,856	0	0%	71,127	0	0%
Landowner Incentive	0	0	---	40,000	0	0%	50,000	0	0%
Private Stewardship	0	0	---	10,000	0	0%	10,000	0	0%
Wildlife Conservation & Appreciation Fund	795	0	0%	0	0	---	0	0	---
State Wildlife and Tribal Grants	49,890	0	0%	60,000	0	0%	60,000	0	0%
National Wildlife Refuge Fund	11,541	0	0%	14,554	0	0%	14,558	0	0%
North American Wetlands Conservation Fund	39,912	0	0%	43,500	0	0%	43,560	0	0%
Cooperative Endangered Species Cons. Fund	104,694	0	0%	96,235	0	0%	91,000	0	0%
Multinational Species Conservation Fund	3,243	0	0%	4,000	0	0%	5,000	0	0%
Neotropical Migratory Bird Conservation	0	0	---	3,000	0	0%	0	0	---
Federal Aid	49,890	49,880	100%	0	0	---	0	0	---
TOTAL APPROPRIATIONS	1,306,012	49,880	4%	1,308,274	0	0%	1,316,167	0	0%
Federal Aid in Wildlife Restoration	214,934	214,934	100%	198,486	198,486	100%	206,000	206,000	100%
Sport Fish Restoration	248,603	248,603	100%	299,093	299,093	100%	354,418	354,418	100%

Note: The above totals include adjustments in 2001-2003 to reflect a legislative proposal to shift to agencies the full cost of the CSRS pension and the Federal employee health benefits program for current employees.

Mission Goal 4 Budget History	FY 1999 Enacted (\$000)	FY 2000 Enacted (\$000)	FY 2001 Enacted (\$000)	FY 2002 Enacted (\$000)	FY 2003 Budget Request (\$000)
	440,804	509,696	463,537	497,579	560,418

PARTNERSHIPS IN NATURAL RESOURCES

4.1 TRIBAL GOVERNMENTS

Long -Term Goal 4.1: Through 2005, improve fish and wildlife populations and their habitats by increasing our annual Service fish and wildlife assistance to Native American Tribes in furtherance of the Native American Policy to 200 training sessions, 2,688 Tribal participants, 500 technical assistance projects, 325 cooperative agreements, and 525 Tribal consultations *.

Annual Performance Goal 4.1 - By September 30, 2003, increase technical assistance to Tribes by providing 142 training sessions, 1,217 Tribal participants, 330 technical assistance projects, 101 cooperative agreements, and 471 Tribal consultations.

Performance Measures	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
1. # of training sessions	---	---	17	17	142	142	142
2. # of Tribal participants	---	---	---	486	1,217	1,217	1,217
3. # of technical assistance projects	---	---	36	42	330	330	330
4. # of new or modified cooperative agreements	---	---	44 Partners F/W	52 Partners F/W	101	101	101
5. # of Tribal consultations	---	---	94	32	471	471	471

* The long term goal targets have been adjusted, from those contained in the Fish and Wildlife Service Strategic Plan covering FY 2000 - FY 2005, to reflect FY 2001 actual accomplishment data projected over the five year period. The target numbers shown for each year are annual (not cumulative).

Goal Purpose

The purpose of this goal is to identify areas where both Federal and Tribal conservation efforts can most effectively conserve fish, wildlife, plants, and their habitats.

Importance of the Goal

This goal is important because it demonstrates to Native Americans our willingness and commitment to advancing conservation by working cooperatively with our Tribal partners. In many instances, the Service's trust species are the same as the animals and plants that are deeply linked in the Native American culture and tradition.

Through Memoranda of Agreement (MOA) with Tribes, we have helped enhance and restore listed species

across the nation, such as the gray wolf, bald and golden eagles, and Black-footed ferret. Where the Service provides training and hands-on technical assistance to Tribes, we can maximize conservation benefits for Tribal lands and for ecosystems overall. We have provided matching funds financial assistance for projects through our administration of the North American Wetlands Conservation Act. By closely communicating and building trust with the Tribes, we are able to develop mutually beneficial resource goals that often collaterally increase Tribes' economic potential, e.g., through tourism.

Goal Achievement and Strategies

We are pursuing a number of strategies to achieve our goal, as described in our 2000-2005 Strategic Plan. For



this Annual Plan, we will focus on improving our government to government relations by actively seeking Tribal feedback on our policies, approaches (such as ecosystem management), and training and technical assistance priorities. We will also expand our efforts to train ourselves to be more culturally sensitive and aware of relevant legal and policy issues that impact Tribes and natural resources and further our government to government relations. We will also explore developing career path training for Tribal natural resource managers on a larger scale. We will continue and expand on our efforts to develop cooperative agreements for mutually beneficial restoration and enhancement activities and for improved communications that build a closer trust relationship. In particular, our Liaisons will focus on using the Partners for Fish and Wildlife Program as a vehicle to develop cooperative agreements with Tribes. See definition of "cooperative agreement" under Appendix.

Regarding consultations, in 2000, the vast majority of the consultations we initiated were of a preliminary, scoping nature. Over the next four years, we will work with Tribes on more in depth consultations on important areas of mutual interest uncovered by our scoping consultations. In approximately five years, we will again initiate scoping consultations, as part of a cyclical process to identify and address mutual natural resource issues and identify areas where we can jointly achieve significant species and habitat restoration effects. To help facilitate consultations and communication in general, in 2001, Region 3 has updated its directory of Tribes located within that region, to include email and web site data for the first time.



Benefits Derived

Many Tribes take an integrated, holistic approach to resource management, which complements our ecosystem approach. This approach to resource management will enable more effective management of critical habitat on Tribal lands to ensure selective recovery of threatened and endangered species as well as preservation of varieties of fish, wildlife, and plant species.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal 4.1 By September 30, 2001, increase technical assistance to Tribes by providing 17 training sessions, 100 Tribal participants, 42 technical assistance projects, 19 cooperative agreements, and 32 Tribal consultations.

Report: Goal Exceeded

In FY 2001, the Service exceeded its performance targets: 142 training sessions actual vs. 17 planned; 1,217 Tribal participants vs. 100 planned; 330 technical assistance projects for Tribes vs. 42 planned; 101 new cooperative agreements vs. 10 planned; and 471 tribal consultations vs. 32 planned. Initially, the FY 2001 planned performance measure targets were estimated by the Native Liaison Officers at each of the seven Regional Offices, without reference to the Division of Fish and Wildlife Management Assistance's annual Fisheries Information System Accomplishment Module, which tracks data for the Tribal Governments goal. Thus, as the fiscal year reporting progressed, the Division of Fish and Wildlife Management Assistance's annual Fisheries Information System Accomplishment Module was accumulating data far in excess of the initial estimates. This would account for the significant difference between the planned FY 2001 targets and the final FY 2001 actual data. All future planned performance measures will be closely coordinated with the Fisheries Information System Accomplishment Module.

One example of a Tribal Government accomplishment involves the Partners for Fish and Wildlife Program which partnered with the Nanticoke Lenni-Lenape Indians of New Jersey, Inc. (State-recognized tribe), and the Natural Resource Conservation Service to restore grasslands on tribal lands in May 2001. A 12-acre stand of native warm-season grasses and wildflowers

was established to benefit grassland-dependent birds, wild herbivores, and insect pollinators in southern New Jersey. Additionally, sweetgrass (*Hierochloe odorata*), a native plant with cultural significance to the Nanticoke Lenni-Lenape Tribe, will be planted once propagation is completed in 2002.

In another accomplishment In Juneau County, Wisconsin, the Partners for Fish and Wildlife Program completed the Ho-Chunk Wetland Restoration project on land owned by the Ho-Chunk Tribe. Funding was provided by the Service, Wisconsin Waterfowl Association (WWA), and the Ho-Chunk Nation. LMS Construction was the contractor and donated a significant amount of time. Restoration designs were completed by Jeff Nania of WWA and Partners Program biologist, Manny Johnson, located at Necedah National Wildlife Refuge. Manny is a Native American tribal member from a northern Wisconsin tribe. The work involved filling two



View of the completed wetland restoration.

ditches with a total length of 3,250 feet and the removal of one tile drain. This restored hydrology to 75 acres of drained wetlands in 12 separate basins. The site will be open to the public. A dedication ceremony was held in August 2001 on the site.

Performance Measure	<ol style="list-style-type: none"> 1. # of training sessions 2. # of Tribal participants 3. # of technical assistance projects for Tribes 4. # of cooperative agreements 5. # of Tribal consultations
Data Source	Division of Fish and Wildlife Management Assistance's annual Fisheries Information System Accomplishment Module. Regional and National Native American Liaisons will collect data from internal cross-program data sources, using a common data collection methodology. National Liaison will analyze, compile, and report on data.
Baseline	17 training sessions; 486 Tribal participants; 42 technical projects; 52 new or modified agreements; and 32 Tribal consultations
Verification	Data will be reviewed and verified by the Deputy Assistant Regional Directors - External Affairs, through the Regional Liaisons. The Deputy Assistant Director - External Affairs reviews and certifies accuracy and completeness of data, as compiled at national level by the Chief, Branch of Fish and Wildlife Management Assistance in coordination with the National Liaison Offices. All offices responsible for collecting and aggregating data use consistent procedures for data collection, entry, and reporting.
Data Limitations	Some data collection inconsistencies and data gaps may exist due to staffing variations in various Regions of the Service.



PARTNERSHIPS IN NATURAL RESOURCES

4.2 SPORT FISH AND WILDLIFE RESTORATION GRANTS MANAGEMENT

Long-Term Goal 4.2: From 2001 through 2005, the Service will improve grants management through automation for 80% of the States' and territories' grant proposals.

Annual Performance Goal 4.2.1 - By September 30, 2003, improve grant/management processing and accomplishment reporting systems throughout all Service Federal Aid offices.

Performance Measures	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
1. # of State and Federal Aid staff trained in modern management processing - Federal Assistance Information Management System (FAIMS) Baseline = 225 staff *	---	---	60	20	20	20	100
2. FAIMS phase 1 implementation (%) **	---	---	80%	95%	95%	100%	---

*Note that there are five different training courses for FAIMS at the beginning of FY-2001, and that they cover the specialties of: FAIMS Administration, Contract Administration, Fiscal, FFS Interface, and Grant Specialist areas. They are offered as needed to ensure the integrity of the FAIMS data and operation. During FY2001 all five were offered. Only two, Grant Specialist and Fiscal are planned offerings in FY-2001 as of 3/2001. Courses will be offered on demand in FY 2002.

**Measure number 2 ends with FY 2002. This measure indicates the percentage of completion of the automation processes involved in electronic granting. This measure covers automation of Federal Assistance readiness to use the Department's electronic grants choice.

Purpose of the Goal

The objective of this goal is to develop a state-of-the-art electronic grants management system to provide efficient, effective delivery and tracking of grants and standardization of documentation for accountability, reporting, and auditing. Automation of grants processes will reduce data entry error and allow faster grant funding, so that States and territories can put the money to work to benefit resources.

