

**BUSINESS LINE: *FINANCIAL MANAGEMENT***

		FY 2001 Enacted	Uncontrollable Costs	Program Change	FY 2002 Request	Difference from FY 2001
Regulation & Technology	\$\$\$	536	12	-71	477	-59
	FTE	4	0	0	4	0
Abandoned Mine Land	\$\$\$	5,402	168	500	6,070	668
	FTE	58	0	0	58	0
TOTAL	\$\$\$	5,938	180	429	6,547	609
	FTE	62	0	0	62	0

**Operational Processes (Program Activities):** OSM carries out its program financial management responsibilities through three activities: fee compliance, revenue management, and grants management.

This business line does not include administrative accounting for appropriated funds.

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**THIS BUSINESS LINE SUPPORTS BOTH MISSION GOALS OF ENVIRONMENTAL RESTORATION AND PROTECTION THROUGH A MORE EFFECTIVE AND EFFICIENT MANAGEMENT OF HUMAN AND FISCAL RESOURCES TO FACILITATE RECLAMATION OF ABANDONED MINE LANDS, AND TO PROTECT THE ENVIRONMENT, PEOPLE AND PROPERTY, DURING AND AFTER MINING**

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Fee compliance covers the collection, accounting, audit, and investment of abandoned mine reclamation fees, assistance to operators on compliance matters, and regulatory and policy development on fee issues.

Revenue management involves the accounting and collection of revenue other than reclamation fees, such as civil penalties assessed under Federal citations for mining violations and Federal performance bonds

forfeited by coal mine permittees.

Grants management includes accounting for and reporting on grants awarded to States and Tribes for AML and regulatory purposes.

Office of Surface Mining Reclamation and Enforcement

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**Strategic Outcome:** Accurate and timely accounting for program financial transactions, maximization of revenue for the restoration and protection of the environment, and prompt financial services to States, Tribes, and industry.

**Indicator Measure(s):** Performance will be measured by the Office of Inspector General financial statement audit opinion for fee compliance, revenue management, grants financial services, and the fee compliance rate for operators reporting coal tonnage.

Office of Surface Mining Reclamation and Enforcement

<b>Table 16: Strategic Goals and FY 2002 Measures</b>	<b>2000 Actual</b>	<b>2001 Enacted</b>	<b>2002 Estimate</b>
<p><i>Through 2005, OSM will maintain a 99 percent AML reclamation fee collection rate on fees due during the year. OSM will also attain a 93 percent on-time reporting and payment compliance rate by coal operators. While some non-payments and non-reporting will probably always be present due to such factors as errors and financial difficulties, OSM will work to minimize these problems and measure the level collections and on-time reporting.</i></p> <p>C OSM will maintain a 99% fee collection rate as measured by the percent of fees due that are collected (indicates success in generating funds for reclamation - total collections shown in \$ millions).</p> <p style="text-align: right;">99.83% (\$274.4M)</p> <p>C OSM will attain a 93 percent initial compliance rate as measured by the percentage of permits that report and pay on time.</p> <p><i>Through 2005, OSM's annual financial statements will be free of any material weaknesses regarding fee compliance, revenue, and grants financial services as determined by the Office of the Inspector General.</i></p> <p>C In FY 2002, OSM will have no material weaknesses in any of OSM's annual financial statements as determined by the Office of the Inspector General.</p> <p style="text-align: right;">91.8%</p> <p><i>Through 2005, OSM will process requests for grant payments within one day, 99 percent of the time by measuring the total days to process requests compared to number of requests received.</i></p> <p>C In FY 2002, OSM will process requests for grant payments within one day, 99 percent of the time by measuring the total days to process requests compared to number of requests received.</p> <p style="text-align: right;">0</p> <p><i>Through 2005, OSM will conduct customer surveys to determine accuracy, timeliness and overall satisfaction of grants financial management.</i></p> <p>C In FY 2002, OSM will attain a 90% customer service rating for overall satisfaction in grants financial management.</p> <p style="text-align: right;">100%</p>	99%	99%	99%
	91.8%	92.5%	93%
	0	0	0
	100%	99%	99%

**Data Verification and Validation for Measures:** OSM has various internal controls and system capabilities to assure accurate and timely reporting of data. Additionally, the data and measures for this business line are subject to audit annually by the Department of the Interior's Office of the Inspector General.

