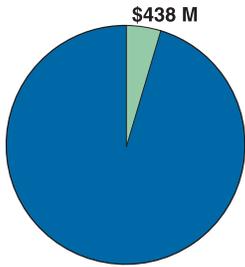


Goal 10 FY 2001 Obligations



Note: EPA FY 2001 Total Obligations were \$9,007 million

GOAL 10: EFFECTIVE MANAGEMENT

EPA will establish a management infrastructure that will set and implement the highest quality standards for effective management and fiscal responsibility.

PROGRESS TOWARD STRATEGIC GOAL AND OBJECTIVE

EPA's progress toward effective management and fiscal responsibility is highlighted by quick response to changing needs while maintaining high standards for resource stewardship and customer service. In critical management areas such as workplace security, higher federal standards for accountability and financial management, managing changing needs for workforce skills, and keeping pace with new technology, EPA provided the management operations and customer service to support Agency environmental results. Building on plans and initiatives currently in place, EPA will continue to implement its strategic plan for workforce recruitment, development, and retention and further integrate resource and performance information for greater accountability.

In FY 2001 the Agency made significant strides toward accomplishing its strategic goal. Of particular note in FY 2001, the Agency:

- Hired 32 interns, bringing the total to 111 interns over 4 years. This diverse group of interns was selected based on their academic accomplishments, leadership potential, commitment to career in public service and interest in environmental issues. These interns are rotated through headquarters and regional EPA organizations to develop a cross-agency, multimedia perspective.
- Demonstrated financial integrity in its FY 2001 Financial Statements for which the Agency received an unqualified opinion. Expedited financial statement preparation by implementing an automated reporting package.
- As a result of work performed by the Office of the Inspector General (OIG), issued a cease and desist

order to a utility company that was dumping untreated effluent including 1.5 tons of nitrogen directly into Dryman Bay, Florida. Closure of this facility immediately reduced the imminent risk and improved the quality of the water in and around the Bay. The company was ordered to pay fines and penalties totaling over \$1.75 million for this violation.

FY 2001 PERFORMANCE

In fulfilling its management commitments, the Agency focused on five overarching priorities: managing human capital, streamlining business processes and meeting customer needs, investing in infrastructure, protecting children's health, and improving management and program operations. Additionally, within the framework of these priorities, EPA began addressing the five challenges outlined in "The President's Management Agenda." They are Strategic Management of Human Capital, Budget and Performance Integration, Competitive Sourcing, Expanded E-government, and Improved Financial Management.

Managing Human Capital

With the expected retirement of a large number of senior employees, the Agency faces various challenges in managing its human resources. This includes recruiting and retaining a highly skilled and diverse technical staff, providing employees with the competencies needed to effectively implement the Agency's strategic goals, and building a sense of community while recognizing differences. The Agency has begun to address these issues through its human resources strategic plan *Investing in Our People: EPA's Strategy for Human Capital, 2001-2003*. This plan calls for the development of a competency-based

“Workforce Planning Model,” which will ultimately give managers at all levels the tools to anticipate the kinds, degrees and duration of skills and competencies needed to meet future program requirements. This plan will also help determine the optimal means of acquiring these competencies, via contract, interagency agreement, recruitment, or development of personnel already onboard. To expedite hiring, the Agency launched “EZHire@EPA,” a web-based automated recruitment system which makes EPA more competitive in the job market. Since the system came online last summer, over 4,000



EPA employees have become EZHire registrants, as have more than 18,000 from outside EPA. With EZHire@EPA,

<http://www.epa.gov/ezhire/>, the Agency expects to be able to attract and hire the employees with the experience and skills needed to deal with changing environmental needs. Refer to Section III, “Management Accomplishments and Challenges,” for further discussion.

The Agency is committed to providing an environment where its employees are afforded equal access to all opportunities and where they are treated fairly. Specifically in FY 2001 EPA created a task force that will develop an approach to eliminate the backlog of Title VI complaints (complaints filed by entities that receive federal resources) and developed civil rights training now required for supervisors and managers; all EPA supervisors and managers are now required to receive this training. EPA also implemented one clear set of guidelines that addresses Agency-wide fairness in all employment and personnel practices in every EPA office.

