



Chapter 6:

Support for Environmental Results

EPA's priority for strengthening its management practices is integral to accomplishing the Agency's environmental and human health goals. EPA is acknowledged as a leader among federal agencies in linking resources to performance and using this information in day-to-day decision making. Similarly, Agency efforts to improve the quality and availability of environmental and human health data have strengthened program management and priority setting at federal, state, and local levels, and have enhanced information sharing and understanding of the state of the environment by the public. Agency-wide human capital initiatives, such as inclusion of a human capital cross-cutting strategy in the Agency's 2003 *Strategic Plan*, provided the beginning framework for aligning workforce planning, recruitment, and staff development efforts to meet new challenges and achieve the environmental and health results that the public expects. In FY 2003, EPA made considerable progress in managing for results and in achieving the President's Management Agenda¹ (PMA) reforms.

HIGHLIGHTING EXCELLENCE IN GOVERNMENT

In FY 2003, EPA was recognized for its leadership in the development of federal e-Rulemaking, the Central Data Exchange, and for achievements in Enterprise Architecture by:

- *Federal Executive Leadership Council 2003 Showcase of Excellence Awards.*
- *Grace Hopper Government Technology Leadership Award* from GSA's Federal Technology Service and Government Executive Magazine.
- *e-Gov Government Solutions Center 2003 Pioneer Award and Trailblazer Award.*
- *Excellence in Enterprise Architecture* from Federal Computer Week, e-Gov, FEAC Institute and the Enterprise Architecture Program Advisory Board.

In July 2003, EPA received a "Green" status score for Financial Performance under the PMA by OMB. In fact, EPA was one of only three agencies to receive this award.

In March 2003, EPA received GSA's *National Design Award for Sustainability* for its operations at Research Triangle Park. The EPA facility serves as a model for environmental design by incorporating sustainability in its design, construction, and operation.

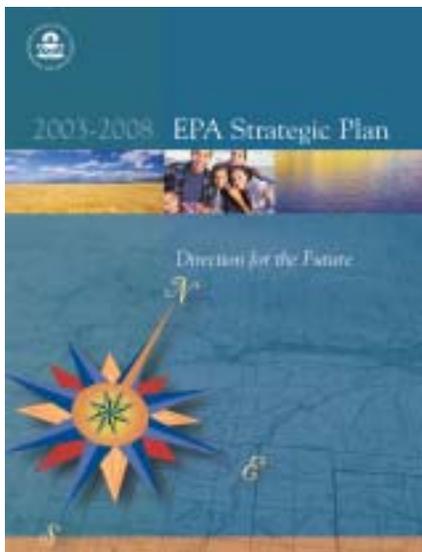
EPA's OIG received the President's Council on Integrity and Efficiency *Award for Excellence in Government*. This award recognizes specific achievements and innovations to promote improvements in the efficiency and effectiveness of federal government performance.



Strengthening Results-Based Management

IMPROVING MEASUREMENT OF PERFORMANCE AND PROGRESS

EPA continues to make progress in managing for results by integrating performance and financial information and improving performance measurement to support more effective program management and Agency decision making. In FY 2003, EPA issued a new, streamlined 2003-2008 *Strategic Plan*² that sharpened the Agency's focus on achieving



measurable environmental results. The Agency's five new outcome-oriented strategic goals and supporting objectives and sub-objectives emphasize environmental results and reflect the work of states, tribes, and other environmental partners. EPA also worked to develop Regional Plans that will include regional strategies—informed

by state priorities—to accomplish the Agency's national strategic goals. And EPA continued to work closely with the Environmental Council of the States to strengthen the alignment of Agency and state planning, budgeting, and accountability processes to support each other's priorities, obtain better results, and reduce the transaction costs of planning and reporting.