**Actions Required to Achieve Annual Goals:** In FY 2001 and 2002, OSM will use technology to increase compliance and improve processing of collections. This includes using the internet and electronic file transfer to receive quarterly coal production reports and to provide information to companies, and using collection contractors. OSM will continue to use new and streamlined collection services as they become available and will work with customers and stakeholders to ensure fair and consistent policies.

An additional objective will be to provide a more efficient funds transfer mechanism to the States and Tribes, providing on-line, real-time management information. Most of OSM's payments are transfers of grant funds to States and Tribes. OSM has over 181 grants and cooperative agreements with the States and Tribes, accounting for over \$239 million.

**Resources, Skills, and Technology Needed:** To support program activities and to ensure that operators continue to support the surface mining program by paying appropriate fees, OSM plans to maintain a highly trained cadre of fee compliance auditors, program accountants, and financial systems personnel. Training will continue so that financial management personnel maintain a high level of skill and technical expertise.

OSM must maintain and enhance the program financial data systems during FY 2002 to ensure that an effective, efficient, and accurate financial and accounting operation remains in effect. The most significant of these systems is the Fee Billing and Collection System (FEEBACS). The system is at the end of its effective life-cycle and must be re-designed. OSM will conduct a study in FY 2001 to determine the most effective design and development approach for the new system.

In FY 2002, the President's Budget requests \$6.0 million for the Fee Compliance Program activity; \$388,000 for the Revenue Management program activity; and \$171,000 for the Grants Financial Management program activity to meet the annual goals discussed above. Because OSM was able to use Fee Compliance funding carried over from prior years, it was possible to reduce the fiscal year 2000 and 2001 appropriations for that program.

The following section details, by program activity, the funding and FTE resources required to meet the annual performance goals. It also includes examples of the types of technical training, assistance efforts, and services provided by this business line.

**Table 17 - Justification of Program Performance**

**Financial Management**

Summary Increases/Decreases for FY 2002

(Dollars in Thousands)

Program Activity		Regulation & Technology		Abandoned Mine Lands		Total		Inc/Dec
		2001	2002	2001	2002	2001	2002	
Fee Compliance	\$\$\$	0	0	5,323	5,988	5,323	5,988	665
	FTE	0	0	57	57	57	57	0
Revenue Management	\$\$\$	450	388	0	0	450	388	-62
	FTE	3	3	0	0	3	3	0
Grants Financial Management	\$\$\$	86	89	79	82	165	171	6
	FTE	1	1	1	1	2	2	0
TOTAL	\$\$\$	536	477	5,402	6,070	5,938	6,547	609
	FTE	4	4	58	58	62	62	0

## ***ONGOING PROGRAM***

### ***1. Fee Compliance***

OSM's Fee Compliance Program carries out SMCRA's requirements to ensure coal operators report tonnage and pay reclamation fees. The program goal is to maximize compliance by fairly and consistently applying policy and collection procedures at a reasonable cost. In FY 2000, the program achieved a 99 percent collection rate resulting in \$274 million in total collections. The program also achieved a 91.8 percent compliance rate for operators filing their tonnage reports on time. After working closely with the industry, most of the reports were filed. However, OSM's goal is to increase the initial on-time reporting level to reduce the follow-up effort that is required. In terms of efficiency, the total direct program cost was less than two percent of the amount collected. The most recent Office of Inspector General's report on the program also concluded it was operated efficiently, effectively, and in accordance with the authorizing legislation and regulations. ["Survey Report: Fee Compliance Program, Office of Surface Mining Reclamation and Enforcement (no. E-IN-osm-002-97)]. The emphasis on efficiency has enabled OSM to reduce program staffing to the level necessary to maintain the revenue stream.