Streamlining Business Processes and Meeting Customer Needs

The Agency strengthened its financial management practices to enhance customer confidence in the delivery of the Agency’s environmental results. In FY 2001, according to the House Government Reform Subcommittee on Government Efficiency, Financial Management and Intergovernmental Relations, EPA improved its rating on financial management from D- in FY 1999 to B- in FY 2000. In addition, among the 24 departments and agencies covered by the

Chief Financial Officers Act that submit performance reports, EPA’s rating rose from 11th to 6th on the Mercatus Center ranking of the 2nd Annual Performance Report Scorecard. EPA issued the FY 2001 Financial Statements on time and received an unqualified audit opinion from the Office of the Inspector General (OIG). The OIG commended the Agency for significantly improving the financial statement preparation process. Of particular note EPA resolved an Agency weakness in the financial statement preparation process. (Refer to Section III, “Management Accomplishments and Challenges,” for further discussion.)

EPA made strides in using electronic government techniques to better provide integrated budget and cost information as part of the Agency’s work to set priorities and serve customers. Continuing the development of the Financial Data Warehouse, EPA expanded the amount of cost and financial information available for managerial decision-making in FY 2001. During the year usage of the system more than doubled as EPA added more data from financial, grant and contracts systems. Agency managers and staff can access real-time, user-friendly financial and management information using web-based tools. EPA also incorporated pre-GPRA costs into its reporting process, thereby improving financial tracking for goals and objectives. Other EPA accomplishments included an improved methodology to better account for grant funds and execution of a new accounting policy to track Agency-wide investments in information technology management. FY 2001 also was the first full fiscal year in which the new Superfund indirect cost methodology applied to all Superfund response costs, thereby increasing the amount available for cost recovery.

In partnership with state and local governments, EPA is streamlining its business practices and expanding the use of E-government. For example, the Integrated Grants Management System (IGMS) allows for electronic submission of grant applications and improves the speed and user-friendliness of the entire grants process. Five regions began processing applications electronically in FY 2001. EPA has made its contracting opportunities more accessible to the private sector by posting request for proposals (RFPs) on the Federal Business Opportunities (FedBizOpps) web site (<http://cbd.cos.com>).

The Agency has completed phase one of EPA's new automated Human Resources Information System, using PeopleSoft software. Phase I was implemented in all of the Agency's human resources offices. It includes modules for processing personnel and benefits actions, managing positions, inputting performance ratings and interfacing with the Agency's payroll system. This system has resulted in increased human resource personnel performance and productivity throughout the Agency.

EPA also continues to expand automation of internal processes to reduce costs and improve services. In FY 2001 the Agency successfully completed pilot testing and began full implementation of a system to automate the entire process of reimbursing employees for their travel expenses. By the end of FY 2002, all employees will have access to this system. In addition, EPA purchased software and awarded an implementation contract for replacing the Agency's legacy payroll system with fully automated systems that will integrate payroll and human resources functions. EPA also began evaluating options for replacing its core accounting system.

Thanks in large part to its automation and streamlined business practices, EPA earned a total of \$750,000 in rebates and discounts for prompt payments on the Agency bankcard and to contractors, respectively. These funds are available to program offices to support EPA's environmental mission. Additionally, all but a handful Agency salary payments and payments to contractors were made by electronic funds transfer in FY 2001, and overall percentages for electronic payments for all payment types were about 90 percent for the year.

As part of its efforts to provide the public with cost effective and efficient services, EPA continues to carefully review its Federal Activities Inventory Reform Act (FAIR Act) process. The review is designed to ensure that EPA maintains an effective plan to competitively source activities which are identified as being commercial in nature to determine whether they are more efficiently and effectively performed in-house or by the private sector.

EPA's Environmental Finance Program assists communities in their search for creative approaches to funding environmental projects and provides recommendations on environmental finance issues, trends, and options. The program provides informa-

EXAMPLES OF EFC NETWORK INNOVATIONS

Syracuse University, in EPA's New York region, initiated the "Public Management and Finance Program (PMFP)" that helps coordinate the delivery of technical assistance to rural communities.

University of Maryland, in EPA's mid-Atlantic region, worked with counties in two states bordering the Potomac River (Frederick County, MD, and Berkeley County, WV) to develop groundwater protection plans that would benefit the Chesapeake Bay watershed.