EPA also developed fewer, more outcome-oriented annual performance goals that better measure progress toward environmental and human health results. Agency efforts in FY 2003 increased the percentage of the Agency's annual goals and measures that focus on environmental outcomes.³ In addition, EPA increased reliance on performance and results data as key decision factors in

formulating the Agency's FY 2005 budget request. To complement the Agency's outcome-based performance measures, EPA also began developing efficiency measures to better assess how program results relate to the resources invested or time spent to achieve those results.

EPA's Environmental Indicators Initiative seeks to develop better indicators and baselines for measuring and tracking the state of the environment and to identify and fill data gaps for more effectively managing the Agency's environmental programs. In FY 2003, EPA published the *Draft Report on the Environment 2003*,⁴ presenting EPA's first-ever national picture of the U.S. environment. The report describes what EPA does and does not know about the current state of the environment at the national level, highlights the progress the United States has made in protecting its resources, and describes the measures that can be used to track the status of human health and the environment.

LINKING RESOURCES WITH RESULTS

EPA's sustained focus on improving how it manages for results and uses financial and performance information in its daily program management and decision making has resulted in government-wide recognition under the PMA. In FY 2003, the Office of Management and Budget (OMB) recognized EPA as one of three government agencies to earn a "green" status score for Financial Performance, signaling sound financial management practices, evidenced by unqualified (or clean) audit opinions of EPA's financial statements and demonstrated use by program managers of financial and performance information in day-to-day decision making.⁵ OMB also has acknowledged EPA's significant accomplishments in Budget and Performance Integration by providing the Agency with progress scores of "green" for each quarter of FY 2003, while noting that EPA must develop efficiency

measures and demonstrate outcome results for its programs evaluated by the PART and improve PART ratings.⁶

In FY 2003, EPA aligned its performance-based budget with its five new strategic goals to ensure sound fiscal and program management by creating a direct link between the achievement of environmental results and the resources used to achieve them. EPA also enhanced its planning, budgeting, and accounting capabilities by developing a new financial architecture that allows the Agency to track resources across its five new goals at a finer level of detail (e.g., resources used to accomplish a specific aspect of a program). In addition, the Agency completed Phase One of its development of ORBIT, which is its financial, administrative, and operations reporting tool. By providing real-time access to information in four key areas (finance, budget, payroll, and grants) ORBIT will enhance the capability of EPA's programs to monitor Agency operating activities, conduct trend analysis, and develop and improve program management strategies. By modernizing its financial architecture, EPA intends to increase its capacity for linking resources to results (refer to *Sustained Progress in Addressing Management Issues* available at <http://www.epa.gov/ocfo/finstatement/2003ar/2003ar.htm> for further discussion).

To optimize the use of its resources, EPA also continues to improve its oversight for the award and administration of assistance agreements. In FY 2003, EPA developed its first long-term Grants Management Plan,⁷ which will streamline the management of grants, improve competition in the award of grants, strengthen grant oversight, and link grant work plans to environmental outcomes. The plan also includes specific performance targets to measure progress (see sidebar at right).^{*} EPA also

PERFORMANCE TARGETS AND CURRENT RESULTS UNDER EPA'S GRANTS MANAGEMENT PLAN

Performance Measures	Planned Targets	Actual Results
Percentage of grants managed by certified project officer.	100%	99.7%
Percentage of new grants to non-profit recipients subject to the competition order that are competed.	30%	75.4%
Percentage of active recipients who receive advanced monitoring.*	10%	8.7%
Percentage of eligible grants closed out.	99% in 2001	95.7% in 2001
	90% in 2002	80.6% in 2002

* These performance measures are tracked on a calendar year basis.

Note: Closeout numbers are not available until 180 days after the end of the fiscal year.