Since the inception of the AML Fund through FY 2000, OSM has collected \$5.3 billion. The Abandoned Mine Land Reclamation Act of 1990 required OSM to invest the unappropriated balance of the Fund in U.S. Treasury issued public debt securities after October 1, 1991. This has generated interest of over \$566.4 million through FY 2000, of which \$486.4 million has been transferred to the United Mine Workers Combined Benefit Fund, as of March 1, 2001, as required by law. The responsibility for making daily investments, and accounting for and reporting of the resulting earnings, has required a growing amount of OSM resources. Table 18 details the actual and projected annual collections and earnings of the AML Fund.

The Fee Compliance Program is comprised of two highly integrated components which are the AML fee collection and fee audit programs. Together they provide a wide range of services to a variety of internal and external customers.

#### ***a. AML Fee Collection***

The collection component assures that the AML Fee payment requirements of SMCRA are consistently and fairly applied across the country, creating a level playing field for all coal companies. In FY 2000, OSM collected more than \$273 million of \$274 million in new fees due that year. That translates into a 99.6 percent collection rate. Although the collection rate was the same as in FY 1999, the amount collected was \$2.2 million (0.8 percent) lower due to reduced coal production.

To assist in managing AML Fee collections, OSM utilizes the Fee Billing Accounting and Collection System (FEEBACS). This computerized system provides subsidiary accounts receivable and management information needed to manage the fee compliance program. FEEBACS is integrated with the Applicant Violator System to track new permits from initial permitting through fee reporting. AML fee payments are tracked by permit number of producing coal companies for each quarter of the year. In addition, the system issues quarterly OSM-1 Coal Reclamation Fee Reports (OSM-1s) for industry coal sale reporting and fee computation. The OSM-1 package includes all data available on potentially producing permits to simplify the reporting requirements by industry. The forms are pre-printed and mailed to the companies to facilitate tonnage reporting and fee payment. FEEBACS also tracks quarterly payments received, identifies delinquent debtors and non-responding companies, and produces bills for delinquent accounts and letters to non-respondents. The FEEBACS system is a critical part of the Fee Compliance program.

Payment of AML fees is due thirty days after the end of each calendar quarter. Companies either mail their OSM-1 forms and payments to a lockbox operated by a commercial bank or they pay fees by electronic fund transfer from their local bank to Treasury. Reports covering over 3,600 permits are processed each quarter. Unless paid timely, the amount due is subject to penalties, interest, and administrative costs in accordance with the Debt Collection Improvement Act of 1996.

OSM has developed an internet-based system to allow coal companies to file their quarterly coal production reports electronically. The system was tested by companies in December 2000 and the comments were very positive. OSM plans to expand the use of the system in April and July 2001. The new system helps streamline the reporting process, makes it easier for companies to report on time, reduces errors, and makes it easier to follow-up with companies that have not reported.

During 2001, OSM will also conduct a cost-benefit and feasibility study of the options available to replace the FEEBACS system. Because of its age, the system is difficult and costly to maintain. If key personnel were to leave, OSM would not be able to operate the system. The system needs to be re-designed in a contemporary and widely-used programming language. A re-design would result in an improved system that could reduce current operating costs.

During FY 2002, OSM plans to achieve or exceed the following performance measures:

- C Collect over 99% of the reclamation fees due; and
- C 93% of permits will report and pay on time.

*b. AML Fee Audit*

SMCRA requires OSM to conduct audits to ensure full compliance with the law's reclamation fee requirements, so funds are available for State, Tribal, and Federal reclamation efforts. To meet that mandate, the audit program is designed to promote timely and accurate reporting of coal tonnage and to ensure correct fee payments.

The audit staff is strategically located in field offices in most of the coal-producing areas, which is instrumental in providing direct service to coal operators. To ensure quality, all work is carried out in accordance with Government Auditing Standards issued by the Comptroller General of the United States. The continuing professional education and training of OSM's auditing staff is emphasized in accordance with those standards.