Importance of the Goal

We have found that State and territorial agencies are integral to the successful conservation of American fish and wildlife resources. Through the Sport Fish Restoration and the Wildlife Restoration grants, as well as grant programs for coastal wetlands conservation, clean vessel pumpout stations, boating infrastructure, and partners for wildlife, States and territories have been key contributors to fish and wildlife conservation.

These grants have enabled work with important fish and wildlife habitats to restore declining migratory bird populations and develop populations of resident species such as wild turkey, white-tailed deer, pronghorn antelope, and American elk. In addition, these grants have aided in the development of multiple use wildlife management areas, providing opportunities for birdwatching, nature photography, and other outdoor pursuits.

Getting grant funds to the States and territories in a timely manner to fund projects is the first step in fish and wildlife conservation in the Federal Assistance program. Nationwide adoption of a standardized grants management system will greatly increase our efficiency and effectiveness in the processing and accountability of grants. It will also provide a standardized approach, common data sets/files, accurate financial accounting and reporting, and a consistent audit trail for effective grants management and enhanced data security.

Reporting accomplishments to stakeholders and Congress in a timely manner is critical for developing and maintaining program credibility.

Goal Achievement and Strategies

FAIMS

The Service is exploring automated electronic grants processing through the Interior Department's Interagency Working Group. The Division of Federal Assistance is an active participant in this Interagency process. The Federal Assistance functions in the Regions and Washington Office will employ the Federal Assistance Information Management System (FAIMS) and its interface with the Service's Federal Financial System as the primary system for executing grants. We will develop the necessary links to any automated system the Department selects. Phase One of FAIMS is the full development and implementation of the internal system. This internal system serves as the backbone for the entire grants management process in Federal Assistance, and includes a basis for electronic granting. It ensures consistency and reliability in grants data, financial data, and accomplishment reporting.

Systems Training

Training in FAIMS is important because of system complexity, a need for consistent treatment of data, and system changes and updates. All Federal Assistance staff require training pertaining to their area of FAIMS. Initially, 125 individuals will be trained in basic operations, in time, all 125 will be trained in their specific area of interest: fiscal, grant information, accomplishment reports. This training will be updated as needed.



In FY 2000 we trained 60 Federal Assistance employees on different aspects of FAIMS operations to enable the system to become operational with the Division. In FY 2001 we trained 20 Federal Assistance employees. We plan on training at least an additional 20 employees in FY 2002

In FY 2001 and FY 2002 Federal Assistance will complete its readiness to process grants electronically, needing only Departmental approvals to start. Prior to Federal Assistance moving to electronic granting, it must be able to use the common interface currently under development by DOI.

Benefits Realized

In 2000, the Service developed comprehensive corrective actions, with planned completion dates to 2002, that address areas needing improvement. Progress is monitored through the management control corrective action reporting process. Corrective actions cover such areas as grants audit review and resolution, financial reconciliation, the Federal Assistance Information Management System, and grant operations. A fully integrated (linking the Federal Financial System and Federal Assistance Information Management System) became operational in July 2000. This linkage greatly facilitates reconciliation of grant fiscal obligation and expenditure details. FAIMS now provides a uniform method of recording both the fiscal information and the performance of each and every Federal Assistance grant. This affords the Service a standardized approach, common data sets/files, and consistent audit trails for effective grants management. See Section III, Management Issues, below, for additional information on Federal Assistance management controls.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal 4.2.1 By September 30, 2001, improve grant/management processing and accomplishment reporting systems throughout all Service Federal Aid offices.

Report: Goal Met

Both FY 2001 performance measure targets were met. Twenty Federal Aid staffed were trained in their area of



FAIMS. Training in FAIMS is important because of system complexity, a need for consistent treatment of data, and system changes and updates. This training is essential for the Federal Assistance program to complete its readiness to process grants electronically. Also, about 95% of Phase One of the automation process involved in electronic granting is complete. Phase One is the full development and implementation of the internal system,

which serves as the backbone for the entire grants management process in Federal Assistance, and includes a basis for electronic granting. It ensure consistency and reliability in grants data, financial data, accountability, and accomplishment reporting.



Performance Measure	1. # of state and Federal Assistance staff trained in FAIMS. 2. Percentage of completion of Federal Assistance's internal electronic granting capability (this goal ends in FY 2002).
Data Source	Regional offices collect the primary data and furnish it to the FA Washington office for summarization.
Baseline	The baseline of 225 is the total number of state and Federal Aid staff needing initial training during FY 2000 and FY 2003 and beyond.
Data Verification	Federal Assistance Washington Office samples and tests the data submitted by all sources as needed. The compiled and summarized data is shared with the regional offices before it is submitted to the Assistant Director-Migratory Birds and State Programs for review, discussion and comment. The Washington Office and Regional Federal Assistance Chiefs certify the data being reported in this goal.
Data Limitations	There may be some disparity in the tabulations due to differences in fiscal years, incomplete activities, and several different locations for data sources which could impact timing and reporting. Further, if full implementation of FAIMS is delayed, there could be a negative impact on this initiative.

PARTNERSHIPS IN NATURAL RESOURCES

4.3 PARTNERSHIPS IN ACCOUNTABILITY

Long -Term Goal 4.3: From FY 2001-2005, the Service will have in place processes and procedures to ensure accuracy, consistency, and integrity in all its Federal Aid internal and external financial programs.

Annual Performance Goal 4.3.1 - By September 30, 2003, the Service will establish a State grants and administrative costs audit program to ensure accountability and financial integrity of all Federal Assistance program expenditures for State Wildlife and Sport Fish Restoration Programs.

Performance Measure	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
1.% of all draft audit reports due that are delivered to States within 60 days of completion of the audit (%=delivered/due)	--	--	0 (0/9)	22% (2/9)	0% (0/9)	23% (3/13)	46% (6/13)

2. Resolution of Audit Findings with external stakeholders

2a. % of Corrective Action Plans(CAP) written within 120 days of completion of the audit (%= completed/due)	--	--	0 (0/9)	22% (2/9)	0% (0/9)	20% (3/13)	54% (5/13)
2b. % audit policy chapters published (%=published/due)	--	--	0	66% (4/6)	0% (0/6)	100% (6/6)	---
2c. % resolution of audit findings completed within 180 days of issuing the CAP. *			10%	25%	34%	60%	70%

3. Internal Administrative Audit Resolutions **

3a. % resolution of internal administrative audit findings	---	---	---	In process	In process	100%	---
--	-----	-----	-----	------------	------------	------	-----

Notes:

Performance Measure 2a. There were 9 audits completed in FY 2000, there were no CAPs produced within 120 days. In FY 2002 there are 13 audits scheduled and we expect an improvement in the number of CAPS written within 120 days, to 5, or 38%. For 2c. The measure in this goal shows the actual resolution of audit findings in a manner consistent with the CAP within 180 days of being issued. This measure indicates what was resolved in a timely manner regardless of when the CAP was issued.

* Due to two factors: 1) the range of potential audit findings being largely unknown until completion of any given audit, and 2) the differences experienced in findings ranging from a simple (signature on a time sheet) to an extremely complex (needing a major change in the State accounting system) it is impossible to be exact in projecting these measures. The measure shall remain "% resolution of audit finding within 180 days..."

** Federal Assistance program internal audit of administrative fund expenditures is scheduled in FY 2003 covering the period of FY 2001 and FY 2002. There was an internal audit covering FY 1998 and FY 1999 performed in FY 2001.



Goal Purpose

The objective of this goal is to establish, maintain, and implement consistent standards, operating procedures, and regularly scheduled internal reviews and assessments of program operations.

Importance of the Goal

Because we maintain a Federal fiduciary responsibility to ensure that use of Federal grant funds is consistent with legislative requirements, the Service must provide for the conduct of an objective internal audit of the State grants accountability including financial and project performance. Further, we believe that as stewards of the public trust, the Service must also provide for the conduct of an objective audit of the Service use of administrative funds in the administration of the Federal Assistance grants programs.

Removing errors and inconsistencies in our financial systems and our use of these systems is critical in meeting our fiduciary responsibility for grants' management as well as ensuring responsible use of public funds. As part of recent reviews of the Federal Assistance programs, we discovered a lack of uniformity in the application and interpretation of Federal Assistance standards guidance at field locations. During 1999, we successfully initiated the first cycle audit of the State grant activity. Further, in FY 2000, the Service initiated the first internal administrative review audit of the Federal Assistance operations including funds accountability. This audit was performed in FY 2001.

Goal Achievement and Strategies

The Service will use a variety of strategies focusing on the two objectives for this goal. Critical to the success of these strategies will be consistency in communication of Federal Assistance policies and guidance among Service Federal Assistance staff and cooperation with partners in the delivery of the grant's program.

Strategies to achieve these goals include:

- Developing criteria and requirements for the conduct of objective State program audits.
- Promoting a work environment that fosters internal program assessments and evaluation of program delivery by the Federal Assistance staff.

- Analysis and utilization of audit and program assessment findings as means to improve Federal Assistance program delivery and strengthen internal administrative practices.

The auditors prepare a draft audit report and deliver it to the State at the Exit Conference. This measure involves having that report drafted and deliverable within 60 days of the end of the on-site portion of the audit. This an important measure both for the States and Federal Assistance in that it provides for timely discussion of audit findings prior to issuance of a final audit report and development of a Corrective Action Plan (CAP).

The Service generally completes 8-12 audits per year, Reportable audit findings typically range from 10-20 findings per audit or 80-240 findings per year. Once the findings are issued the State and the Federal Assistance office will develop a CAP. The Service's measure of success involves early identification of audit findings and resolving all issues on the CAP within 180 days of it being issued. The importance of issuing the policy audit is in setting clear policy and guidance on conducting and resolving audits.

Benefits Derived

Audit, evaluation, and assessment provide important information for decision makers to assess the contribution programs are making to the results we want to achieve in the administration of the Federal Assistance program. Evaluation helps to determine or identify factors affecting performance and highlight opportunities to improve. Evaluations also avoid an incorrect assessment of program performance. Audit resolution is a critical measure on audit functionality and attending to program needs. Steady improvement in this area benefits the Service as well as all grantees.

FY 2001 ANNUAL PERFORMANCE REPORT

Goal 4.3.1 By September 30, 2001, the Service will establish a State grants and administrative costs audit program to ensure accountability and financial integrity of all Federal Assistance program expenditures for State Wildlife and Sport Fish Restoration Programs.

Report Note:

The FY 2001 Annual Performance Goal contains four distinct performance targets. The Service was successful in meeting one of the four targets for FY 2001. However, it should be noted that although successful performance of this goal is influenced by the Service, achievement can not be realized without significant contributions by the principle partner, Defense Contract Audit Agency (DCAA).

Performance Goal Target 1, 2(a), (b),:

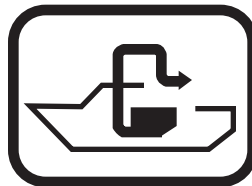
Goals Not Met.