Boise State University, in EPA's Pacific northwest region, developed a capital improvement planning and financing software program for small water and wastewater utilities to use in assessing their capital facilities and on the basis of that assessment, prepare a multiyear financing plan.

tion on financial alternatives for state and local environmental programs and small businesses, utilizing an online database containing abstracts of publications, case studies, and contacts. Visits to the Environmental Financing Information site (<http://www.epa.gov/efinpage>) nearly doubled in FY 2001.

The program also supports the Environmental Finance Center (EFC) Network, which is composed of nine universities working to develop innovative solutions that help local governments manage the cost of environmental protection.

Investing in EPA's Infrastructure

In FY 2001 the Agency completed projects that will significantly reduce energy consumption at EPA-owned laboratories. The Agency replaced old chillers (machines that provide chilled water to cool the building) at the Narragansett laboratory. The new chillers are 20 percent more efficient than the chillers they replaced. EPA also moved into the New England Regional Laboratory in Chelmsford, Massachusetts, that will provide savings through energy-efficient fumehoods, state-of-the-art building control systems, and sun-shading panels. At its research complex in Cincinnati, Ohio, the Agency made the largest and cheapest Green Power purchase in its history by procuring the rights to wind and landfill gas generated electricity for the next 3 years at a cost less than

conventional electric power. By the end of 2002, EPA will receive an estimated 9 percent of its electric needs through environmentally preferred power sources.

EPA had also planned in FY 2001 to install a demonstration fuel cell at the Fort Meade Laboratory. The fuel cell is a new technology that results in the highest expected efficiency for fuel conversion and produces negligible pollution. However, this project has been delayed by circumstances beyond EPA's control. In March 2001 one of the project's financing partners withdrew from the project. As a result of this withdrawal, it was not feasible to begin the design of the fuel cell and the design and construction of the mechanical building until all potential partners have been identified and the balance of the funding is available.

Protecting Children's Health

EPA has worked inside and outside of the government to make children's environmental health protection a continuing priority. Children's environmental health accomplishments are captured in many of the goals in this report, as shown in the chart at the end of this section. In addition, EPA and the Department of Health and Human Services (HHS) funded 4 new Centers for Children's Environmental Health and Disease Prevention Research, bringing the total number of centers to 12. The four new centers will research the relationship between environmental exposures and developmental disorders. EPA and HHS, co-chairs for the interagency Task Force on Environmental Health Risks and Safety Risks to



Photo courtesy of the Parks and People Foundation

Children, are continuing to implement strategies to reduce environmental triggers of asthma in children and childhood lead poisoning and are exploring ways to improve school environments.

The Agency's Office of Children's Health Protection works closely with national associations to further children's environmental health protection in the states. In FY 2001 EPA supported the Environmental Council of the States (ECOS) and the Association of State and Territorial Health Officials who convened a first-ever meeting of more than 100 high-level officials representing 63 environment and health agencies from 39 states to begin designing an agenda for working together to reduce exposure to environmental triggers of childhood asthma. In cooperation with the Agency, the National Conference of State Legislatures developed an online database of children's environmental health legislation for state legislators to use when proposing similar legislation. EPA also worked with the American Nurses Associa-

An illustration showing several children engaged in different activities. On the left, a boy is sitting in a wheelchair. Next to him, a boy is kneeling and planting a small tree. A girl is standing and holding a yellow balloon. In the center, a boy is on a seesaw. To the right, a girl is on a pink spring rider shaped like a horse. In the bottom right corner, a boy is kneeling and looking through a magnifying glass at a small insect on the ground.

For information and tips on protecting children from environmental threats, call toll-free (1-877-590-KIDS) or check out EPA's web site at <http://www.epa.gov/children>.

tion (ANA) to provide independent study modules on children’s environmental health for the estimated 150,000 ANA members and with the American Academy of Pediatrics to train incoming Chief Pediatric Residents about environmental health risks to their patients. This program has reached all of the pediatric residency programs in the United States.

EPA issued a report on *America’s Children and the Environment: A First View of Available Measures*, addressing environmental factors that may affect the health and well-being of children in the United States. This first-time report provides trends for five environmental contaminants, one biomonitoring indicator, and two childhood illnesses that may be influenced by environmental factors. The report is a starting point for discussions among policymakers and the public about how to improve federal data on children and the environment, and in the long term, to develop measures to track and understand the environmental health experience of children and evaluate ways to improve it.