^{*} In response to the General Accounting Office's report, entitled *Grants Management: EPA Needs to Strengthen Efforts to Address Persistent Challenges*, the Agency agreed to report on its accomplishments in meeting the goals and objectives of the Grants Management Plan, beginning with EPA's FY 2003 Annual Report.

expanded its training programs to focus on the core competencies of its project officers and grants specialists. Of particular note, EPA increased the percentage of grants awarded to non-profit recipients subject to the Agency's grants competition policy by

threefold in FY 2003—to 75.4 percent, as compared to 24 percent during FY 2002⁸ (refer to *Sustained Progress in Addressing Management Issues* available at <http://www.epa.gov/ocfo/finstatement/2003ar/2003ar.htm> for further discussion).

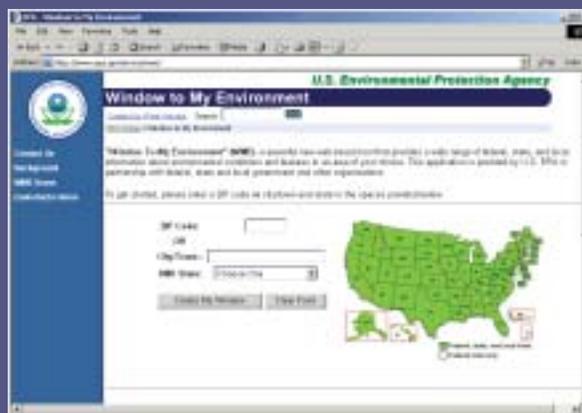
Improving Access to and the Security of Environmental Information

EPA's work in electronic government and information security also supports the achievement of environmental results by improving federal, state, and public access to quality environmental information. Working with its partners in FY 2003, EPA provided enhanced analytical tools, expanded efforts to integrate environmental information, implemented new requirements for information

investment accountability, and strengthened information security to address new challenges to effective management of information resources (refer to *Sustained Progress in Addressing Management Issues* available at <http://www.epa.gov/ocfo/finstatement/2003ar/2003ar.htm> for further discussion). These efforts supported the PMA's electronic government (e-Gov) initiative to improve

WHERE YOU LIVE: EPA EXPANDS ACCESS TO LOCAL ENVIRONMENTAL INFORMATION

In FY 2003, EPA, in partnership with federal, state, and local government, and other organizations, expanded availability of *Window To My Environment* (WME) to communities nation-wide. WME, available from EPA's Internet homepage (<http://www.epa.gov/enviro/wme/>), provides information by town or zip code on conditions affecting air, land, and water as well as local environmental protection efforts.



Below are other databases of local environmental information that are available through EPA's *Where You Live* Internet page: <http://www.epa.gov/epahome/whereyoulive.htm>.

- **Surf Your Watershed:** Environmental conditions and activities in U.S. watersheds.
- **UV Index:** Daily forecast of the expected intensity of ultraviolet radiation from the sun.
- **AIRNOW:** Provides ozone maps to learn more about air quality and air pollution.
- **EnviroJustice Mapper:** EPA permitted facilities and their surrounding communities.
- **Toxic Release Inventory:** Toxic chemicals that are being used, manufactured, treated, transported, or released into the environment.

services to citizens through better external and internal use of information technology.

EPA actively participates in 14 of the 25 projects from 3 of the 4 categories included in the PMA e-Gov initiative.⁹ In FY 2003, EPA's work as the lead federal agency for e-Rulemaking culminated in the launching of Regulations.gov,¹⁰ which provides the public on-line access to regulatory documents and the opportunity to comment on federal rule-makings. In FY 2003, EPA also expanded state access to the Environmental Information Exchange Network,¹¹ a unified network that integrates access to high-quality and integrated air, water, and waste information systems. Currently, 49 states are reporting data electronically through EPA's network portal, reducing their reporting burden while increasing the timeliness and accuracy of their reported data.