The Service was not successful in meeting the three performance measures for FY 2001 as a result of less than satisfactory performance by the primary audit contractor whose responsibility it was to assure that draft audit reports were made available to the Service within 60 days of completion. As a result, the Fish and Wildlife Service has terminated the audit contract with DCAA effective September 30, 2001. The audit activity will be conducted by the Department of the Interior’s Office of

the Inspector General. The Office of the Inspector General will be reporting to the Fish and Wildlife Service’s Division of Federal Aid monthly to provide accurate and timely status of progress on all Federal Aid audit activities. Additionally, the Federal Aid Regional Office along with Washington Federal Aid Office will aid the States in addressing the audit findings, initiating corrective actions and starting to prepare Corrective Action Plans during the audit fieldwork. Although the Service did not meet its performance target of publishing 4 of 6 audit policy chapters during FY 2001, the chapters have been drafted and in the final stages of the approval process for publication in the Federal Register. These chapters will be published in FY 2002.

Performance Goal Target 2(c): Goal Exceeded

The Service anticipated completing 25% resolution of audit findings within 180 days of issuing the CAP. The Service exceeded this performance level – by resolving 35% of audit findings within the 180 day period.



Performance Measure	1. % of all draft audit reports will be available to States within 60 days of completion of the audit exit conference. 2. % of resolution of audit findings will occur within 180 days of issuing corrective action plan. 3. % Internal Administrative fund audit resolution (Ends FY 2002)
Data Source	Results of a financial improvement initiatives (expanded oversight of States programs by regional offices during non-audit years) are reviewed by FA Washington Office and coordinated with Regional Offices and audit contractors, as needed.
Verification	The compiled data along with appropriate analyses will be provided to the Assistant Director, Migratory Birds and States Programs by the Chief in the Washington Office of Federal Assistance for review.
Data Limitations	The timing of the availability of the data may hamper various analyses and summaries because reports for audits are sometimes 30-60 days late and some audit reports may be held up due to unusual events such as States special legislative sessions and/or States reorganizations that impact the flow of needed financial data for audit reports.
Baseline	1. 0% of all draft reports within 60 days of completion of audit in 2001. 2.a. 0/9 issued in a timely manner in 2001 2.b. 0/6 in FY 2001 2.c. 3/9 (33%) in FY 2000



PARTNERSHIPS IN NATURAL RESOURCES

4.3 PARTNERSHIPS IN ACCOUNTABILITY

Long -Term Goal 4.3: By 2005, the Service will have in place processes and procedures to ensure accuracy, consistency, and integrity in all its Federal Aid internal and external financial programs.

Annual Performance Goal 4.3.2 - By September 30, 2003, the Service will require Service staff to take training courses in basic grants management, audit preparation management, and audit resolution, and offer these training courses to State staff, using existing government grant management certification training courses or design new courses.

Performance Measures	FY 98 Actual	FY 99 Actual	FY 00 Actual	FY 01 Plan	FY 01 Actual	FY 02 Final Plan	FY 03 Plan
1. # of State and Service staff completing basic grants management courses	--	--	98	40	40	72	40
2 a # of Service staff completing additional grants management training	--	--	58	25	25	74	12
2 b. # of State staff completing additional grants management training	--	--	28	60	69	180	96

Goal Purpose

The objective of this goal is to use Federal Aid Training Program courses, Federal Aid Regional Office workshops and training, and other management certification training courses for State and Regional/Washington Office Federal Aid staff who are responsible for grants management. The purpose of this training is to improve grant management efficiency, promote consistency, and reduce audit findings of projects supported by *Federal Aid in Wildlife and Sport Fish Restoration Acts* funding.

Importance of the Goal

Since 1986, the Defense Contract Audit Agency, the Service's contract auditor, has completed 62 audits of State wildlife resource agencies (some agencies have more than one division handling Federal Aid). These audits have revealed a significant number of common problems and issues. Among the more pressing is the

need to provide consistent, pertinent training to all State staff and Service staff who have grant management responsibilities.

Goal Achievement and Strategies

The Service will use existing government grant management certification courses or design and test additional courses intended to provide State and Service Federal Aid employees with a common background knowledge and understanding to manage grants, document/approve disbursements and ensure that grant files are completed accurately and kept up-to-date for annual review/audits.

Benefits Derived

Effective training programs will promote consistent interpretation and application of regulations, policies, and processes in grants programs. With effective training programs in place, there will be a decrease in the

amount of time required to audit each resource agency. Better understanding and application of rules and policies will reduce audit findings and make the Service's grant programs more efficient and effective. The cost savings thus derived will be distributed back to States for their fish and wildlife conservation programs. The training will also help ensure that the quality of grant project files Service wide will meet the same high standards across the country.

FY 2001 Annual Performance Report

Goal 4.3.2 By September 30, 2001, the Service will require Service staff to take training courses in basic grants management, audit preparation management, and audit resolution, and offer these training courses to

State staff, using existing government grant management certification training courses or design new courses.

Report: Goal Exceeded

In FY 2001, 43 state and Service staff completed basic grants management courses compared to the target of 40; 25 Service staff completed additional grants management training meeting the target of 25; and 69 state staff completed additional management training compared to the target of 69.

Performance Measure	1. # of State and Service staff completing basic grants management course. 2. # of Service staff completing additional grants management training. 3. # of State staff completing additional grants management training.
Data Source	Primary data collection is completed by the Regional Offices, NCTC, and private contractors. Data is reviewed, analyzed, and compiled at FA Washington Office.
Verification	The FA Washington Office compiles the data; reviews, analyzes and summarizes it to reflect the results of initiatives and provide final package to the Assistant Director, External Affairs, for approval and certification.
Data Limitations	The limited availability of instructors for the various courses may delay the planned training. Further, currently the courses generally fill up the first day they are announced, which is indicative of the need for more courses.
Baseline	The target for Service staff is 125; however, due to turnover, retirements, etc. the actual number of Service staff that will receive training will exceed 125.

Section III

Additional Annual Performance Plan Information

III.1 Customer Service

Virtually everyone who lives in or visits our country experiences the results of our work whether it is enjoying the sight of a flock of geese or experiencing a restored wetland or fishing in a lake. We work hard to manage and protect natural resources for current and future generations. We are interested in learning what our customers think we are doing and what areas need improvement. By "customers," we include both internal customers (our employees in various ranks and offices throughout the nation and our volunteers) and external customers (stakeholders, other agencies, Congress, the public). Customer feedback is vital information for a learning organization that seeks continuous improvement.

For example, we actively sought advice from our stakeholders to help us set the long-term goals that became the cornerstones of our first Strategic Plan in 1997. We held 14 listening conferences across the country for stakeholders and employees and received over 1,000 responses to our survey. In 1999, we again actively sought feedback from our customers as we engaged in our review and updating of our 2000 - 2005 Strategic Plan. We listened and made major revisions to the Strategic Plan. We developed a new mission goal directed at strengthening our partnerships with Tribes, States, and territories.

We are currently developing a customer satisfaction baseline during FY 2003. This baseline will include a summary of our fall 2000 inventory of customer service activities across the agency, results from the Department's customer service training needs survey, results from our internal survey on personnel services, and results from the American Customer Satisfaction Index (ACSI), surveying visitors to our refuges. Over 38 million people visit our national wildlife refuges each year. The ACSI contractor has conducted random digit telephone surveys of 200 recent visitors. During FY 2003 refuges will initiate visitor satisfaction surveys on a selected number of refuges that will be conquerable to other surveys of the National Park Service and Bureau of Land Management.

In addition to establishing a baseline, these initial survey results will be analyzed and used to develop customer service-related goals and measures. We hope to have sufficient information to be able to modify our FY 2004 annual performance plan to include customer service performance goals and measures. Further, we anticipate revising our 2000-2005 Strategic Plan to include new long-term goals related to improving our customer service activities.

We are active participants in the Department's



Customer Service Forum and worked with the Department in shaping its Customer Service Policy and Customer Service Excellence Award program, among other collaborative efforts. We will appropriately revise and implement the Departmental customer service programs for the Service to help further instill a customer service ethic within our agency. We are committed to listening to the public and continuously improving our performance to meet our mission.

III.2 Crosscutting Issues

The Fish and Wildlife Service is responsible for the protection and conservation of the nation's fish and wildlife resources, recognizes the importance of partnerships with others in order to fulfill this mission. It is through a collaborative approach to conservation that the Fish and Wildlife Service can realize the accomplishment of the strategic plan's long-term performance goals outlined in this document. Virtually, all of the results that we strive to achieve require the concerted and coordinated efforts of two or more agencies. Our long-term performance goals create a structure to involve more people and partnerships in shaping natural resource management. This dialogue can begin with the development of joint or common performance goals with other federal agencies concerned with natural resource management issues. Although the Fish and Wildlife Service plays an important role in conservation and protection of fish and wildlife resources, we recognize that no single government agency or collection of agencies can accomplish this task alone.

In FY 2003, we will continue to make progress in the coordination of cross-agency efforts to ensure a more effective and efficient method for conserving and protecting natural resources. Examples of ongoing efforts include:

- **Cooperative Conservation Initiative**
The Cooperative Conservation Initiative is a funding program to steward working landscapes and stimulate conservation innovation. It earmarks \$100 million for Bureau of Land Management, Fish and Wildlife Service, and National Park Service to work cooperatively with landowners, land user groups,

environmental organizations, communities, local and State governments, Tribes, and industries on conservation agreements that advance the health of the land and the well-being of people. As part of this effort, the Fish and Wildlife Service will expand its capacity to protect and conserve wildlife and important habitat on private lands. The initiative will provide new opportunities to expand on a modest refuge challenge grant program that funds wildlife habitat conservation and restoration projects on refuges and adjacent private lands. In addition, the Service will be able to target restoration projects that benefit partners by providing assistance in improving habitat for the restoration of fisheries resources, and giving landowners the tools needed to restore wetlands and upland wildlife habitat on private lands.

- **Everglades Restoration Plan**

The Comprehensive Everglades Restoration Plan (CERP) is the most far-reaching and ambitious ecosystem restoration project ever undertaken in the U.S. The 30-year restoration effort is designed to restore the Everglade's hydrological and ecological functions, which have seriously degraded by 50 years of flood control and drainage projects. The Service will team with the National Park Service, U.S. Geological Service, Corp of Engineers, state of Florida, and other partners to ensure that the objectives of the CERP are met. The Service's efforts will restore habitat for wetland-dependent and other aquatic species, restore native aquatic species, and benefit recreational and commercial fisheries, and other aquatic resources.

- **Northwest Forest Plan**

In 1994, the Northwest Forest Plan was initiated and represents a comprehensive and cooperative approach to managing forest in the Pacific Northwest region. The Forest Plan provides economic and employment assistance to communities impacted by changing forest management practices, and for significant long-term conservation and management benefits of key species on federal lands, such as the northern spotted owl, marbled murrelet, grizzly bear, and gray wolf. In 1995, the Fish and Wildlife Service, National Marine Fisheries Service, Bureau of Land

Management, and U.S. Forest Service signed an inter-agency memorandum implementing streamlined consultation for forest health projects.