Improving Management and Program Operations

EPA continued efforts to integrate budget and performance information to support better decision-making and priority-setting. The Agency made progress in developing measures of environmental results. The FY 2002 Final Annual Performance Plan/Congressional Justification contained more outcome-based annual performance goals, which increased the percentage of outcome-based goals from 23 percent in EPA’s FY 2001 Final Annual Performance Plan/Congressional Justification to 29 percent in FY 2002.

EPA’s Office of the Inspector General (OIG) developed recommendations that led to improvement in the Agency’s business practices and environmental results, including the following areas:

- Submitting timely and complete financial statements that are accurate and have adequate accounting support.

SELECTED CHILDREN’S HEALTH ISSUES IN THE ANNUAL REPORT

Note: See the specific goal chapters for more discussion of the issues.

Goal	Children’s Health Impacts
Goal 1	EPA’s Diesel Rule will reduce emissions of air pollutants to prevent 17,600 cases of acute bronchitis in children annually and will help avoid more than 360,000 asthma attacks and 380,000 cases of respiratory symptoms in asthmatic children per year.
Goal 3	EPA significantly reduced the use of two pesticides that pose a risk to children. In addition, the Food Quality Protection Act mandates the protection of infants and children through use of an extra tenfold safety factor in setting pesticide tolerances, unless scientific data indicate that a different factor is warranted.
Goal 4	The Agency initiated a collaborative program with industry and national experts to assess the risks of a key set of chemicals to which children are disproportionately exposed. Also, EPA launched the Voluntary Children’s Chemical Evaluation Program in June with commitments by 34 companies to fully assess the risks of 20 chemicals to which children might be disproportionately exposed.
Goal 6	EPA continues to fulfill its mission to protect human health through its SunWise School Program, which educates children ages 5–12 on the risks associated with ultraviolet (UV) and sun exposure as a result of a depleted stratospheric ozone layer. Through the use of classroom-based, school-based, and community-based components, SunWise seeks to develop sustained sun-safe behaviors in schoolchildren. Learning about sun protection has an immediate and long-term benefit to the public, since one serious childhood sunburn can double the chances of developing skin cancer later in life, and 80 percent of one’s lifetime exposure to UV occurs before age 18. During FY 2001 SunWise reached more than 9,000 students in 180 schools across the country, a 61 percent increase in program participation.
Goal 8	In FY 2001 EPA conducted studies on pesticide exposure among farmworker children in California and Washington State. Over the next several years, the Agency will use the data from these studies to identify the most effective methods for assessing children’s exposure and to develop exposure assessment models.
Goal 9	In 2001 the Agency successfully prosecuted the first criminal case involving a violation of the Lead Hazard Reduction Act, affecting approximately 15 low-income rental properties in the District of Columbia and Maryland. In addition, EPA conducted more than 650 civil investigations and issued 47 civil complaints and 503 notices of non-compliance for violations of the Lead Disclosure Rule. In all EPA Civil Enforcement reached the homes of 42,673 families.

OIG PROFILE OF PERFORMANCE

✓ Questioned Costs/Savings (millions)	\$67.2
✓ Fines, Recoveries, Settlements (millions)	\$5.2
✓ Criminal, Civil, Administrative Actions	98
✓ Environmental Program Actions/Improvements	86
✓ Management Operational Actions Improvements	102
✓ Customer Service Rating	80%

- Strengthening controls over access to sensitive data on the Agency's mainframe computer.
- Operating a viable asbestos inspection program to ensure that school districts comply with the Asbestos Hazard Emergency Response Act.

In FY 2001 OIG audits and reviews recommended improvements in the economy, efficiency, accountability and integrity of Agency program and operational performance that accounted for over \$67.2 million in savings and questioned costs. For example, as recommended by the OIG, North Carolina and EPA's south-east region made significant changes to the state's National Pollutant Discharge Elimination System permits enforcement program to improve water quality and public health.

EPA's OIG continued to emphasize an investigative initiative to uncover criminal activity in the awarding and delivery of assistance agreements and contracts, and in laboratory fraud. The OIG developed an initiative to instruct enforcement officials from EPA and other agencies on performing investigations of laboratory fraud, and how to partner with other agencies to detect and prevent government laboratory fraud that severely impacts EPA's and other agencies' policy and enforcement actions. Investigations and proactive reviews which detected and prevented vulnerability to risk of financial and environmental loss, and protected the integrity of EPA's programs and operations, resulted in over \$5.2 million in fines and penalties and 98 criminal, civil and/or administrative actions. OIG investigations consistently yielded significant monetary and environmental results. For instance, a company was found guilty of using false documents to hire untrained workers for asbestos abatement, exposing them and the public to severe health risks. The OIG web site, <http://www.epa.gov/oigearth>, contains

information on OIG Semiannual Reports, its Strategic Plan, and individual audit reports.