The Agency's ability to achieve these innovative successes in e-Gov was supported by its overall progress toward ensuring careful investment in information technology and continuous monitoring of information

security. In FY 2003, EPA successfully implemented an information technology capital planning process that ensures the wise investment of information technology dollars and effective and efficient, "behind-the-scenes" Agency operations. EPA had 100 percent of its Capital Planning Investment Control business cases approved by OMB as part of the FY 2004 budget development. In addition, EPA successfully implemented a comprehensive strategy for addressing evolving challenges in information security and providing timely, effective information access in response to environmental and homeland security emergencies. The Agency's system-wide actions to correct security weaknesses and prevent incidents included meeting all OMB security criteria; in-depth testing and analyses of security plans; and regular risk assessment, testing, and monitoring. EPA has established security as a primary criterion in ongoing efforts to ensure that the Agency has the technology necessary to provide efficient service and effective information-sharing capabilities.

Revamping Human Capital Strategy to Meet New Challenges

EPA's success depends on its ability to develop and sustain a diverse, highly skilled, results-oriented workforce that seeks creative solutions to environmental problems and is committed to excellence. By aligning its human capital planning activities with its strategic planning and budgeting processes, the Agency has made significant progress toward developing a workforce with the right mix of technical expertise, experience, and leadership capabilities to achieve its goals (see Figure 6-1). In FY 2003, EPA began drafting a revised *Investing in Our People II, EPA's Strategy for Human Capital: 2003-2008*,¹² to strengthen human capital strategies already in place. EPA's draft human capital strategy updates the 2000 version, and is

Figure 6-1. EPA's Workforce—Major Occupations (as of 9/20/03)

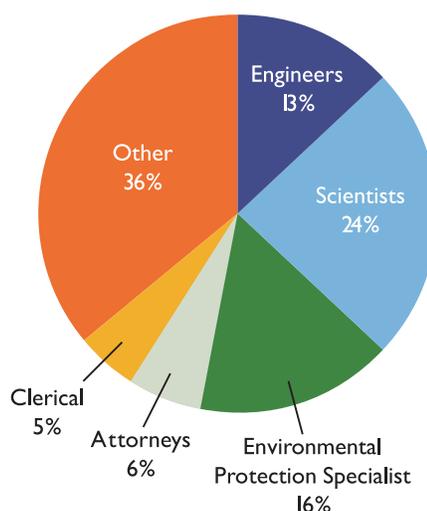
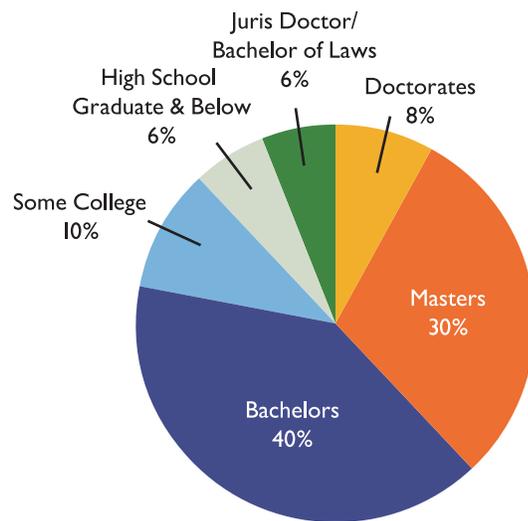


Figure 6-2. EPA Has a Highly Educated Workforce (current as of 9/20/03)



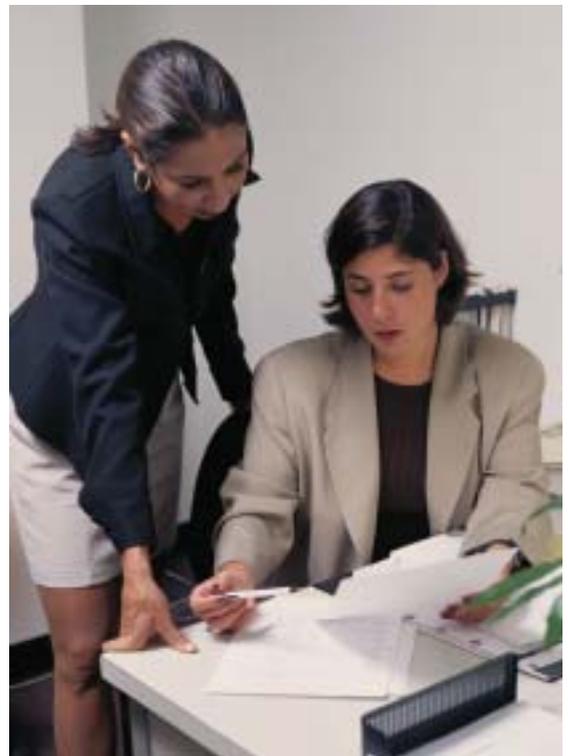
aligned with the Agency's 2003 *Strategic Plan*, which includes a human capital cross-goal strategy (refer to *Sustained Progress in Addressing Management Issues* available at <http://www.epa.gov/ocfo/finstatement/2003ar/2003ar.htm> for further discussion).