- **Invasive Species**

Invasive species are among the most significant domestic and international threats to fish and wildlife. Only habitat destruction has a greater impact on ecosystems and the fish and wildlife they sustain. Several pieces of legislation were passed to address this threat. The *National Invasive Species Act* was passed in 1996 amending the *Nonindigenous Aquatic Nuisance Prevention and Control Act of 1990*. The 1990 Act established the Aquatic Nuisance Species (ANS) Task Force to direct ANS activities annually (<http://www.invasivespecies.gov/>). The Task Force is co-chaired by the U.S. Fish and Wildlife Service and the National Oceanic and Atmospheric Administration. Other members include the National Marine Fisheries Service, Environmental Protection Agency, Department of Agriculture, the U.S. Coast Guard, the U.S. State Department, and the Army Corps of Engineers.

The National Invasive Species Council indicates that entry of invasive species is generally detected by federal agency staff (the Animal and Plant Health Inspection Service for plants and insects; U.S. customs and the Environmental Protection Agency for any living organism that are intended as pesticides and potentially for organisms having certain consumer and industrial uses; the U.S. Fish and Wildlife Service for wildlife and fish; the U.S. Coast Guard for ballast water; U.S. Customs for general shipments; and the U.S. Postal Service for shipments by mail), state eradication boards, and state or local agency scientists. The Fish and Wildlife Service, participating as a member of the National Invasive Species Council, is committed to the prevention and control of invasive species on all Service-managed lands and waters.

- **Recovery of Threatened and Endangered Species**

The *Endangered Species Act of 1973*, one of the most comprehensive wildlife conservation laws in the

world, demands a collaborative effort from a broad spectrum of partners in order to implement the Act's complex provisions. The law is administered by the U.S. Fish and Wildlife Service and National Marine Fisheries Service. Both agencies work with other federal agencies to plan or modify federal projects so they will have minimal impact on listed species and their habitat. Under the Act, all federal agencies are required to protect species and protect their habitat. Federal agencies must utilize their authorities to conserve listed species and make sure that their actions do not jeopardize the continued existence of listed species.

- **Protection of Marine Mammals**

The Service is currently working with the National Marine Fisheries Service and Alaska Native Organizations on an amendment package for the *Marine Mammals Protection Act* (MMPA). Following reauthorization of the MMPA, the Service will establish cooperative management agreements with the appropriate Alaska Native Organizations to determine harvest guidelines.

- **Tribal Wetland and Waterfowl Enhancement**

Long-term management and protection of waterfowl populations and wetland habitat throughout the Great Lakes Region have been a continuing, high-priority, natural resource concern. To address this issue, the Circle of Flight program was created in 1991, consisting of reservations and inter-tribal organizations, federal agencies, state and local governments, and private organizations. Some of the key federal partners include the Fish and Wildlife Service, Federal Energy Regulatory Commission, U.S. Department of Agriculture, Bureau of Indian Affairs, and Environmental Protection Agency. To date, we have provided technical assistance to 26 reservations for waterfowl and wetland enhancement projects.

III.3 Management Issues

The following information highlights those management issues identified by the Office of the Inspector General (OIG) as presented in the FY 2003 Annual Performance Plan. FY 2003 key management issues include:

Maintenance

The Service has been actively engaged in improving management of maintenance programs over the last several years using several different mechanisms. Data documentation in the Maintenance Management System (MMS) database was improved through amendments in 1999 and 2000 to include several additional fields relating to cost estimating. A new cost estimating guide specific to the types of facilities encountered in Fish and Wildlife Service operations was developed in FY 2000 and is now available to enhance consistency of repair and replacement cost estimates.

An updated real property inventory database, completed early in FY 2000, now provides a single nationwide database on real property holdings that for the first time includes estimated replacement values of all real property items. This allows calculation of a Facility Condition Index, a non-subjective gauge for assessing the condition of all FWS facilities. A Facility Management Information System (FacMIS) user group within the Service developed and implemented procedures to better manage facility maintenance data. Data standardization and methods of linking information from existing stand-alone systems within the FWS have been implemented in the FacMIS website which became operational in November 2000.

Consistent with Departmental guidelines on condition assessments, we are now implementing a condition assessment verification process on 20% of all facilities every year, beginning with FY 2001. Seven regional and three national positions have been added to increase attention to improved condition assessments and more accurate documentation of maintenance needs. The Service's plan to implement facility condition assessments was approved in writing by the Department on June 20, 2000. The Maintenance Management System Handbook, including incorporation of new procedures described above, has been completed and is awaiting the Director's signature in January, 2002. The Maintenance Management System and Real Property Inventory databases are now posted on the FWS internal intranet so that project needs can be updated throughout the year. A pilot evaluation of Maximo, a commercial maintenance management system software,

was initiated in the fall of 2001, was delayed by the DOI internet shutdown, and will be completed in 2002. This pilot evaluation has been named the Service Asset and Maintenance Management System and will involve a number of changes in business practices to enhance monitoring of maintenance needs and activities. The Service continues to work closely with the Department and with other Interior agencies in the piloting and implementation of all maintenance management improvements.

Managing an Expanding Land Base

Predicting the future operation and maintenance costs associated with management of newly added lands was identified as a management challenge in the January 2001 GAO report, "Major Management Challenges and Program Risks." Prior to the audit, the Service conducted an analysis of funding needs associated with new land acquisition projects but did not forecast operation and maintenance costs of transfers or donated lands. Since that time, the Service has implemented the following actions.

- 1) Each annual budget justification beginning with FY 2001 now includes a table that displays the anticipated amount of new land that will be added during the year either by purchase, easement, transfer, or donation. This table also lists the amount of operation and maintenance costs expected to be needed for proper management of these lands and the amount that has been requested in the current FY budget.
- 2) The Refuge Operating Needs System, an inventory of unmet operating needs on refuge lands, has been amended to direct regional offices to forecast operations needs associated with all new lands projected through the end of the budget year for which Congress is deliberating budgets.
- 3) The Refuge Maintenance Management System, which inventories unmet maintenance needs, has been amended to allow data collection by way of Internet access. This will enable the collection of deferred maintenance data throughout the year which should improve the ability to collect timely information about maintenance projects for new lands. Specific methods of how this data will be collected for new refuge acquisitions remain to be devised.

Actions 1 through 3, above, will dramatically improve the availability of operation and maintenance information for new refuge lands. The Service will continue to seek mechanisms for refining the forecasting of cost estimates for operation and maintenance needs for new lands. In the same GAO report, GAO referred to an Office of Inspector General 1998 audit that covered land acquisition activities of the Service. In response to the OIG audit, the Service clarified and revised appraisal policies in May 1999, to specifically address the OIG concerns. The revised appraisal policies clarified some confusing appraisal terms (rejected appraisals, accepted appraisals, approved appraisals); specified when two acceptable appraisals were required on the same property; created a firm expiration date for statements of just compensation; and clarified when appraisals should be re-validated or updated.

Accountability and Control Over Artwork and Artifacts

The Service published national policy, guidance and standards in FY 1998 that address the accountability and management of museum property, and developed a software package for field stations to use in accessioning and cataloging collections. Work on accounting for and inventorying collections continues. In 1998, we revised a Museum Property Plan that identifies management objectives and includes a schedule for completing work required by law, regulations, and Departmental standards. We completed an initial national inventory of materials and human remains covered by the *Native American Graves Protection and Repatriation Act of 1990*. For FY 2000, Service offices reported modest progress in cataloging and inventorying collections. Specific accomplishments included the inventory of materials related to the Civilian Conservation Corps era during the 1930's and fossil collections on loan to museums and universities. Overall, we have identified approximately 220 non-Federal institutions that maintain agency collections, and we are negotiating cooperative agreements with some of these facilities to maintain collections. Work performed by the Service to improve accountability of artwork and artifacts supports the Department of the Interior's goal to preserve, protect and provide access to cultural and natural museum collections.

Federal Aid Management Controls

In 2000, the Service developed comprehensive corrective actions, with planned completion dates to 2002, that address areas needing improvement. Progress is monitored through the management control corrective action reporting process. Corrective actions cover such areas as grants audit review and resolution, financial reconciliation, the Federal Aid Information Management System, and grant operations. The new Chief, Division of Federal Aid, instituted measures to make Federal Aid more effective. Through FY2001, 5.5 million dollars of administrative savings have been allocated to the States. A Director's Order established an audit resolution process that improves Regional Office and Washington Office coordination; and manual chapters that address grants audits were published for comment. These new chapters provide clear and consistent guidance regarding the audit and resolution processes.

In addition, the interface between the Federal Financial System (FFS) and Federal Aid Information Management System (FAIMS) became operational in July 2000. Numerous FAIMS sub-program codes to facilitate reconciliation with FFS were created which improve the documentation of grant activities and institute flexible cumulative summary reporting capabilities. This interface greatly facilitates reconciliation of grant fiscal obligation and expenditure details. On December 14, 2001, the Acting Director signed a policy requiring monthly reconciliations between FAIMS and FFS.

On-line instructions are being updated with task-oriented documentation and new components are being designed, such as the FFS Interface, a sophisticated Lands Record component, and a component that alerts Regional Office Managers about grant processing status. Eventually, all components will be explained in the context of how to use FAIMS to administer grants rather than how it functions. FAIMS now provides a uniform method of recording both the fiscal information and the performance of each and every Federal Aid grant. Evolving grant programs can be accommodated in this software system which, by design, can be easily audited.

III.4 Program Evaluations

National Wildlife Inventory Strategic Plan

The Service is completing a strategic plan to guide the National Wetlands Inventory in the 21st Century. The purpose of this plan is to chart the course for the Inventory to best meet the needs of the Service and our partners in a technologically evolving digital age. The Plan will discuss needed program changes, and offer definitive steps to accomplish new goals that build upon prior successes in inventory mapping of the Nation's wetlands and deep water habitats.

Fishery Resources Strategic Plan

The U.S. Fish and Wildlife Service is developing a strategic plan to guide fish conservation from FY 2002 - 2006. The plan will integrate habitat protection, enhancement and restoration tools and identify the needed scientific and technical capabilities to improve habitats, spawning stocks, and over-harvest problems. Implementing this plan will expand successes like the lake trout and striped bass to restore additional aquatic species and their associated recreation, commercial, and aesthetic benefits.

Within the context of the broader Fisheries Strategic Plan, the Service is developing a component strategic plan for the National Fish Hatchery System (NFHS). This plan will focus Service hatchery efforts to better fulfill its responsibilities for conserving aquatic resources. The Alignment, Appropriateness, and Adequacy (3As) Evaluation is one of the cornerstones that will anchor that strategic plan. Other nationwide efforts that the Service will draw from are the Hatchery Project Report being prepared by the Sport Fishing and Boating Partnership Council, the 1999 - 2000 audit conducted by the General Accounting Office, and the products of eight internal Fish and Wildlife Service work groups. In addition, there are several regional developments that will help the overall strategic planning process, including the recent biological opinions of the National Marine Fisheries Service in the Pacific Northwest, the Artificial Production Review prepared by the Northwest Power Planning Council, and the work of the Hatchery Scientific Review Group initiated by the Senate Appropriations Committee. Input from other stakeholders will also be integrated into the strategic plan.