STATE AND TRIBAL PARTNER CONTRIBUTIONS

In FY 2001 EPA has placed even greater emphasis on improving the Agency's relations with states, tribes and other federal agencies. EPA's Administrator regularly spoke, both inside and outside the Agency, on the importance of strengthening EPA's partnership through the National Environmental Performance Partnership System (NEPPS). EPA's Administrator issued a major policy memo on August 23, 2001, calling for senior Agency leadership to advance the partnership through increasing the Agency's flexibility for states to address the highest priority environmental problems, working with the states to improve performance measures, and generally increasing the incentives for states to practice results-based management under NEPPS.

During FY 2001 the Agency also solicited formal input from ECOS and the Tribal Caucus on state and tribal priorities for the EPA budget at the beginning of its annual planning and budgeting process for FY 2003. Representatives of both organizations made presentations on their recommended priorities for EPA's budget at the Agency's FY 2003 annual planning meeting with senior management. These recommendations were considered as part of the budget decision-making process.

ASSESSMENT OF IMPACTS OF FY 2001 PERFORMANCE ON FY 2002 ANNUAL PERFORMANCE PLAN

There are no changes to FY 2002 APGs based on results of FY 2001 performance.

PERFORMANCE DATA CHART

The following performance data chart includes performance results for the FY 2001 APGs that support Goal 10. The performance chart reflects the Agency's 1997 Strategic Plan goals and objectives with which FY 2001 APGs are associated. Relevant FY 2000 and FY 1999 APGs are displayed for ease in comparing performance. Data quality information for Goal 10 can be found on pages B-38 to B-41 of

Appendix B, “Data Quality.” Additionally, the chart presents results for FY 2000 and FY 1999 APGs for which data were not available when the FY 2000

report was published, as well as for FY 2000 APGs that are not associated with FY 2001 APGs.

<p style="text-align: center; margin: 0;">Summary of FY 2001 Performance</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid white; padding: 2px; text-align: center;">6 Goal Met</div> <div style="border: 1px solid white; padding: 2px; text-align: center;">1 Goal Not Met</div> <div style="border: 1px solid white; padding: 2px; text-align: center;">0 Data Lag</div> </div>	<h2 style="margin: 0;">Goal 10: Effective Management</h2> <h3 style="margin: 0;">Annual Performance Goals and Measures</h3> <h4 style="margin: 0;">FY 1999–FY 2001 Results</h4>
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The Office of the Administrator and Deputy Administrator Will Provide Vision and Leadership (Within the Agency, Nationally and Internationally) as Well as Executive Direction and Policy Oversight for All Agency Programs.

Progress Toward Strategic Objective: Vision and leadership, as well as executive direction and policy oversight for all Agency programs, continue to be shown in the area of children’s health. EPA ensures that it is a high priority to identify and assess environmental health and safety risks that may disproportionately affect children. EPA, in recognition of the emerging need for assessment of Agency policies that affect health risks faced by children, produced the *Children’s Health Valuation Handbook*. The handbook is designed to assist EPA economists in valuing benefits and costs of improving children’s health. It offers practical guidance on economic issues that are both important and unique to valuing children’s health effects.

APG 64	Planned	Actual
FY 2001 Evaluate the effectiveness of the Children’s Valuation Handbook. Goal Met.		
<u>Performance Measures</u>		
- Evaluate an independent report on guidance.	1	1

<i>FY 2000</i>	Evaluate health outcomes related to environmental health effects for asthma and lead addressed in 11 Pilot Child Health Champion Communities. Goal Met.		
	<u>Performance Measure</u>		
	- Issue report on health outcomes.		1

FY 2001 Result: The final evaluation report was issued on September 29, 2001. The handbook is intended to be a living document that is revised periodically as new information becomes available and the Agency’s needs evolve. When prospective users of the handbook were interviewed, they found the handbook to be a very useful reference tool for laying out the issues that need to be considered in valuing children’s health.

