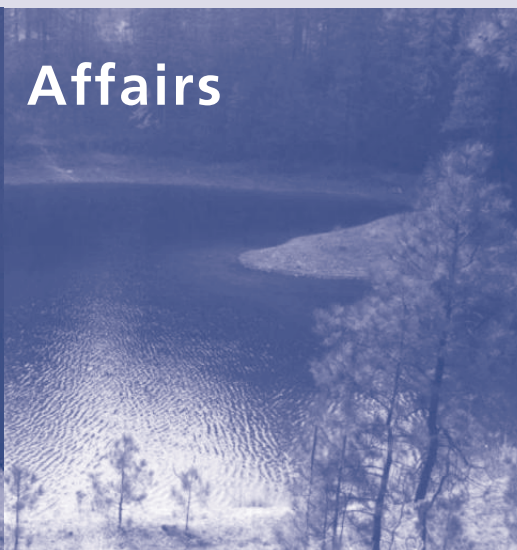


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# Strategic Plan

Bureau of Indian Affairs



**U.S. DEPARTMENT OF THE INTERIOR**





# Bureau of Indian Affairs Strategic Plan

**FY 2000 - 2005**



With the enactment of the Government Performance and Results Act of 1993 (GPRA), the Bureau of Indian Affairs embarked on a journey to improve its strategic planning to strengthen its delivery of services to its customers, the American Indian and Alaska Native.

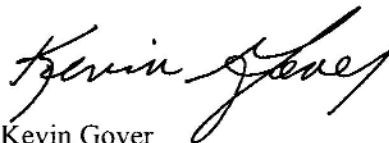
The Bureau is the primary agency of the Federal Government charged with the responsibility to administer Federal Indian policy and to discharge the Federal Trust responsibility for American Indians, Alaska Natives, and Tribal organizations. Federal Indian policy and the Trust responsibility are derived from the special legal and political relationship between the Tribes and the Federal Government. The Bureau's role has changed significantly in the last three decades as we work towards strengthening our efforts to be partners with Tribes through increased self-determination and recognition of Tribal sovereignty. This is a key change in the Federal Government - Tribal Government relationship from the paternalism of the 1800s to the partnership of today.

While many Tribes have engaged in self-determination through contracting and compacting of Bureau programs, they have also made it clear that the Bureau must maintain its responsibilities to them for a broad spectrum of critical and complex programs. Tribal self-determination is not only evident when Tribes choose to operate a program; it is recognized that it is a component of self-determination when a Tribe chooses to allow the Bureau to continue operations of programs serving the Tribes as well. Through the Tribes' right of self-determination, the Bureau must continue to uphold and fulfill both its Federal and Trust responsibilities to them.

The Bureau's initial Strategic Plan, the FY 1999 - 2003 Strategic Plan, laid the groundwork for the Bureau to measure its productivity pursuant to the tenets of the Act. Utilizing this foundation, the Bureau developed Annual Performance Plans to set forth its mission, long range goals, the strategies for achieving these goals, and the performance indicators to measure its performance. FY 1999 was the first reporting period under the Plan. The Bureau achieved 30 of its 45 annual performance goals for FY 1999. Subsequent plans have been refined and modified to focus on areas for improvement as well as in areas which were more measurable and within the scope of the Bureau's authority. To say the least, it has been a productive learning process for the Bureau.

It has also been an added challenge for the Bureau to establish a logical process for making sound and prudent decisions as many of today's laws conflict with one another. The Strategic Plan provides a tool in which the Bureau can achieve this consistent with its mission and ensure that all decisions, operations, and budgets reflect and support goals and objectives. Such planning will allow the Bureau to become a more effective, efficient agency.

This revised Strategic Plan builds on the initial plan, and having obtained Tribal input into its formulation, the Bureau will continue to move forward in strengthening its delivery of services to Tribes. It is an evolving process as the Bureau, as partner, works with Tribes to improve the services to Indian Country while providing performance measures that will illustrate to the Tribes as well as the Congress and others, that the Bureau is doing its utmost to achieve its mission with its resources.



Kevin Gover  
Assistant Secretary - Indian Affairs

# Bureau of Indian Affairs

## Leadership Responsibility

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# Executive Summary

Strategic Planning has become a primary focus within the Bureau in an effort to improve both material weaknesses and customer perception. This document is the foundation for performance planning for the Bureau and covers Fiscal Years 2000-2005. It outlines the strides the Bureau has taken in improving performance management and sets forth the direction the Bureau will take over the next five years in improving its functions and the services it provides to its customers, the American Indian and Alaska Native.