By structuring the audit program so that all companies have the potential to be audited, an effective deterrent to noncompliance is always present. To support the program goal of maximizing compliance, OSM auditors conducted more than 200 on-site reviews of coal companies' records in FY 2000. Beyond the deterrent effect, this provides an opportunity to assist industry on accounting and reporting matters. For example, when instances of non-compliance are identified, the auditors explain each issue and how similar occurrences can be avoided in the future.

Auditors also provide several other services necessary to achieve a high level of compliance, including the following:

- C Examining all permit transactions provided by regulatory authorities.* The audit staff reviews all newly issued coal mining permits and transactions (transfers and amendments) which can affect the parties responsible for paying fees. By continuing these efforts, the program has greater assurance that all producing permits are identified in a timely manner, and operators are informed of their reporting and payment responsibilities.
- C Examining mining permits and other operator-reported data.* Discrepancies are communicated to the accounting and collection team to assure quality control. The 1990 SMCRA amendments added several items, which operators are required to report, such as the shipping points and customers. The auditors are required to verify this data as well as the tonnage for completeness and accuracy.
- C Providing an audit appeal process to resolve disputed audit findings.* OSM instituted this process to provide an administrative means to resolve disagreements on additional fees owed. It has provided a mechanism to avoid costly litigation, and is regarded by all as good customer service.

- C Identifying refunds for operators who have overpaid fees and providing guidance on the assessment and calculation of fees.* OSM’s mandate is to ensure tonnage is accurately reported. Over reporting of tonnage may be found in audits, and this effort also serves as a “check” when issuing refunds to operators which apply for refunds on their own.
- C Developing necessary revisions to the fee requirements.* Periodically, the need arises to adapt the governing regulations and policies to changes in the industry. The auditors have the most direct contact with operators and the subject-matter expertise to identify, develop, test, and implement any needed changes. This is part of an ongoing effort to ensure fairness and a level playing field among all operators in paying fees.
- C Providing tonnage and audit information to States, Tribes, and other Federal agencies.* The regulatory authorities routinely seek audit assistance and information, which OSM is legally obligated to provide. The auditors also provide audit and related services to other OSM units in the overall implementation of SMCRA.
- C Verifying claims for fee exemption under the provisions in the regulations.* There are several categories of coal removal not subject to fees. These claims must be examined to ensure only those truly entitled to the exemption are not required to pay. A record review is necessary because of the various requirements that must be met.
- C Coordinating efforts to assist operators on fee-related matters.* The operators have a working relationship with OSM auditors, the first line of OSM presence which many operators meet on a recurring basis. Calls are regularly received by the audit field offices for assistance, most commonly in filing tonnage reports and calculating fees. To provide operators the information they need to comply, these inquiries are initially handled by the auditor first contacted. It is OSM’s intent to continue working with operators in a cooperative manner to address issues relating to all aspects of the coal industry.

Another important benefit of the audit program is that all audit results are routinely provided to the Internal Revenue Service, which is responsible for administering Federal coal excise taxes. Revenue from that tax is designated for the Black Lung Disability Trust Fund. OSM audit results have significantly helped in identifying companies which have underpaid excise taxes.

In FY 2002 and beyond, OSM will continue to ensure the fee compliance program is adapted as needed to changes in the industry, and undertake other initiatives to allow the program to remain efficient and effective. These activities will include:

- C Focusing on audit frequency.* Coal companies have requested more frequent audits to reduce their recordkeeping burden. This also helps to minimize any interest and penalty charges that may accrue as a result of errors in reporting.
- *Conducting outreach sessions with industry and other stakeholders.* This activity helps ensure operators have the information needed to comply, and maximizes communications and coordination for keeping the program successful.
- C Enhancing the audit system.* OSM's automated audit system has been recognized as highly innovative and efficient by the OIG, a Federal Executive Board, and other government agencies. The system, along with reengineering of work processes, has enabled OSM to maintain a high level of audit productivity and, hence, compliance, with fewer personnel. Audit staffing has been reduced through attrition by more than 30 percent over the last several years.