In FY 2003, the Agency pilot-tested its National Strategic Workforce Planning System (NSWPS), which will enable managers to inventory the skills and competencies of EPA's workforce, project the skills and competencies required for the future, and identify and close any gaps between the two (See Figure 6-2). Agency-wide deployment of the NSWPS will begin in January 2004, and final implementation is targeted for the fall of 2004.

The NSWPS supports the implementation of EPA's Workforce Development Strategy (WDS), a comprehensive approach for addressing the workforce development needs of all Agency employees, from administrative personnel to executive leadership. In FY 2003, EPA continued deploying its Senior Executive Service (SES) Candidate Development Program, a rigorous, 18-month program consisting of rotations, leadership training, and close mentorship. Of the 51 candidates selected to participate in this program, EPA has placed 4 candidates into SES positions, and 7 more have completed their training and

await certification by the Office of Personnel Management (OPM). The Agency also hired 39 interns, as part of the sixth EPA Intern Program class. Since its inception in 1998, the Intern Program has facilitated the hiring of 191 highly qualified and diverse interns to add to EPA's ranks of potential future leaders.

EPA has initiated a series of program evaluations to assess the effectiveness of its WDS programs, and will enhance its programs as recommended by these evaluations. The FY 2003 evaluation of EPA's Intern Program found that the program is effective in recruiting and growing a diverse group of high-potential employees. The evaluation provided findings and recommendations on all phases of the program, including recruitment and hiring; activities during the 2-year development program (training, rotations, development); and retention after the program is complete. In addition, EPA also initiated an evaluation of the SES Candidate Development Program in FY 2003. These evaluations will serve as a "test bed" for an evaluation methodology that will be applied to other EPA human capital initiatives.



Using Competition to Ensure Efficient Use of Agency Resources

Appropriately aligning resources, people and dollars, to achieve its environmental and health goals is essential to EPA's success. Competitive sourcing is a tool to assess resource placement within the Agency and to test the cost effectiveness of continued government performance of activities identified as "commercial" against performance by the private sector. Through competition the Agency can be assured that its resources are being used to achieve maximum performance in the most cost-effective manner.

During FY 2003, EPA took significant steps to ensure strategic use of competitive sourcing to strengthen the Agency's ability to achieve desired environmental results in the most effective manner. By aligning competitive sourcing with strategic planning and budgeting, as well as human capital planning, the EPA has positioned itself for success. In acknowledgment of the critical link between the Agency's human capital strategy and competitive sourcing decisions, the same Agency

official is designated the Human Capital Officer and Competitive Sourcing Official. To determine where public-private competitions offer the greatest potential for benefit, the EPA established a cross-Agency senior management-level group as its decision making body. EPA also established a Competitive Sourcing Office to implement the program. Through competitive sourcing EPA expects to advance its *Strategic Plan* by improving the quality of services provided by the Agency and making resources available for investment in priority areas.

Over the last year, EPA completed three competitions, which demonstrated the cost effectiveness of continued government performance of certain risk assessment activities in the Office of Pollution Prevention and Toxic Substances. Over the next 5 years, actual performance of the Agency will be measured against desired performance standards to ensure continued effectiveness of the services provided.