The Bureau has realigned and refocused the goals from the 1997 Strategic Plan to expand the coverage of Bureau performance and to provide measures that reflect an accurate outcome in the delivery of programs and services. The changes were made in consultation with field staff and Tribes for the development of a plan that could be embraced by all parties affected by the goal outcomes. The inclusion of a customer service goal has been implemented to address issues of customer concern and allowing for corrective measures.

Data collection and validation efforts have and will continue to be refined to ensure secure and accurate data is provided to track the progress of Bureau programs. The Bureau will continue to work toward the resolution of challenges in obtaining reporting data for contracted programs and accountability measures will be implemented throughout the Bureau to improve goal achievement efforts. To further ensure compliance with performance management and the execution of goals, a schedule of program evaluations has been included to review the services provided, the procedures being implemented, and accountability measures for the operation of Bureau programs.

Through the evolutionary path of developing the revised Strategic Plan, the Bureau has embraced the incredible significance of the Government Performance and Results Act and the importance of the accountability process it sets forth. Implementation of the Strategic Plan will provide a future of improved administration and management of programs to offer services to customers in the most proficient and productive manner possible with the resources at hand.



# Section I

## *Introduction*

### BACKGROUND

The Bureau provides Federal services to approximately 1.4 million American Indians and Alaska Natives who are members of 557 Federally recognized Tribes in the 48 contiguous United States and in Alaska. The Bureau administers 43,450,267 acres of Tribally owned land, 11,000,000 acres of individually owned land, and 443,000 acres of Federally owned land which is held in trust status. The Bureau's mission is to promote and support Tribes on their future path through self-determination and provide less administration by the Bureau in non-trust areas.

The Bureau is headed by the Assistant Secretary - Indian Affairs who is responsible for Bureau policy. Operationally, the Bureau is a bifurcated organization. The Deputy Commissioner of Indian Affairs has line authority over 12 Regional Offices, 58 Agency Offices, 1 subagency, 28 field stations, and 3 irrigation project offices; the Director of the Office of Indian Education Programs has direct authority over 26 education line officers. At the end of FY 1999, the Bureau's total employment was 9,343 full-time equivalents.

Bureau programs serve communities that face great challenges. According to the 1990 census, the American Indian population increased to 1,937,391, four times the population reported in 1960. While most of this increase is due to an increase in self-identification, a large portion is the result of a natural population increase. Based on this rapid rate of growth, the Census Bureau estimates that the American Indian population will reach 4.3 million, representing just over 1 percent of the population, by the year 2050.

### SCOPE AND PLAN ORGANIZATION

The revised Strategic Plan was developed to continue to adhere to the requirements as set forth in the Government Performance and Results Act (GPRA). The Plan covers the time period FY 2000 through FY 2005 and is based on the Office of Management and Budget's (OMB) five-year budget projection. The mission goals in the Plan are the GPRA Program Activities which were established at the subactivity level of the Program and Financing Schedules in the budget. Establishing goals at this level created broad scope long-term goals which reflect the valuable and diverse programs that the Bureau provides to American Indians and Alaska Natives on a nationwide basis. The long-term goals are a general reflection of the Bureau's individual budget programs within each subactivity and their contributions to the Bureau's mission.

The most important component of the Strategic Plan, *Section IV — Goals*, sets forth objectives consistent with the Bureau's current budget framework. The long-term goals establish linkages between measurable annual performance goals and the mission statement with strategies and performance improvement efforts described for each goal. This section also discusses crosscutting issues and external factors unique to each goal which may influence successful achievement.

The goals set forth within the Annual Performance Plan for each fiscal year outline what the programs will accomplish as a one-year increment to the long-term goals, utilizing the Strategic Plan as the foundation. The Bureau will measure its progress by using performance goals and providing quarterly reports on the status of outcomes. The Annual Performance Plan for each fiscal year will also include workload indicators to measure or assess the relevant outputs and service levels related to

the performance goals. This will provide information on the operational processes, skills, technology, and the human resources, capital or other resources used to support the annual performance goals.

The hierarchy of the Bureau goals is as follows:

**Goal Category** — coordinate the execution of the Bureau’s mission statement

- a) **Mission Goals** — GPRA Program Activities
- b) **Long-term Goals** — five year strategic goals
- c) **Annual Goals** — annual increment to the long-term goals

Another key document that is linked to and complements the Bureau’s Strategic Plan is the performance report to the Office of Management and Budget (OMB) and the Congress.