**Table 18 - Actual and Estimated Deposits to the AML Fund**  
**AML Production Fees, Investment Earnings, and Associated Fees**  
*(Production in millions of tons)*  
*(Dollars in millions)*

	2000 actuals	2001 projection		2002 projection		2003 projection		2004 projection	
		DOE	OSM	DOE	OSM	DOE	OSM	DOE	OSM
<i>Production: *</i>									
<i>Underground</i>	377	432	400	460	428	483	451	509	477
<i>Surface</i>	609	609	601	620	612	623	615	630	622
<i>Lignite</i>	85	89	86	80	79	71	70	61	62
<i>AML Fees**</i>	\$274. 3	\$275.5		\$283.1		\$286.6		\$292.2	
<i>Investment</i>	\$94.4	\$102.1		\$83.4		\$84.4		\$86.9	
<i>Total</i>	\$368. 7	\$377.6		\$366.5		\$371.0		\$379.1	

*\*DOE Production is based on the Department of Energy (DOE) "Annual Energy Outlook 2000, OSM Case". OSM tonnage uses the last reported production (Fiscal Year 2000) and then increases or decreases our tonnage based on the percentage increase or decrease in DOE production for each coal type. The OSM projections are usually lower because AML fees are assessed on the tonnage sold, used, or transferred while the DOE figures are based on the tonnage produced.*

*\*\* AML Fees are calculated based on the OSM tonnage estimates multiplied by the applicable fee rate: \$.15, \$.35, \$.10 for underground, surface, and lignite. This calculation is then adjusted for moisture content, ad valorem, reduced coal prices and fees, administrative fees and uncollectible fee estimates.*

**Table 19 - Summary Status of Abandoned Mine Reclamation Fund**  
(Dollars in Thousands)

Fiscal Year	Receipts & Interest Income			Appropriations			Cumulative Unappropriated Fund Balance
	Amount	Interest Earned	Cumulative	Amount	Transfer to UMWA	Cumulative	
1978	105,444		105,444	36,647		36,647	68,797
1979	184,433		289,877	61,451		98,098	191,779
1980	199,000		488,877	94,843		192,941	295,936
1981	192,657		681,534	82,485		275,426	406,108
1982	222,644		904,178	115,333		390,759	513,419
1983	197,196		1,101,374	213,079		603,838	497,536
1984	216,554		1,317,928	271,228		875,066	442,862
1985	226,426		1,544,354	296,941		1,172,007	372,347
1986	219,162		1,763,516	197,277		1,369,284	394,232
1987	215,304		1,978,820	203,720		1,573,004	405,816
1988	229,890		2,208,710	199,380 <sup>/1</sup>		1,772,384	436,326
1989	235,493		2,444,203	193,160		1,965,544	478,659
1990	243,519		2,687,722	192,772		2,158,316	529,407
1991	243,761		2,931,483	198,955		2,357,271	574,209
1992	241,954	39,328	3,212,765	187,803		2,545,074	667,690
1993	238,153	30,633	3,481,552	187,930		2,733,054	748,498
1994	244,296	40,090	3,765,937	190,107 <sup>/2</sup>		2,923,111	842,826
1995	255,416	61,730	4,083,083	182,386		3,105,497	977,586
1996	256,451	69,383	4,408,917	173,887	47,184	3,326,568	1,082,349
1997	266,783	81,006	4,756,706	177,085	31,374	3,535,027	1,221,679
1998	273,039	67,031	5,096,776	177,623 <sup>/3</sup>	32,562	3,745,212	1,351,564
1999	276,674	82,831	5,456,281	185,392	81,766	4,012,370	1,443,911
2000	274,297	94,370	5,824,948	195,873	108,959 <sup>/4</sup>	4,317,202	1,507,746
2001	275,523	93,224	6,193,695	215,038	184,536 <sup>/5</sup>	4,714,104	1,479,591
2002	283,090	80,821	6,557,606	220,000	92,000	4,959,604	1,598,002

<sup>/1</sup> Total does not include \$7M transferred into the fund by supplemental authority, which does not effect the Unappropriated Balance.