Assessing Management and Program Operations

EPA's Office of the Inspector General (OIG) supported the Agency by assessing the effectiveness of program management and results, developing recommendations for improvement, and ensuring Agency resources are used as intended. OIG's audits, evaluations and investigations are intended to examine systemic issues and recommend ways for strengthening the Agency's environmental protection efforts. The following examples are illustrative of the OIG's achievements in helping EPA operate more efficiently and effectively:¹³

- An OIG report on how EPA communicated with the public on the

risks posed by air quality following the collapse of the World Trade Center recommended ways that the Agency can improve its emergency response capabilities, risk assessment and characterization, and risk communication.

- Working jointly with the Nuclear Regulatory Commission, OIG found that a major government contractor billed government contracts in excess of actual costs incurred. This resulted in a settlement agreement of \$391 million for EPA and the 17 other federal agencies overcharged.

- As a result of an OIG audit of EPA oversight of federally delegated programs in the state of Louisiana, an effort is underway to strengthen communication, mutual goal-setting and accountability of several states' roles in programs such as National Pollutant Discharge Elimination System, Resources Conservation and Recovery Act, and Title V Air Permit Program.

OIG PROFILE OF PERFORMANCE

• Questioned Costs/Savings (millions)	\$ 38.4
• Fines, Recoveries, and Settlements (millions)	\$ 372.6
• Criminal, Civil, Administrative Actions	83
• Environmental Program Action Improvements & Risks Reduced	56
• Management Operational Action Improvements	138
• Recommendations (Environmental & Management)	312

Note: The terms Questioned Costs and Savings (i.e. funds put to better use) are terms used by the President's Council on Integrity and Efficiency. See <http://ignet.gov/randp/fy01apr.pdf> for a description of these terms. Fines, recoveries, and settlements are amounts imposed by a court, legal or administrative procedure.

Assessment of Impacts of FY 2003 Performance on FY 2004 Annual Plan

There are no changes to FY 2004 APGs based on results of FY 2003 performance.

Annual Performance Goals (APG) and Measures

CHAPTER 6: SUPPORT FOR ENVIRONMENTAL RESULTS

SUMMARY OF RESULTS—SUPPORT FOR ENVIRONMENTAL RESULTS

Number of Goals Met:	3
Number of Goals Not Met:	2
Number with Data Lag:	0

APG 60	Information Exchange Network	Planned	Actual
FY 2003	<p>Decision makers have access to the environmental data that EPA collects and manages to make sound environmental decisions while minimizing the reporting burden on data providers. Goal Not Met.</p> <p><i>Performance Measures</i></p> <ul style="list-style-type: none"> —States using the Central Data Exchange (CDX) to send data to EPA. 46 49 —In preparation for increasing the exchange of information through CDX, implement four data standards in 13 major systems and develop four additional standards in 2003. 8 7 		
FY 2002	The Central Data Exchange, a key component of the environmental information exchange network, will become fully operational and 15 states will be using it to send data to EPA thereby improving data consistency with participating states. Goal Met.	15	45
<p>FY 2003 Result: To improve data access used in decision making while reducing barriers to sharing information, EPA continued to build the Environmental Information Exchange Network in collaboration with states, tribes, and industry. Forty-nine states have registered to submit data through CDX, a component of the Network. In FY 2003 the total number of registered users (states, tribes, industry) increased by 113% (from 7,647 at the end of FY 2002 to 16,335 in FY 2003). In FY 2003, EPA met its target of developing 4 additional standards, but only implemented 3 of the 4 data standards in 13 major systems, missing its FY 2003 target.</p>			

APG 61	Audit and Advisory Services	Planned	Actual
FY 2003	<p>Improve environmental quality and human health by identifying 80 environmental recommendations, risks, and best practices; contributing to the reduction of 20 environmental risks, and 60 actions influencing positive environmental or health impacts. Goal Met.</p>	80 20 60	312 92 185
FY 2002	Same goal, different targets. Goal Met.	50 15 15	100 18 16
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.		