The Bureau will prepare quarterly performance reports to determine success factors for each annual performance goal. These performance reports will review the Bureau’s success in achieving the performance goals for the fiscal year being reported. In cases where statistical data is only available on an annual basis, a narrative status of the strategies being carried out quarterly will be provided to illustrate the progress of the action. Where the annual goals are being achieved, the underlying assumptions and strategies will be examined to ensure that the goals and associated performance measures have continued applicability. If a performance goal is not being achieved, the Bureau will conduct an analysis of why the goal is not being achieved and the actions necessary to achieve the goal in the future. If the analysis indicates that the performance goal is impractical or infeasible, the performance report will document why that is the case and what action is recommended to correct the goal.

The Bureau acknowledges that given the wide array of programs and the highly decentralized delivery of services to Tribes, the most formidable task will be measuring performance results. The Bureau has various methods of data collection for quarterly reporting. Most immediate are the Regional and Headquarters GPRA coordinators who compile data collected from special-

ists in each program area covered by the plan on a nationwide basis. These specialists obtain their data through a variety of methods, including automated systems, physical data observances, and data collection instruments or logs. However, it should be noted that many areas of reporting are limited due to Tribal contracting and/or compacting of program operations. Under contract and/or compact pursuant to tenets of the law (*P.L. 93-638*, as amended), the Tribes cannot be required to provide reported data on a quarterly basis per mandates of GPRA. Field staff make every effort to obtain information from Tribes in providing data, impressing the necessity of this data to ensure the successful monitoring of the Bureau’s efforts towards improved services through goal attainment. Data collection and monitoring will be an important challenge, and every effort possible will be made to ensure the availability of valid, accurate data to allow for successful implementation of the Strategic Plan.

## CHANGES TO THE STRATEGIC PLAN

In consultation with Tribes and Bureau field staff, the Bureau has revised the Strategic Plan to refine its focus on improving the level of performance in carrying out services and program functions for its customer, the American Indian and Alaska Native. In addition to the specific goal changes outlined in the following tables, the Bureau has made marked improvements in data collection and program evaluations since FY 1999. Several goals have refined data collection sources and methodologies to ensure consistent and valid measurements of performance improvement.

September 1997 Plan	Revised Plan September 2000	Comments
<p><b>Self-Determination Mission Goal:</b> To provide Tribes with the resources they need to exercise their authority as sovereign nations by contracting or compacting Bureau programs, as authorized under <i>P.L. 93-638</i>, as amended.</p> <p><b>Tribal Government Mission Goal:</b> To foster strong and stable Tribal Governments so that they may manage their own affairs and relate to other government entities as sovereigns.</p>	<p><b>Tribal Government GPRA Program Activity:</b> To provide Tribes with the resources they need to foster strong and stable Tribal Governments and exercise their authority as sovereign nations.</p>	<p>The two missions were combined to develop one mission which serves as the GPRA program activity at the subactivity level of the Program and Financing Schedule in the budget.</p>
<p><b>Self-Determination Long-term Goal #1:</b> The Bureau will increase the level of Tribal contracting or compacting by reducing the barriers and impediments to contracting.</p>	<p><b>Long-term Goal 1:</b> By 2005, the Bureau will promote Indian Self-Determination by enhancing training and technical assistance by 50 percent and minimizing impediments to Tribal contracting, compacting and grants.</p>	<p>Based upon Tribal comments, the goal on increasing Tribal contracting was refocused to concentrate on increasing contracting/compacting through the enhancement of <i>P.L. 93- 638</i> training and Contract Support funding.</p>
<p><b>Tribal Government Goal #1:</b> By 2003, the Bureau will identify, set benchmarks and improve the timeliness and quality of its support services to Tribes.</p>		<p>This goal was eliminated. A goal for customer service surveys to be conducted and corrective actions implemented for each of the GPRA program areas has been developed under the Administrative Services GPRA Program Activity.</p>
<p><b>Tribal Government Goal #2:</b> The Bureau will assist Tribes to strengthen Tribal Governments through their Tribal Court systems by determining the base level of support services that are required to provide expeditious and effective administration of justice.</p>	<p><b>Long-term Goal 2:</b> By 2005, the Bureau will strengthen Tribal Courts to a level adequate to respond to the expansive caseload arising from the <i>Presidential Initiative on Law Enforcement in Indian Country</i>.</p>	<p>The goal was refocused to show the direct relation of Tribal Courts to the <i>Presidential Initiative on Law Enforcement in Indian Country</i>.</p>