EPA Will Provide the Management Services, Administrative Support and Facility Operations Necessary to Achieve Its Environmental Mission and to Meet Its Fiduciary and Workforce Responsibilities.

Progress Toward Strategic Objective: EPA’s progress toward effective management and fiscal responsibilities is highlighted by quick response to changing needs while maintaining the highest quality standards for resource stewardship and customer service. In critical management areas such as security, higher federal standards for accountability and financial management, managing changing needs for workforce skills, and keeping pace with new technology, EPA provided the management operations and customer service needed to support Agency environmental results.

APG 65	Planned	Actual
FY 2001 EPA strengthens goal-based decision making by developing and issuing timely planning and resource management products that meet customer needs. Goal Met.		
<u>Performance Measures</u>		
- Agency’s audited financial statements and Annual Report are submitted on time.	3/01/01	3/01/01
- Agency’s audited financial statements receive an unqualified opinion and provide information that is useful and relevant to the Agency and external parties.	1	1

<i>FY 2000</i>	100 percent of EPA’s Government Performance Results Act (GPRA) implementation components financial management, accountability, and program (planning, budgeting, analysis) are completed on time and meet customer needs. Goal Not Met.		85%
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<i>FY 1999</i>	By the end of 1999, the Agency can plan and track performance against annual goals and capture 100% of costs through the new Planning, Budgeting, Analysis, and Accountability structure, based on modified budget and financial accounting systems, a new accountability process, and new cost accounting mechanisms. Goal Met.		9/30/99
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Goal 10 - Effective Management

FY 2001 Result: EPA prepared and submitted, by the statutory March 1, 2001 due date, the FY 2000 financial statements and received a clean audit opinion. To ensure future success, the Agency has strengthened its year-end process resulting in a timely close; developed new procedures for grant accruals with OIG concurrence and prepared financial statements by Treasury fund symbol that were independently reviewed and verified to assure their accuracy and reliability. In addition, the Agency is preparing the FY 2001 financial statements using an automated reporting package. This package will ensure the Agency's financial statements are prepared more quickly and accurately and will meet the more stringent February 1, 2003 due date for the FY 2002 Annual Report.

		Planned	Actual
APG 66			
FY 2001	EPA continues improving how it measures progress in achieving its strategic objectives and annual goals by increasing external performance goals and measures characterized as outcomes by 4% in the FY 2002 Annual Performance Plan and Congressional Justification. <i>Goal Met.</i>	4%	4%

FY 2001 Result: In FY 2001 EPA released the FY 2002 Annual Plan/Congressional Justification (CJ) document, which included 53 Annual Performance Goals (APGs) and 105 annual Performance Measures (PMs) that were classified as outcomes. These outcome-oriented APGs and PMs represent 29% of the total number of APGs and 29% of the total PMs in the document, and in turn constitute a 6% increase for APGs and a 2% increase for PMs over the FY 2001 Annual Performance Plan/Congressional Justification, resulting in a simple average of an overall 4% increase. The increase in outcome-based APGs is of greater significance than the increase in PMs because the APGs are the basis for Agency accountability in Annual Reports and also encompass the PMs. In addition, further improvement efforts are reflected in the FY 2002 Revised Annual Plan, in which APGs and PMs show improvements over the FY 2001 CJ of 7% and 3%, respectively.

EPA Will Provide a Quality Work Environment That Considers Employee Safety and Security, Building Operations, Utilities, Facilities, New Construction, Repairs, and Pollution Prevention, Within Headquarters and Nationwide

Progress Toward Strategic Objective: EPA continued to make investments in state-of-the-art construction and infrastructure renovations to its office facilities and laboratories to provide a safe and healthy, energy-efficient environment for employees and the surrounding communities. These new facilities will significantly enhance the Agency's ability to conduct sound science and serve as a model for public and private laboratories nationwide.

		Planned	Actual
APG 67			
FY 2001	EPA will ensure personnel are relocated to new space as scheduled. <i>Goal Met.</i>		
	<u>Performance Measures</u>		
	- Percentage of EPA personnel consolidated into Headquarters complex	52%	52%

FY 2001 Result: The Agency conducted seven moves in FY 2001, relocating 665 employees to the Ariel Rios North building and the EPA East (ICC) building.