The NFHS initiated an extensive 3A's self-evaluation of its production programs in March 1998. The purpose of the evaluation was to determine (1) the extent to which production programs carried out by the NFHS were aligned with the six Fisheries Program Priorities that were established in 1997, (2) whether the production programs were appropriate to meet fishery management goals and objectives, and (3) whether the programs were adequately supported by scientific planning, monitoring, and evaluation, as well as staffing and funding, to conduct the program responsibly. The evaluation also included analyses of the overall numbers and species of fish produced. Ultimately, the results of the evaluation will help the NFHS focus the optimum proportion of its resources on priority programs.

III.5 Capital Assets/Capital Programming

Capital Asset Plans and Justifications (Exhibit 300B in OMB Circular A-11) are required for major capital acquisitions, which are defined by the Department of the Interior for any construction project that involves construction costs in excess of \$10 million or are of high visibility and importance. The Capital Asset Plans are included for the seven projects listed in the table on the following page.

III.6 Use of Non-Federal Parties in Preparing this Annual Performance Plan

The Service's Annual Performance Plan was prepared in conformance with Section 220.7 of OMB circular A-11. Preparation of the Annual Performance Plan involved Service employees in all regions and at every level of the organization. The Service's Annual Work Guidance directly reflects the goals and performance the Service intends to achieve in annual increments toward successfully completing its long term strategic goals.

III.7 Waivers for Managerial Accountability and Flexibility

The Service is requesting no waivers of administrative procedural requirements and controls.

Capital Asset Plans and Justification

Station, State	Project Description	FY 2003 Request (a)	Total Project Cost (nearest thousand dollars)
Clark R. Bavin NFW Forensics Lab, OR	Forensics Laboratory Expansion	6,235,000	22,988,000
Alaska Maritime NWR, AK	Marine Center Headquarters and Visitor Facility	0	17,869,000 (b)
National Conservation Training Center, WV	Fourth Dormitory and City Water Connection to Shepherdstown, WV	0	12,722,000
Tern Island NWR Pacific/Remote Islands NWR Complex, HI	Rehabilitate Seawall	0	11,881,000
Klamath Basin Complex, OR	Water Supply and Management	1,000,000	9,891,000
Chincoteague NWR, VA	Herbert H. Bateman Educational and Administrative Center	0	10,292,000 (c)
Bear River MBR, UT	Headquarters and Education Center Complex	0	7,980,000 (d)
Total		7,235,000	93,623,000

(a) These projects support Annual Performance Goal 2.2.1, (By September 30, 2003, about 16 percent of mission critical water management and 29 percent of public use facilities will be in fair or good condition as measured by the Facilities Condition Index above the previous year.) in the FY 2003 Annual Performance Plan.

(b) The total project cost to the Service for this combined headquarters and visitor center for both the Alaska Maritime NWR and the Katchemak National Estuarine Research and Reserve (NOAA) is \$8.76 million.

(c) Includes state, private, and other sector contributions of \$2.4 million.

(d) Includes \$1.5 million in private contributions.

Appendix I

FY 2001 Annual Performance Plan At-A-Glance

1. SUSTAINABILITY OF FISH AND WILDLIFE POPULATIONS

FY 2001 Annual Performance Goal	Target
<p>1.1.1 By September 30, 2001, 4 % (10/250) of migratory bird populations of management concern demonstrate improvements in their populations status over the previous year. (Goal continues into FY 2002.)</p>	<p>5 migratory bird populations of management concern with improved status.</p>
<p>1.1.2 By September 30, 2001, about 9 % (13/150) of migratory bird populations that are of management concern will have baseline information available for establishing reliable population levels, and monitoring programs will be initiated or continued for those species. (Goal continues into FY 2002.)</p>	<p>4 regional migratory bird populations of management concern that will have baseline information</p>
<p>1.2.1 By September 30, 2001, 328 of the 616 species populations listed under the Endangered Species Act. as endangered or threatened a decade or more are either stable or improving, 3 species are delisted due to recovery, and listing of 3 species at risk is made unnecessary due to conservation agreements. (Goal continues into FY 2002.)</p>	<p>328 species listed under the ESA as endangered or threatened a decade or more are either stable or improving.</p>
	<p>3 species delisted due to recovery</p>
	<p>listing of 3 species is made unnecessary due to conservation agreements</p>
<p>1.3.1 By September 30, 2001, two depressed interjurisdictional (IJ) native fish populations are restored to self-sustaining or, where appropriate, harvestable levels.</p>	<p>2 depressed IJ native fish populations</p>
<p>1.4.1 Through September 30, 2001, current censuses for 2 of marine mammal stocks and voluntary harvest guidelines or 2 of marine mammal stocks will be available. (Goal continues into FY 2002.)</p>	<p>2 marine mammal stocks with current censuses available</p>
	<p>2 marine mammal stocks with voluntary harvest guidelines</p>
<p>1.5.1 By September 30, 2001, 25 priority species of international concern will benefit from improved conservation efforts.(Goal continues into FY 2002.)</p>	<p>25 priority species of international concern conserved.</p>



Actual	Comment
5 migratory bird populations of management concern with improved status.	Goal met. Measure continues into FY 2002.
5 regional migratory bird populations of management concern with baseline information	Goal met. Measure continues into FY 2002.
320 species listed under the ESA as endangered or threatened a decade or more are either stable or improving	Goal not met. Measure continues into FY 2002.
1 species delisted due to recovery	Goal not met. Measure continues into FY 2002.
listing of 5 species made unnecessary due to conservation agreements	Goal not met. Measure continues into FY 2002.
2 depressed IJ native fish populations	Goal Met. Measure continues into FY 2001.
2 marine mammal stocks with current censuses available	Goal met. Measure continues into FY 2002.
2 marine mammal stocks with voluntary harvest guidelines	Goal met. Measure continues into FY 2002.
25 priority species of international concern conserved.	Goal met. Measure continues into FY 2002.

FY 2001 Annual Performance Plan At-A-Glance

1. SUSTAINABILITY OF FISH AND WILDLIFE POPULATIONS (CON'T)

FY 2001 Annual Performance Goal	Target
<p>1.6.1 By September 30, 2001, the Service will control aquatic and terrestrial invasive species on 170,000 acres of the National Wildlife Refuge System. (Goal continues into FY 2002)</p>	<p>170,000 acres in the NWRS enhanced by controlling aquatic and terrestrial invasive species.</p>
<p>1.6.2 By September 30, 2001, the Service will control aquatic and terrestrial invasive species on 2,690 acres off Service lands. (Goal continues into FY 2002)</p>	<p>2,690 acres off Service lands where invasive species have been controlled.</p>
<p>1.6.3 By September 30, 2001, the Service will conduct risk assessments on 4 high-risk invasive species being intentionally imported into the U.S. (Goal continues into FY 2002)</p>	<p>4 risk assessments conducted on high-risk invasive species</p>
<p>1.6.4 By September 30, 2001, the Service will cooperatively develop two prevention and/or control programs for aquatic invasive species. (Goal continues into FY 2002)</p>	<p>2 prevention and/or control programs developed.</p>



Actual	Comment
187,000 acres in the NWRS enhanced by controlling aquatic and terrestrial invasive species	Goal met. Measure continues into FY 2002.
40,800 acres off Service lands where invasive species have been controlled.	Goal met. Measure continues into FY 2002.
1 risk assessment conducted on high-risk invasive species	Goal not met. Measure continues into FY2002.
no prevention and/or control programs developed	Goal not met. Measure continues into FY 2002.

FY 2001 Annual Performance Plan At-A-Glance

2. HABITAT CONSERVATION ON SERVICE LANDS

FY 2001 Annual Performance Goal	Target
<p>2.1.1 By September 30, 2001, meet the identified habitat needs of the Service lands by annually managing/enhancing approximately 3.2 million acres of refuge habitat, and restoring 244,769 acres of refuge habitat. (Goal continues into FY 2002.)</p>	<p>3.2 million acres in the NWRS will be annually managed/enhanced</p> <p>244,769 acres of refuge habitat restored</p>
<p>2.1.2 By September 30, 2001, add 255,000 acres to the refuge system over the previous year supporting fish and wildlife species populations objectives. (Goal continues into FY 2002.)</p>	<p>255,000 acres</p>
<p>2.1.3 By September 30, 2001, complete development of standardized protocols to monitor the biological integrity, diversity, and environmental health of the Refuge System habitats. (Goal does not continue into FY 2002.)</p>	<p>Complete standardized protocols.</p>
<p>2.2.2 By, September 30, 2001, 4% of mission critical water management and public use facilities will be in fair or good condition as measured by the Facilities Condition Index. (Goal continues into FY 2002.)</p>	<p>a. 422 or 4% of mission critical water management facilities in fair or good condition</p> <p>b. 179 or 4% of public use facilities in fair or good condition</p>
<p>2.3.1 By September 30, 2001, improve fish and wildlife populations focusing on trust resources, threatened and endangered species, and species of special concern by enhancing and/or restoring 77,581 acres of wetlands habitat, restoring 200,865 acres of upland habitats, and enhancing and/or restoring 1,282 riparian or stream miles of habitat off-Service land through partnerships and other identified conservation strategies. (Goal continues into FY 2002.)</p>	<p>77,581 acres of wetlands habitat enhanced and/or restored</p>
	<p>200,865 acres of upland habitat enhanced and/or restored</p>
	<p>1,282 riparian or stream habitat enhanced and/or restored</p>



Actual	Comment
3.4 million acres in the NWRS was annually managed/enhanced	Goal not met. Measure continues into FY 2002.
105,601 acres of refuge habitat was restored	Goal not met. Measure continues into FY 2002.
1,213,396 acres	Goal Met. Measure continues into FY 2002
Standardized protocols not completed. [Measure will be completed in FY 2002.]	Goal Not Met.
a. 602 or 6 % of mission critical water management facilities were in fair or good condition b. 299 or 7% of public use facilities were in fair or good condition	Goal met. Measure continues into FY 2002.
144,729 acres of wetlands habitat were enhanced and/or restored	Goal met. Measure continues into FY 2002.
389,057 acres of upland habitat were enhanced and/or restored	Goal met. Measure continues into FY 2002.
2,021 riparian or stream habitat were enhanced and/or restored	Goal met. Measure continues into FY 2002.