<sup>/2</sup> Total does not include \$7.2M transferred into the fund by supplemental authority, which does not effect the Unappropriated Balance.

<sup>/3</sup> Total does not include 3.2M transferred into the fund by supplemental authority, which does not effect the Unappropriated Balance.

<sup>/4</sup> Total includes one-time \$68M emergency appropriation, as well as the annual appropriation of \$41m.

<sup>/5</sup> Total includes annual amount of \$102.9M, as well as \$81.6M of the one-time \$96.7M mandated under PL 106-291.

The FY 2001-2002 receipt figures and interest earnings are projections . Beginning in FY 1992, SMCRA was amended to allow the AML Fund to be invested. The Energy Policy Act of 1992 provided that funds from the interest earned could be transferred to the United Mine Workers of America Combined Benefit Fund.

## **2. Revenue Management**

The Revenue Management activity involves managing a variety of non-fee revenues and receivables that come from the agency's operations. These include the following:

- Federal civil penalties issued for mining violations. The total outstanding balance of open civil penalty cases was \$1,276,424 at the beginning of FY 2000, including interest and late charges. New civil penalties recorded in FY 2000 totaled \$180,370.
- Bond forfeitures by federally permitted mining companies.
- Fees for mine permit reviews and blaster certification training.

To maximize the collection rate on civil penalties, OSM uses all of the debt collection tools available. These tools include demand letters, personal contact with the debtor, use of payment plans, referral to private collection agencies or the Department of Treasury, litigation through the Solicitor's Office, and referral to the Department of Treasury for payment offset. Additionally, delinquent civil penalties are reported to the Applicant Violator System so that violators and debtors do not obtain permits to mine coal until the outstanding debt and violations have been resolved. These are the same tools used in the AML Fee collection program. However, because the majority of the companies that incur AML Fees are viable, the collection rate for AML Fees is higher than the collection rate for civil penalties.

During 2001-2002 OSM plans to continue to refer civil penalty debt that is more than 180 days delinquent to the Department of Treasury for collection, in accordance with the Debt Collection Improvement Act of 1996. OSM has a memorandum of understanding with the Department of Treasury whereby they will provide collection services on debts over 180 days delinquent. OSM has referred 100% of qualifying civil penalty debts to Treasury.

Bond forfeitures on federally-permitted lands are used to reclaim mine sites when a company fails to perform reclamation. It is a positive indicator that bond forfeitures have declined over the past three years. Fees for mine permit reviews and blaster certification have remained relatively constant.

**3. Grants Financial Management**

This activity accounts for and disburses reclamation and regulatory grants to States and Tribes under the Environmental Restoration and Environmental Protection business lines. Grants represent the majority of OSM's budget and fund the protection and restoration of land, water, and structures. The grants financial management activity includes the disbursement, accounting, reporting and recovery of grant funds. It also includes the computer systems used to support these functions.

After grants are issued, the grant disbursement system allows States and Tribes to request funds and receive payment within one day. The grants tracking system allows grant specialists to track grant awards, disbursements and costs, and manage the grant financing. Grant awards are entered into the Grants Information Financial Tracking System (GIFTS) to establish a grant account balance. As States and Tribes need funds, they submit a draw-down request for funds through OSM's on-line Draw-Down Express system. The Draw-Down Express System automatically checks GIFTS to assure that funds are available. If funds are available, the system approves payment and a payment is issued. GIFTS is updated as payments are made. As States and Tribes spend the grant funds they have received, they submit cost reports which are entered into the system. GIFTS gives OSM grant specialists and States and Tribes on-line reports which show the status of grant funds.

During FY 2001 and 2002, OSM plans to migrate its Grant Payment System to a Government Grant Payment System replacing its' Draw-Down Express System. This is required of all government agencies who made grant payments. OSM will continue to work with the States and Tribes to make sure that their grants management needs are met. During FY 2002, OSM plans to meet or exceed the following measures:

- C 99 percent of grant payment requests will be processed within one day; and
- C 95 percent of States and Tribes will rate our services as satisfactory or better.