		Planned	Actual
APG 68			
FY 2001	EPA will ensure that all new and ongoing construction projects are progressing and completed as scheduled. <i>Goal Met.</i>		
	<u>Performance Measures</u>		
	- Percentage of the new Research Triangle Park (RTP) building construction completed.	100%	95%
	- Percentage of the Interstate Commerce Commission (ICC) building construction completed.	100%	100%

FY 2000	<i>EPA will ensure that all new and ongoing "construction projects are progressing and completed as scheduled. <i>Goal Met.</i></i>		
	<u>Performance Measures</u>		
	- Percentage of new RTP building construction completed.		80%
	- Percentage of the ICC construction completed.		80%
	- Percentage of EPA personnel consolidated into Headquarters complex.		40%

FY 1999	<i>Complete at least 50% of construction of the consolidated research lab at RTP, North Carolina. <i>Goal Met.</i></i>		60%
	<i>Continue renovation of the new consolidated headquarters complex, completing 100% build out of the Ariel Rios north and Wilson Building, and 50% of the ICC, and moving 38% of EPA personnel from vacated spaces to the new consolidated complex. <i>Goal Met.</i></i>		90% 50% 31%

FY 2001 Result: Facing a delay in construction, EPA and the General Services Administration changed its acceptance strategy from full, one-time acceptance to partial acceptance in order to begin occupancy. As a result the Agency's occupancy schedule has not

experienced a delay and this performance measure is considered met. Through January 2002, 50% of the EPA-RTP workforce has been moved into the building.

APG 69		Planned	Actual
FY 2001	EPA will install a demonstration fuel cell at Ft. Meade Laboratory. Goal Not Met.		
	<u>Performance Measures</u>		
	- Percentage of fuel cell components in place.	10%	0%

FY 2001 Result: The project was delayed due to circumstances beyond the Agency's control. Siemens-Westinghouse Power Corporation had to reconfigure the proposed system to accommodate commercially available turbines. In March 2001 an Ohio electric utility and one of the project's financing partners withdrew from the project. The project will proceed once additional funding is obtained.

EPA Will Provide Audit and Investigative Products and Services, All of Which Can Facilitate the Accomplishment of Its Mission.

Progress Toward Strategic Objective: The OIG continues to make progress in providing audit and investigative products and services that improve EPA's financial, operational, and program management.

APG 70		Planned	Actual
FY 2001	Office of Audit provides independent audits, evaluations, and advisory services, responsive to customers and clients, leading to improved economy, efficiency and effectiveness in Agency business practices and attainment of its environment goals. Goal Met.		
	<u>Performance Measures</u>		
	- Potential monetary value of recommendations, questioned costs, savings and recoveries.	\$40 M	\$67.2 M
	- Examples of Office of Inspector General (OIG) recommendations/advice or actions taken to improve the economy, efficiency, and effectiveness of business practices and environmental programs.	55	80
	- Overall customer and stakeholder satisfaction with audit products and services (timeliness, relevancy, usefulness and responsiveness).	77%	80%

FY 2000	<i>Office of Audit will provide timely, independent auditing and consulting services responsive to the needs of our customers and stakeholders by identifying means and opportunities for increased economy, efficiency, and effectiveness in achieving environmental results. Goal Met.</i>		
	<u>Performance Measures</u>		
	- Potential monetary value of recommendations, questioned costs, savings and recoveries.		\$55.3 M
	- Examples of OIG recommendations or actions taken to improve economy, efficiency, and effectiveness.		78
	- Overall, customer and stakeholder satisfaction with audit products and services.		76%

FY 1999	<i>In 1999, the OIG will provide objective, timely and independent auditing, consulting, and investigative services through such actions as completing 15 construction grant closeout audits. Goal Met.</i>		24
	<u>Performance Measures</u>		
	- Potential monetary value of recommendations, questioned costs, savings and recoveries.		\$128.8 M
	- Examples of OIG recommendations or actions taken to improve economy, efficiency, and effectiveness.		60
	- Overall, customer and stakeholder satisfaction with audit products and services.		75%

FY 2001 Result: The OIG exceeded its annual performance goals of providing timely, independent auditing and consulting services responsive to the needs of its customers that provide value to the Agency and recommendations to improve program and operational performance and integrity.

FY 2000 Annual Performance Goals (no longer reported for FY 2001)

All 58 mission-critical systems will continue to support core Agency functions without interruption across Year 2000 date change.

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