FY 2001 Annual Performance Plan At-A-Glance

3. GREATER PUBLIC USE ON SERVICE LANDS (CON'T)

FY 2001 Annual Performance Goal	Target
<p>3.1.1 By September 30, 2001, hunting, fishing, wildlife observation and photographic and environmental education visits to National Wildlife Refuges and National Fish Hatcheries increased by about one percent over the previous year. (Goal continues into FY 2002)</p>	<p>1% increase in interpretive, educational, and recreational visits (38.3 million visits)</p>
<p>3.2.1 By September 30, 2001, volunteer participation hours in Service programs increased by 2% and refuges and hatcheries have 108 new friends groups from 1997 levels. (Goal continues into FY 2002)</p>	<p>2% increase in volunteer participation hours (1,430,000 hours)</p>
	<p>108 new friends groups from 1997 (63+108=171 Total)</p>

4. PARTNERSHIPS IN NATURAL RESOURCES

FY 2001 Annual Performance Goal	Target
<p>4.1.1 By September 30, 2001, increase technical assistance to tribes by providing for: 17 training sessions, 486 Tribal participants, 42 technical assistance projects for Tribes, 52 new cooperative agreements, and 32 tribal consultations.</p>	<p>17 training sessions, 486 Tribal participants, 42 technical assistance projects for Tribes, 52 new cooperative agreements, and 32 tribal consultations</p>
<p>4.2.1 By September 30, 2001, improve grant/management processing and accomplishment reporting systems throughout all Service Federal Aid offices. (Goal continues into FY 2002.)</p>	<p>1. 20 Federal Aid staff trained in modern management processing - Federal Assistance Information Management System (FAIMS)</p>
	<p>2. 95% FAIMS phase 1 implementation</p>



Actual	Comment
8 % increase in interpretive, educational, and recreational visits (41.1 million visits)	Goal met. Measure continues into FY 2002.
5 % decrease in volunteer participation hours (1,267,830 hours)	Goal not met. Measure continues into FY 2002.
86 new friends groups from 1997 (63+86=149 Total)	Goal not met. Measure continues into FY 2002.

Actual	Comment
142 training sessions, 1,217 Tribal participants, 330 technical assistance projects for Tribes, 101 new cooperative agreements, and 471 tribal consultations	Goal met. Measure continues into FY 2002.
1. 20 Federal Aid staff trained in modern management processing - Federal Assistance Information Management System (FAIMS)	Goal met. Measure continues into FY 2002.
2. 95% FAIMS phase 1 implementation	Goal met. Measure continues into FY 2002.

FY 2001 Annual Performance Plan At-A-Glance

4. PARTNERSHIPS IN NATURAL RESOURCES (CON'T)

FY 2001 Annual Performance Goal	Target
<p>4.1.1 By September 30, 2001, increase technical assistance to tribes by providing for: 17 training sessions, 486 Tribal participants, 42 technical assistance projects for Tribes, 52 new cooperative agreements, and 32 tribal consultations.</p>	<p>17 training sessions, 486 Tribal participants, 42 technical assistance projects for Tribes, 52 new cooperative agreements, and 32 tribal consultations</p>
<p>4.2.1 By September 30, 2001, improve grant/management processing and accomplishment reporting systems throughout all Service Federal Aid offices. (Goal continues into FY 2002.)</p>	<p>1. 20 Federal Aid staff trained in modern management processing - Federal Assistance Information Management System (FAIMS)</p> <p>2. 95% FAIMS phase 1 implementation</p>
<p>4.3.1 Through September 30, 2001 the Service will establish a State grants and administrative costs audit program to ensure accountability and financial integrity of all Federal Assistance program expenditures for State Wildlife and Sport Fish Restoration Programs. (Goal continues into FY 2002.)</p>	<p>1. 22 % of all draft audit reports due that are delivered to States within 60 days of completion of the audit (%=delivered/due)</p> <p>2. 22 % of Corrective Action Plans (CAP) written within 120 days of completion of the audit (%=completed/due)</p> <p>3. 66 % audit policy chapters published (%=published/due)</p> <p>4. 25 % resolution of audit findings completed within 180 days of issuing the CAP.</p>
<p>4.3.2 By September 30, 2001, the Service will require Service staff to take training courses in basic grants management, audit preparation management, and audit resolution, and offer these training courses to State staff, using existing government grant management certification training courses or design new courses. (Goal continues into FY 2002.)</p>	<p>1. 40 State and Service staff completing basic grants management courses</p> <p>2. 25 Service staff completing additional grants management training</p> <p>3. 60 State staff completing additional grants management training.</p>



Actual	Comment
142 training sessions, 1,217 Tribal participants, 330 technical assistance projects for Tribes, 101 new cooperative agreements, and 471 tribal consultations	Goal met. Measure continues into FY 2002.
1. 20 Federal Aid staff trained in modern management processing - Federal Assistance Information Management System (FAIMS)	Goal met. Measure continues into FY 2002.
2. 95% FAIMS phase 1 implementation	Goal met. Measure continues into FY 2002.
1.0 % of all draft audit reports due that were delivered to States within 60 days of completion of the audit	Goal not met. Measure continues into FY 2002.
2. 0 % of Corrective Action Plans (CAP) were written within 120 days of completion of the audit	Goal not met. Measure continues into FY 2002.
3. 0 % audit policy chapters were published	Goal not met. Measure continues into FY 2002.
4. 34 % resolution of audit findings completed within 180 days of issuing the CAP.	Goal met. Measure continues into FY 2002.
1. 43 State and Service staff completed basic grants management courses	Goal met. Measure continues into FY 2002.
2. 25 Service staff completed additional grants management training	Goal met. Measure continues into FY 2002.
3. 69 State staff completed additional grants management training.	Goal met. Measure continues into FY 2002.

Appendix II

FY 2002 Annual Performance Plan At-A-Glance

(Based on FY 2002 Enacted Appropriations)

Long-Term Goal	FY 2002 Annual Performance Goal
<i>Mission Goal I – Sustainability of Fish and Wildlife Populations</i>	
<p>1.1 By 2005, 12 percent (48 populations) of migratory bird populations demonstrate improvements in their population status.</p>	<p>1.1.1 By September 30, 2002, five populations or about 6 percent (15/252) of migratory bird populations of management concern (for which adequate population information is available) demonstrate improvements in their populations status from baseline year.</p>
	<p>1.1.2 By September 30, 2002, 4 populations or about 10 percent (15/148) of migratory bird populations that are of management concern will have baseline information available for establishing reliable population levels, and monitoring programs will be initiated or continued for those species.</p>
<p>1.2 By 2005, 404 species listed under the Endangered Species Act as threatened or endangered a decade or more are either stable or improving, 15 species are delisted due to recovery, and listing of 12 species at risk is made unnecessary due to conservation agreements.</p>	<p>1.2.1 By September 30, 2002, 347 species of the 705 (approximately 49%) listed under the Endangered Species Act as threatened or endangered a decade or more are either stable or improving, 3 species are delisted due to recovery, and listing of 3 species at risk is made unnecessary due to conservation agreements.</p>
<p>1.3 By 2005, 12 depressed interjurisdictional native fish populations are restored to self-sustaining or, where appropriate, harvestable levels (based on applicable management plans.)</p>	<p>1.3.1 By September 30, 2002, 3 depressed interjurisdictional native fish populations are restored to self-sustaining or, where appropriate, harvestable levels (based on applicable management plans.)</p>
<p>1.4 By 2005, 3 marine mammal stocks will have current censuses available to maintain populations at optimum sustainable levels; harvest guidelines for all marine mammal stocks will be in place, through cooperative management agreements, for continued subsistence uses.</p>	<p>1.4.1 By September 30, 2002, current censuses for 2 of marine mammal stocks and voluntary harvest guidelines for 2 of marine mammal stocks will be available.</p>
<p>1.5 By 2005, 40 priority species of international concern will be conserved.</p>	<p>1.5.1 By September 30, 2002, 26 species of international concern will benefit from improved conservation efforts.</p>
<p>1.6 By 2005, the Service will prevent importation and expansion, or reduce the range (or population density) of aquatic and terrestrial invasive species on and off Service lands by controlling them on 113,585 acres off Service lands and 850,000 acres within the National Wildlife Refuge System, conducting risk assessments on 20 high-risk invasive species for possible amendment of the injurious wildlife list, and developing 5 additional cooperative prevention and/or control programs for aquatic invasive species (coordinated through the ANS Task Force.)</p>	<p>1.6.1 By September 30, 2002, the Service will control aquatic and terrestrial invasive species on 187,000 acres of the National Wildlife Refuge System.</p>
	<p>1.6.2 By September 30, 2002, the Service will control aquatic and terrestrial invasive species on 33,683 acres off Service lands.</p>
	<p>1.6.3 By September 30, 2002, the Service will conduct risk assessments on 9 high-risk invasive species being intentionally imported into the U.S.</p>
	<p>1.6.4 By September 30, 2002, the Service will cooperatively develop one prevention and/or control program for aquatic invasive species.</p>

FY 2002 Annual Performance Plan At-A-Glance - continued

(Based on FY 2002 Enacted Appropriations)

Long-Term Goal	FY 2002 Annual Performance Goal
<i>Mission Goal II – Habitat Conservation: A Network of Lands and Waters</i>	
<p>2.1 By 2005, meet the identified habitat needs of Service lands by supporting fish and wildlife populations objective through the restoration of 850,000 acres, and annual management and/or enhancement of 3.2 million acres of refuge habitat, and add 1.275 million acres to the National Wildlife Refuge System</p>	<p>2.1.1 By September 30, 2002 meet the identified habitat needs of the Service lands by annually managing or enhancing about 3.2 million acres of refuge habitat, and restoring 191,326 acres of refuge habitat, and add 105,000 acres to the National Wildlife Refuge System.</p>
<p>2.2 By 2005, 23 percent of mission critical water management and public use facilities will be in fair or good condition as measured by the Facilities Condition Index.</p>	<p>2.2.2 By, September 30, 2002, 5 % (534/10,159) of mission critical water management and 8 % (337/4,289) of public use facilities will be in fair or good condition as measured by the Facilities Condition Index.</p>
<p>2.3 By 2005, improve fish and wildlife populations focusing on trust resources, threatened and endangered species, and species of special concern by enhancing and/or restoring or creating 550,000 acres of wetlands habitat, restoring 1,000,000 acres of upland habitats, and enhancing and/or restoring 9,800 riparian or stream miles of habitat off-Service land through partnerships and other identified conservation strategies.</p>	<p>2.3.1 By September 30, 2002, improve fish and wildlife populations focusing on trust resources, threatened and endangered species, and species of special concern by enhancing and/or restoring or creating 53,548 acres of wetlands habitat, restoring 232,663 acres of upland habitats, and enhancing and/or restoring 1,204 riparian or stream miles of habitat off-Service land through partnerships and other identified conservation strategies.</p>
<i>Mission Goal III – Greater Public Use on Service Lands</i>	
<p>3.1 By 2005, compatible, wildlife recreational visits to National Wildlife Refuges and National Fish Hatcheries have increased by 20% from the 1997 level.</p>	<p>3.1.1 By September 30, 2002, hunting, fishing, wildlife observation and photographic education visits to National Wildlife Refuges and National Fish Hatcheries increased by five percent over the previous year.</p>
<p>3.2 By 2005, volunteer participation hours in Service programs increased by 7% and refuges and hatcheries have 155 new friends groups from the 1997 levels.</p>	<p>3.2.1 By September 30, 2002, volunteer participation hours in Service programs increased by 2 % and refuges and hatcheries have 107 new friends groups from 1997 levels.</p>

FY 2002 Annual Performance Plan At-A-Glance - continued

(Based on FY 2002 Enacted Appropriations)