**Justification of Program Changes:**

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Financial Management	FY 2002 Budget Request	Program Changes (+/-)
\$(000)	6,547	429
FTE	62	0

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**Program Changes:**

Program efficiency savings will result in a \$71,000 reduction as related to less collection activity for non-fee revenues and receivables.

A \$500,000 increase is proposed to fully fund the fee compliance program to ensure that all reclamation fees due are properly collected, accounted for, and audited.



**BUSINESS LINE: EXECUTIVE DIRECTION AND ADMINISTRATION**

		FY 2001 Enacted	Uncontrollable Costs	Program Change	FY 2002 Request	Differenc e from FY 2001
Regulation & Technology	\$\$\$	11,793	478	100	12,371	578
	FTE	68	0	0	68	0
Abandoned Mine Land	\$\$\$	6,302	250	99	6,651	349
	FTE	37	0	0	37	0
TOTAL	\$\$\$	18,095	728	199	19,022	927
	FTE	105	0	0	105	0

**Operational Processes (Program Activities):** The funding request for this business line is to support activities of Executive Direction, Administrative Support and General Services. Executive Direction provides executive leadership and policy direction for the Bureau, which includes the immediate office of the Director. Administrative Support provides all of the support services for day-to-day operations, such as Personnel, Procurement and Finance and Accounting. General Services funds bureau-wide fixed costs such as office space, telephones, US postage, Unemployment Compensation etc., and Department-wide fixed costs assessed to OSM.

**TO SUPPORT MISSION GOALS: WE WILL ENHANCE THE HUMAN RESOURCES PROGRAM THROUGH A DIVERSE, HIGHLY QUALIFIED, WELL-TRAINED, MOTIVATED, AND INFORMED WORKFORCE THAT SUPPORTS THE MISSION OF OSM.**

Except for the Human Resources goal below, OSM did not incorporate goals and measures for this business line in its annual plan. The human resources goal supports the Department's diversity initiatives and human resources plan. Additional goals and measures have been developed for other administrative activities and are used internally.

**Strategic Outcome:** Attain a broader representation of the overall population within the Office of Surface Mining workforce.

**Indicator/Measure(s):** *Baseline indicators were gathered and analyzed during FY 1999, for use during OSM's Five-Year Strategic Plan Report - FY 2000 through FY 2005.*

**Table 20: Strategic Measures and FY 2002 Measures**

*Through 2005, OSM will enhance the human resource program through a diverse, highly qualified, well trained, motivated and informed workforce that supports the mission of OSM.*

*C OSM will make reasonable progress towards a diversified workforce using statistical analysis of OSM's diversity profiles compared to the Civilian Labor Force and an analysis of OSM's new hires.*

*C OSM will make reasonable progress towards the elimination of complaints dealing with accommodation and accessibility for persons with disabilities.*

**Data Verification and Validation for Measures:** Data will be verified through the OSM/DOI personnel system and standard comparison reports which are produced by the Federal Personnel/Payroll System (FPPS).

**Actions Required to Achieve Annual Goals:** OSM has developed appropriate measures for the goal of increased diversity within the OSM workforce. During FY 2002, OSM will continue to work to meet its goal based upon analysis of the baseline data collected in previous years.

**Resources, Skills, and Technology Needed:** OSM and the States and Tribes will continue to need a diverse and multi-disciplinary cadre of personnel to accomplish the mission and goals of SMCRA. In addition, these personnel will guide OSM through technical and policy decisions to ensure that coal mining activities, including post-mining reclamation, are carried out in such a manner that the safety and health of coalfield citizens is protected and the environment is not degraded.

**FY 2002 Budget Request** The FY 2002 President's Budget requests \$19.022 million for Executive Direction and Administration activities. Of this total, \$3.7 million will be used to provide executive direction and effective policy guidance for the overall program and liaison efforts with States, Tribes, coalfield citizens, Congress, and other Federal agencies. Administrative support and services for OSM will require \$6.5 million and basic bureau-wide fixed overhead costs in general services will cost \$8.8 million.