APG 61	Audit and Advisory Services (continued)	Planned	Actual
FY 2001 (continued)	<p>Performance Measures</p> <ul style="list-style-type: none"> —Potential monetary value of recommendations, questioned costs, savings and recoveries. —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. —Overall customer and stakeholder satisfaction with audit products and services (timeliness, relevancy, usefulness, and responsiveness). 	40 M 55 77%	\$672 M 80 80%
FY 2000	Same Goal as FY2001, different targets. Goal Met.	64 M 63 75% satisfaction	\$55.3 M 78 76%
<p>FY 2003 Result: The OIG exceeded the targets for this goal by including measures of results in promoting economy and efficiency and preventing and detecting fraud, waste, and abuse in EPA programs and operations in addition to measures of environmental recommendations and improvement. The OIG issued its first Multi-Year Plan for improved environmental outcomes by linking audits, evaluations, and investigations within EPA media and operational lines to produce recommendations that address long standing, or systemic program problems. During FY 2003, the OIG reported \$41 million in potential return from savings, questioned costs, recoveries, and fines (over eight times the annual appropriation for the OIG). In addition, the OIG conducted investigations resulting in 83 criminal, civil, or administrative actions preventing the loss of resources.</p>			
APG 62	Information Security	Planned	Actual
FY 2003	<p>OMB reports that all EPA information systems meet/exceed established standards for security. Goal Met.</p> <p>Performance Measures</p> <ul style="list-style-type: none"> —Percent compliance with 13 criteria used by OMB to assess Agency security programs reported annually to OMB under the Government Information Security Reform Act. —Percent of intrusion detection monitoring sensors installed and operational. 	75 75	75 100
FY 2002	<p>Complete risk assessments on the Agency's critical infrastructure systems, critical financial systems, and mission critical environmental systems. Goal Met.</p> <p>Performance Measures</p> <ul style="list-style-type: none"> —Critical infrastructure systems risk assessment findings will be formally documented and transmitted to systems owners and managers in a formal Risk Assessment document. —Critical financial systems risk assessment findings will be formally documented and transmitted to systems owners and managers in a formal Risk Assessment document. —Mission critical environmental systems risk assessment findings will be formally documented and transmitted to system owners and managers in a formal Risk Assessment document. 	12 13 5	12 13 5
<p>FY 2003 Result: EPA's continued progress in improving information security included meeting all OMB criteria, such as assessing risk, testing and evaluating controls, and establishing contingency plans. EPA also achieved 100% operation of intrusion detection monitoring sensors. The sensors deterred 2.7 million attempts to breach EPA's perimeter defenses against outside attacks.</p>			

APG 63	GPRA Implementation	Planned	Actual
FY 2003	<p>Strengthen EPA's management services in support of the Agency's mission while addressing the challenges included in the President's Management Agenda. Goal Not Met.</p> <p><i>Performance Measures</i></p> <ul style="list-style-type: none"> —Offices using workforce planning model which identifies skills and competencies needed by the Agency for strategic recruitment, retention, and development. 5 5 —Percentage of total eligible service contracting dollars obligated as performance-based in FY 2003. 30 19 —Agency audited financial statements are timely, and receive an unqualified opinion. 1 1 		
FY 2002	<p>EPA strengthens goal-based decision making by developing and issuing timely planning and resource management products that meet customer needs. Goal Met.</p> <p><i>Performance Measures</i></p> <ul style="list-style-type: none"> —Agency's audited financial statements and Annual Report are submitted on time. 3/01/02 2/27/02 —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 		
FY 2001	Same goal. Goal Met.	3/01/01 (timelines) 1 (opinion)	3/01/01 (timelines) 1 (opinion)
FY 2000	100% of EPA's Government Performance Results Act (GPRA) implementation components (planning, budgeting, financial management, accountability, and program analysis) are completed on time and meet customer needs. Goal Not Met.	100%	85%
<p>FY 2003 Result: The Workforce Planning Model was used in five of the Agency's offices to assess the skills of the current workforce in order to plan for the future. The Agency increased its percentage of total eligible service contracting dollars obligated as performance-based awards from 17% in FY 2002 to 19% in FY 2003. While the target of 30% was not achieved, EPA will issue a policy in FY 2004 that all new contracts will be performance-based unless there is justification for another type of contract. The policy will support EPA meeting OMB's goal of 50% performance-based contracts in FY 2005. In addition, EPA's FY 2003 financial statements received a clean audit opinion from the Office of the Inspector General (OIG).</p>			