Long-Term Goal	FY 2002 Annual Performance Goal
<i>Mission Goal IV – Partnerships in Natural Resources</i>	
<p>4.1 By 2005, improve fish and wildlife populations and their habitats by increasing the annual Service fish and wildlife assistance to Native American Tribes in furtherance of the Native American Policy to 200 training sessions, 2,688 tribal participants, 500 technical assistance projects, 325 new cooperative agreement, and 525 tribal consultations.</p>	<p>4.1.1 By September 30, 2002, increase technical assistance to tribes by providing for: 142 training sessions, 1,217 Tribal participants, 330 technical assistance projects for Tribes, 101 new cooperative agreements, and 471 tribal consultations.</p>
<p>4.2 By 2005, the Service will improve grants management through automation for 80% of the state's and territories' grant proposals.</p>	<p>4.2.1 By September 30, 2002, improve grant/management processing and accomplishment reporting systems throughout all Service Federal Aid offices. (Goal continues into 2002)</p> <ol style="list-style-type: none"> 1. 20 of state and Federal Aid staff trained in modern management processing - Federal Assistance Information Management System (FAIMS) 2. 100% FAIMS phase 1 implementation
<p>4.3 By 2005, the Service will have in place processes and procedures to ensure accuracy, consistency, and integrity in all its Federal Aid internal and external financial programs.</p>	<p>4.3.1 Through September 30, 2002 the Service will establish a State grants and administrative costs audit program to ensure accountability and financial integrity of all Federal Assistance program expenditures for State Wildlife and Sport Fish Restoration Programs.</p> <ol style="list-style-type: none"> 1. 23 % (3/13) of all draft audit reports due that are delivered to States within 60 days of completion of the audit (%=delivered/due) 2. 20 % (3/15) of Corrective Action Plans (CAP) written within 120 days of completion of the audit (%=completed/due) 3. 100% audit policy chapters published (%=published/due) 4. 60% resolution of audit findings completed within 180 days of issuing the CAP. 5. 100% resolution of internal administrative audit findings
<p>4.3 By 2005, the Service will have in place processes and procedures to ensure accuracy, consistency, and integrity in all its Federal Aid internal and external financial programs.</p>	<p>4.3.2 By September 30, 2002, the Service will require Service staff to take training courses in basic grants management, audit preparation management, and audit resolution, and offer these training courses to State staff, using existing government grant management certification training courses or design new courses.</p> <ol style="list-style-type: none"> 1. 72 State and Service staff complete basic grants management courses 2. 74 Service staff complete additional grants management training 3. 180 State staff complete additional grants management training

Appendix III

Goals/Measures Terms and Definitions

Goal Category, this optional classification exists only to provide a common way of grouping the major themes of an organization.

Mission Goal is a classification identifying outcome oriented goals that define how an organization will carry out its mission.

Long-Term Goals are the “general performance goals and objectives” identified in the Government Performance and Results Act. They define the intended result, effect, or consequence for what the organization does. They provide a measurable indication of future success by providing target levels of performance and a time frame for accomplishment. Long-term goals should focus on outcomes rather than outputs (products and services).

Annual Goal is a one-year increment of the long-term goal. It contains a targeted level of performance to be achieved for a particular year. It is to be expressed in an objective, quantifiable, and measurable form. OMB approval of an alternative form of evaluating the success of a program is required if the annual goal cannot be expressed in an objective or quantifiable manner.

GPRA Program Activity is described as the consolidation, aggregation or disaggregation of program activities that are covered or described by a set of performance goals, provided that any aggregation or consolidation does not omit or minimize the significance of any program constituting a major agency function or operation.

Strategic Goal Terms (Includes Strategic Goal Numbers)

A

Adequate Population Information: Information on the status or trends of bird populations or habitats, gathered over a period of years, that has sufficient credibility to serve as a basis for undertaking management actions. [1.1]

Approved for removal (candidate species): A candidate removal form that has been signed by the Director. [1.2]

Approved for removal (proposed species): A notice of withdrawal of the proposed listing rule has been published in the Federal Register. [1.2]

Approved management plan: A plan approved by the responsible management authority. [1.3]

B

Baseline Monitoring Programs: Long-term surveys designed to provide information on population status and trends of migratory birds. [1.1]

C

Conservation Plan: A document that identifies issues associated with a migratory bird species or population, or a group of species or populations, in a defined geographic area, and lists the strategies and tasks that must be accomplished to resolve the issues. [1.1]

Candidate: Species for which the Service has sufficient information on biological vulnerability and threats to propose them for listing and which has been approved by the Director for adding to the Service's Candidate list. [1.2]

Candidate Conservation Agreements: Formal agreements between the Service and one or more parties to address the conservation needs of proposed or candidate species or other nonlisted species before they become listed as endangered or threatened. Participants voluntarily commit to implementing specific actions that will remove or reduce the threats to these species. [1.2]

Conservation Agreements: Agreements entered into between the Service (on behalf of the U.S. Government) and Alaska Native Organizations and/or state and foreign governments which describe methods of enhancing conservation efforts of a marine mammal stock, outline responsibilities of each party in achieving stated goals, and define limitations of the agreement with respect to existing governmental and tribal legislation.

Conservation agreements may be used to achieve reductions in human-caused mortality of marine mammals or to protect special areas (critical habitats) such as breeding, resting, and feeding areas from unnecessary human disturbance. [1.4]

Conserve (Species): To use all methods and procedures necessary to bring any species of international concern to the point at which such methods and procedures are no longer necessary. Such methods and procedures include but are not limited to all activities associated with scientific resources management such as research, census, law enforcement, habitat acquisition and maintenance. [1.5]

Conservation (Habitat): The management of natural resources to prevent loss or waste. Management actions may include preservation, restoration, and enhancement. [2.1]

D

Depressed interjurisdictional fish population: A population that is below its management goal as specified in an approved management plan. [1.3]

Deferred Maintenance Cost: The total cost to repair maintenance deficiencies identified in the Maintenance Management System. These costs may be aggregated at either the individual property level, at the field station level, or in other combinations. [2.2]

Deferred Maintenance: Maintenance that was not completed on schedule. [2.2]

Delist: A process for removing a listed species from

the lists of threatened and endangered species due to recovery, extinction, change in taxonomy, or new information. Delisting requires a formal rulemaking procedure, including publication in the Federal Register. [1.2]

Downlist: A process for changing a species' status from endangered to threatened due to a reduction in threats or improved status of the species. Downlisting requires a formal rulemaking procedure, including publication in the Federal Register. [1.2]

E

Endangered: In danger of extinction throughout all or a significant portion of its range. [1.2]

Enhanced: Areas where the quality of the habitat, which were previously destroyed, converted, or degraded (in whole or in part), has been improved for one or more species. Enhancement generally refers to an effort of lower intensity than restoration. [1.2]

Enhancement: The act of heightening or intensifying qualities, powers, values etc.; improve something already of good quality. [2.1]

F

Facility Condition Index (FCI): The ratio of accumulated deferred maintenance to the current replacement value as measured by the Maintenance Management System database and the Real Property Inventory. A ratio of less than 5% indicates a "good" condition, a ratio between 5% and 10% indicates a "fair" condition, and a ratio greater than 10% indicates a "poor" condition. FCI is an indicator of the depleted value of a bureau's constructed assets. In other words, the FCI illustrates the percentage of capital amount that a bureau would have to spend to eliminate the deferred maintenance. [2.2]

Facility: An individual item or group of similar items of real property valued at \$5,000 or more and documented in the Real Property Inventory. [2.2]

Field Station: An individual unit of the National Wildlife Refuge System, the National Fish Hatchery System, or other field unit managed by the U.S. Fish and Wildlife Service. [2.2]

Final Rule: A rule published in the Federal Register finalizing a previously proposed change in status of a species (list, delist, or downlist). [1.2]

G: NONE

H

Habitat Conservation Planning (HCP): Authorized in section 10(a)(1)(B) of the Endangered Species Act of 1973, as amended, the Habitat Conservation Planning process provided species protection and habitat conservation within the context of non-federal development and land use activities. Through development of a HCP, private landowners minimize and mitigate, to the maximum extent practicable, the incidental take of listed species associated with their actions (proposed, candidate species, and other non-listed species may also be included if requested by the applicant). In return, the Service issues an incidental take permit as long as the action will not "appreciably reduce the likelihood of the survival and recovery of the species in the wild." HCPs also provide a process that promotes negotiated solutions to endangered species conflicts while furthering conservation of listed and non-listed species. [1.2]

Habitat Enhancement: Improving habitat through alteration, treatment, or other land management of existing habitat to increase habitat value for one or more species without bringing the habitat to a fully restored or naturally occurring condition. [2.1]

Habitat Restoration: Returning the quantity and quality of habitat to some previous condition, often, some desirable historic baseline considered suitable and sufficient to support healthy and self-sustaining populations of fish and wildlife. [2.1]

I

Improved: Species whose numbers have increased since the last assessment and/or whose threats to their continued existence have lessened since the last assessment. This includes species that have reached stability following the last assessment. [1.2]

Interjurisdictional: Jointly managed by two or more states or national or tribal governments because of the scope of a population's geographic distribution or

migration. [1.3]

Interjurisdictional fish population: [1.3]

(a) A management unit, specified in an approved management plan, that at a minimum, consists of a reproductively isolated interjurisdictional fish stock.

(b) Populations that are managed by two or more states, nations, or native American tribal governments because of geographic distribution or migratory patterns of those populations.

Instream: Waters within the confined width and depth of a flowing watercourse; at or below bank-full conditions; flows are not impeded by over-bank obstructions or flood plain vegetation. [2.3]

Instream Restoration: The manipulation of the physical, chemical, or biological characteristics of a site with the goal of returning full functions to former or degraded instream aquatic habitats. Example: Returning meanders and sustainable profile to a channelized stream. [2.3]

Instream Enhancement: The manipulation of the physical, chemical, or biological characteristics of an instream aquatic site (undisturbed or degraded) to change specific function(s) present. Example: Placement of structures in a stream channel to increase habitat diversity - spawning logs, lunger structures, etc. [2.3]

Interpretive, educational, and recreational visits: Such visits include the six primary (wildlife dependent) uses for refuges: wildlife photography, fishing, hunting, wildlife observation, environmental education, and interpretation. [3.1]

Invasive species: An alien species whose introduction does or is likely to cause economic or environmental harm or harm to human health. [1.6]

J

Joint Ventures: Federal, state and local governments, corporations and small business, hunters and environmentalists, and communities and private landowners working together to make a difference. [2.1]

K: NONE

L

Listed: Listed as threatened or endangered under the ESA. [1.2]

M

Management Action: An activity directed specifically at a target population or habitat and which is designed to bring about a desired change in the status of that population or habitat. [1.1]

Migratory Bird: Any of the more than 830 species of birds protected by the Migratory Bird Treaty Act, as listed in 50 CFR 10.12. [1.1]

Migratory Species: Species that move substantial distances to satisfy one or more biological needs, most often to reproduce or escape intolerable cyclic environmental conditions. [1.1]

Monitoring: The systematic and comprehensive gathering of data to track trends in bird habitats or populations. [1.1]

Marine Mammal: Any mammal which: (a) is morphologically adapted to the marine environment (including sea otters and members of the orders: Sirenia, Pinnepedia, and Cetacea), or (b) primarily inhabits the marine environment (such as the polar bear); and, includes any part of any such marine mammal, including its raw, dressed, or dyed fur or skin. For the purposes of the FWS, marine mammals are: Northern sea otters, Pacific walrus, polar bears, and manatees. [1.4]

Management: The process of organizing or regulating. [2.1]

Mission Critical Water Management Facility: Any water management facility under maintenance codes in the 400 series as documented in the Real Property Inventory and not slated for disposal or demolition. Non-critical property items that are excess to program needs will be slated for disposal or demolition and will not be included in calculations of facility condition indices. [2.2]

Mission Critical Public Use Facility: Any public use facility under maintenance codes identified below as documented in the Real Property Inventory and not slated for disposal or demolition. Non-critical property items that are excess to program needs will be slated for disposal or demolition and will not be included in calculations of facility condition indices. [2.2]

- 101 Office Buildings
- 102 Visitor Centers
- 320 Public Use Paved Roads
- 322 Paved Parking Areas
- 323 Other Parking Areas
- 324 Public Use Gravel Roads
- 328 Public Use (Foot) Trails/Boardwalks
- 329 Service Owned Vehicle Bridges
- 556 Signs
- 557 Historical Structures
- 558 Boat Launching Ramps
- 559 Beaches

N

National Wildlife Refuge System: Consists of National Wildlife, Waterfowl Production Areas, and Coordination Areas as listed in the Division of Realty's Annual Report of Lands Under the Control of the U.S. Fish and Wildlife Service. [2.1]

Native Species: With respect to a particular ecosystem, a species that, other than as a result of an introduction, has always been there or arrived via "non-man caused" introduction (natural migration) [1.3]

Nonlisted: For purposes of GPRA reporting only, non-listed (sometimes referred to as "unlisted") species are defined as those species that do not have official Endangered Species Program status (species that are not endangered, threatened, proposed, or candidate species). For purposes other than GPRA reporting, non-listed species generally include proposed and candidate species. [1.2]

O

Overabundant Population: A migratory bird population near to or exceeding the ecological or social carrying capacity of its habitat, and thus causing biological, social, or economic problems. [1.1]

P

Population Monitoring: Assessments of the characteristics of populations to ascertain their status and establish trends related to their abundance, condition, distribution, or other characteristics. [1.1]

Population: A group of marine mammals of the same species or smaller taxa in a common spatial arrangement that interbreed when mature. [1.4]

Populations of Management Concern: Those populations of migratory birds for which management actions are needed to prevent further population declines, or other problems (such as overabundance) that may lead to additional biological, social, or economic problems. Species can be identified through a variety of surveys conducted by both the Service and other agencies. Nongame species of management concern have been identified primarily through the breeding bird survey that is managed by the Biological Research Division of the USGS. [1.1]

Proposed: Species for which a proposed listing rule has been published in the Federal Register. [1.2]

Proposed rule: A rule published in the Federal Register proposing a change in status of a species (list, delist, or downlist). [1.2]

Precluded from listing under ESA: Not resulting in a listing as threatened or endangered. [1.2]

Protected: Habitat where one or more threats have been removed or reduced through acquisition, easement, dedication, deed restriction, or some other means of protection (may include areas that are restored and/or enhanced). [1.2]

Protected: Once a population is identified as a "Strategic Stock" or "Depleted," which (a) is a marine mammal stock for which the level of direct human-caused mortality exceeds the potential biological removal; (b) has been identified as declining and is likely to be listed as a threatened species under the Endangered Species Act of 1973 (ESA) within the foreseeable future; or (c) which is already listed as a threat-

ened or endangered species under the ESA, or is designated as depleted under this Act, the FWS can regulate human caused mortality. [1.4]

Protection: The act of keeping safe, defending, or guarding. [2.1]

Q: NONE

R

Regional Migratory Bird Populations of

Management Concern: A population delimited by ecological or administrative boundaries of varying scales (e.g., physiographic regions, watersheds, states, and Flyways) and which represents a recognizable unit for management actions or for estimating status or trends. Breeding Bird Surveys are the primary source for this information that is available from the Biological Research Division of the USGS. [1.1]

Restored: Areas where the quality of the habitat, previously destroyed, converted, or degraded (in whole or in part), has been improved for one or more species. Restoration generally refers to an effort of higher intensity than enhancement. [1.2]

Restored Habitat: Returned to a previous, normal condition or use as defined in an approved management plan. [1.3]

Restoration Population: The act of bringing back or attempting to bring back to the original state by rebuilding, repairing, etc. [2.1]

Note: The word restoration includes both reestablishment and rehabilitation.

Reestablishment: The act of establishing again.

Rehabilitation: The act of restoring effectiveness.

Replacement Value: The estimated cost to completely replace an item of real property as identified in the Real Property Inventory. [2.2]

Riparian: A landscape position - lands contiguous to perennial or intermittent streams, channels and rivers. Riparian areas may include upland, wetland, and riparian plant communities. Riparian plant communities are

affected by surface or subsurface hydrology of the adjacent water source. Riparian plant communities have one or both of the following characteristics: 1) distinctively different vegetative species than adjacent area, and 2) species similar to adjacent areas but exhibiting more vigorous or robust growth forms. [2.3]

Riparian Enhancement: The manipulation of the physical, chemical, or biological characteristics of a riparian site (undisturbed or degraded) to change specific function(s) or the seral stage present. Example: cutting or shearing existing native woody riparian vegetation to stimulate rapid growth of an earlier, successional plant community for the benefit of a particular federal trust species. [2.3]

Riparian Restoration: The manipulation of the physical, chemical, or biological characteristics of a site with the goal of returning full functions to former or degraded native riparian habitat.

Example: Removal of invasive plant species to allow reestablishment of original native plant community; fencing a riparian area to exclude livestock to allow native riparian vegetation to reestablish; replanting native vegetation into crop land to reestablish likely original riparian plant community. [2.3]

S

Species: Includes any subspecies of fish or wildlife or plants, and any distinct population segment of any species of vertebrate fish or wildlife which interbreeds when mature. [1.2]

Species populations: Species, subspecies, or distinct population segments (see "Species" definition). [1.2]

Sustainable population level: With respect to any population, the number of animals which will result in the maximum productivity of the population or the species, keeping in mind the carrying capacity of the habitat and health of the ecosystem of which they form a constituent element. [1.4]

Species of International Concern: Those species covered under an international mandate or protocol of

priority interest to the American people that are in need of conservation efforts. [1.5]

Service Lands: Those lands and holdings identified in the Division of Realty's Annual Report of Lands under the control of the U.S. Fish and Wildlife Service. These lands consist of the National Wildlife Refuge System, National Fish Hatchery System, and administrative sites. This report is published annually and lists by category all the holdings of the U.S. Fish and Wildlife Service as of September 30 of a given year. [2.1]

Stabilized: Species whose numbers have remained relatively stable since the previous assessment and whose threats have remained relatively constant in the wild since the last assessment. [1.2]

Support Groups: Support groups are any groups that are formed for the purpose of supporting the refuge or hatchery established through a written document signed by the project leader. Support groups can include friends groups, Audubon Refuge Keeper Groups, and cooperating and sponsoring groups. [3.2]

T

Technical Assistance: Service-provided expertise and programmatic information to tribal representatives to facilitate the development, enhancement, and management of tribal natural resources.[4.1.]

Threatened: Likely to become endangered within the foreseeable future throughout all or a significant portion of its range. [1.2]

U

Upland: Land or an area of land lying above the level where water flows or where flooding occurs. [2.3]

Upland Restoration: The manipulation of the physical, chemical, or biological characteristics of a site with the goal of returning full functions to former or degraded native upland plant communities. Example: Planting native vegetation into crop land to reestablish likely original plant community [2.3]

Upland Enhancement: The manipulation of the physi-

cal, chemical, or biological characteristics of an upland site (undisturbed or degraded) to change specific function(s) or the seral stage present.

Example: Implementing grazing management to improve quality of existing native rangeland. [2.3]

V

Volunteers: Volunteers include individuals or groups, providing not-for-fee services to a refuge or hatchery to assist with the accomplishment of the Service's goals and objectives. Volunteers can include individuals operating under an individual agreement or organized groups such as scouts, church, or youth groups, and corporate groups, as long as the group operates under a signed agreement. Others volunteers may include community service workers, detention center or other similar types work crews (agreements with the agency), clubs and other partners, and the friends group. [3.2]

W

Wetland: From Cowardin et al. 1979. Classification of Wetlands and Deepwater Habitats of the United States. - "Wetlands are lands transitional between terrestrial and aquatic systems where the water table is usually at or near the surface or the land is covered by shallow water. For purposes of this classification, wetlands must have one or more of the following three attributes: (1) at least periodically the land supports predominantly hydrophytes; (2) the substrate is predominantly undrained hydric soils; and (3) the substrate is nonsoil and is saturated with water or covered by shallow water at some time during the growing season of each year." By definition wetlands include areas meeting specific criteria included in the 1987 Corps of Engineers Wetlands Delineation Manual, as well as in the USDA - NRCS's *National Food Security Act Manual*. [2.3]

Wetland Restoration: The manipulation of the physical, chemical, or biological characteristics of a site with the goal of returning full functions to former or degraded wetland. For the purpose of tracking net-gains in wetland acres, restoration is divided into: [2.3]

Wetland Re-establishment: The manipulation of the physical, chemical, or biological characteristics of

a site with the goal of returning full functions to former wetland. Re-establishment results in a gain in wetland acres. [2.3]

Former Wetland: An area that once was wetland but has been modified to the point it no longer meets the technical criteria for wetlands. The area is considered to be upland. Former wetlands include by definition Prior Converted Croplands (PC). In addition, formerly vegetated shallow coastal open water areas are also considered to be "former wetlands". When they were converted from wetland marshes to open water areas the conversion was considered to result in a loss of wetland acreage both by the FWS Wetlands Status and Trends criteria and NRCS's National Resources Inventory. [2.3]

Wetland Rehabilitation: The manipulation of the physical, chemical, or biological characteristics of a site with the goal of returning full functions to degraded wetland. Rehabilitation results in a gain in wetland function but does not result in a gain in wetland acres. [2.3]

Degraded Wetland: A wetland with one or more functions reduced, impaired, or damaged due to human activity. When determining whether or not a wetland is degraded, consider: physical alteration, including the conversion of a wetland from one system (e.g., estuarine or marine) to a different system; chemical contamination; and biological alteration, including the significant presence of non-indigenous invasive species. [2.3]

Wetland Establishment: The manipulation of the physical, chemical, or biological characteristics present to support and maintain a wetland that did not previously exist on the site. Establishment results in a gain in wetland acres. [2.3]

Wetland Enhancement: The manipulation of the physical, chemical, or biological characteristics of a wetland (undisturbed or degraded) site to change specific function(s) or the seral stage present. Enhancement results in a change in wetland function(s), but does not result in a gain in wetland acres. [2.3]

X, Y, & Z: NONE

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DEPARTMENT OF THE INTERIOR