APG 64	Data Quality	Planned	Actual
FY 2003	<p>The public will have access to a wide range of federal, state, and local environmental conditions and features in an area of their choice. Goal Met.</p> <p><i>Performance Measures</i></p> <ul style="list-style-type: none"> —Window-to-My-Environment nationally deployed and provides citizens across the country with Federal, state, and local environmental information specific to an area of their choice. Nationally Deployed Nationally Deployed 		

APG 64	Data Quality (continued)	Planned	Actual
FY 2002	100% of the publicly available facility data from EPA's national systems accessible on the EPA Website will be part of the Integrated Error Correction Process, reducing data error. Goal Met.	100%	100%
FY 2003 Result: An estimated 60,000 users visit Window-to-My-Environment each month. In FY 2003, EPA completed national deployment of Window-to-My-Environment, which is now available to communities nationwide.			

FY 2002 Annual Performance Goals

(No Longer Reported for FY 2003)

- 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 2% in the FY 2003 Annual Performance Plan and Congressional Justification compared to FY 2002.
- EPA will ensure personnel are relocated to new space as scheduled.
- EPA will ensure that all new and ongoing construction projects are progressing and completed as scheduled.
- EPA will initiate a demonstration fuel cell at Ft. Meade Laboratory.

NOTES

1. Executive Office of the President, Office of Management and Budget. 2002. *The President's Management Agenda: FY 2002*. Washington, DC: U.S. Government Printing Office. Available at <http://www.whitehouse.gov/omb/budget/fy2002/mgmt.pdf>.
2. US EPA 2003-2008 Strategic Plan, *Direction for the Future*. Available at <http://www.epa.gov/ocfo/plan/plan.htm>.
3. US EPA Final Annual Plan available at <http://www.epa.gov/ocfo>.
4. US EPA *Draft Report on the Environment*, 2003. EPA-260-R-02-006, June 2003. Available at <http://www.epa.gov/indicators/roe/index.htm>.
5. Ibid.
6. *Office of Management and Budget President's Management Agenda EPA scorecards*. Available at <http://www.whitehouse.gov/omb>.
7. US EPA, EPA Grants Management Plan. EPA-216-R-03-001, April 2003. Available at <http://www.epa.gov/ogd/EO/finalreport.pdf>.
8. US EPA, Integrated Grants Management System (IGMS). Internal database.
9. US EPA *e-Gov Update*. May 2, 2003.
10. Regulations.gov. Available at <http://www.regulations.gov>.
11. *Environmental Information Exchange Network*. Available at <http://www.exchangenetwork.net>.
12. US EPA *Investing in Our People II, EPA's Strategy for Human Capital: 2003-2008* (draft). Will be available on-line at: <http://intranet.epa.gov/ohros/hrc/new.htm>. (This document will be released pending endorsement by either the incoming or acting Administrator. It will be available no later than December 31, 2003.)
13. US EPA *Office of Inspector General Semiannual Reports to Congress for the periods October 1, 2002 to March 31, 2002; and April 1, 2003 to September 30, 2003*. Available at <http://www.epa.gov/oigearth/>.
14. US EPA Office of Inspector General Performance Measurement and Results System (PMRS). Internal database.