September 1997 Plan	Revised Plan September 2000	Comments
<p><b>Human Services Mission Goal:</b> To improve the quality of life in Tribal communities.</p>	<p><b>Category Goal 2:</b> To enhance and improve the quality of life in Tribal communities.</p>	<p>The mission stated in the 1997 Plan is now Category Goal 2 which applies to several GPRA Program Activities within the revised Plan.</p>
<p><b>Human Services Goal #1:</b> To ensure that individual Indians residing on or near reservations, who need assistance and who do not qualify for other financial assistance provided by the state, receive financial assistance for basic essential needs, such as food, clothing and shelter.</p>	<p><b>Long-term Goal 3:</b> By 2005, the Bureau will improve the quality of life in Indian communities.</p>	<p>This goal was revised with a broader scope to encompass all of the Human Services programs provided to Tribes by the Bureau. The goal has been relocated under the Community Development GPRA Program Activity. The Human Services Program Activity has been eliminated.</p>
<p><b>Human Services Goal #2:</b> Increase by 10% the number of Indian children placed in Indian homes, children who were the subject of out- of-home placements in previous court proceedings.</p>		<p>Eliminated.</p>
<p><b>Public Safety Goal #1:</b> To increase the clearance rate of criminal investigations that identify offenders by 10%.</p> <p><b>Public Safety Goal #2:</b> To increase the number of qualified/certifiable law enforcement personnel in accordance with minimum training standards.</p>	<p><b>Long-term Goal 1:</b> By 2005, the Bureau will improve law enforcement services on Indian lands and preserve public safety for the citizens of Indian Country by providing a 7 percent reduction in the 1998 Indian Country crime rate of 2,371 Class I and Class II offenses per 10,000 inhabitants.</p>	<p>A new outcome-based goal was developed. The 1997 goals #1 and #2 have been moved to workload indicators within the Annual Plan.</p>
<p><b>Community Development Mission Goal:</b> To provide Tribes with the resources necessary to develop a self-sustaining economic base which in turn will work to empower Tribes.</p>	<p><b>Community Development GPRA Program Activity:</b> Strengthen Tribal communities through the development of self-sustaining economies and improved human and physical infrastructure.</p>	<p>The mission was revised to include all areas of Community Development.</p>

September 1997 Plan	Revised Plan September 2000	Comments
<p><b>Community Development Goal #1:</b> By the end of 2002, the Bureau will improve human capital in Indian communities by increasing the number and quality of long-term job placements.</p>	<p><b>Long-term Goal 1:</b> By 2005, the Bureau will improve human capital in Indian communities. The Bureau will increase the success rate of participants in reaching their educational, training and employment objectives from 70 to 90 percent. The Bureau will leverage private sector funding to provide 25 additional businesses to the current 957 and create/sustain 1,000 additional jobs beyond the current 957 that have been created in Indian communities. The Bureau will also provide for the administration of forest product sales and permits.</p>	<p>The goal was expanded to encompass additional programs that contribute to improving human capital in Indian communities.</p>
<p><b>Community Development Goal #2:</b> To assist Tribes, Tribal organizations and individual Indians to establish, acquire or expand self-sustaining businesses in Tribal communities.</p>	<p><b>Long-term Goal 2:</b> By 2005, the Indian Arts and Crafts Board (IACB) will promote the economic development of Indians through their art and craft work by initiating 60 trademark registrations for Indian arts and crafts marketing purposes, promoting 75 Indian art exhibitions, and promoting public awareness of authentic Indian art by increasing public access to museum property by 5 percent.</p>	<p>A new goal was developed to include the important contributions of the IACB to Indian Country economic development efforts.</p>
<p><b>Community Development Goal #3:</b> To protect the public investment in transportation systems by prolonging the life of roads constructed with Highway Trust Funds.</p>	<p><b>Long-term Goal 4:</b> By 2005, the Bureau will improve Highway Trust Fund (HTF) constructed and other Bureau system roads and bridges through inspection and maintenance activities to protect the public investment and to provide safe transportation systems that are vital to Tribal economic development.</p>	<p>The goal was refocused to include all system roads and bridges administered by the Bureau.</p>
	<p><b>Long-term Goal 5:</b> By 2005, the Bureau will improve the safety and functionality of Bureau schools and other facilities for clients.</p>	<p>This goal was relocated to the Community Development GPRA Program Activity because of its strong contribution to the improvement of Tribal communities.</p>

September 1997 Plan	Revised Plan September 2000	Comments
	<p><b>Long-term Goal 6:</b> By 2005, the Bureau will ensure that Bureau-owned dam structures do not create unacceptable risks to public safety, welfare, property, the environment, and cultural structures by completing construction on 26 dams.</p>	<p>This goal was relocated to the Community Development GPRA Program Activity because of its strong contribution to the improvement of Tribal communities.</p>
<p><b>Administration and Support Services Goal:</b> To reduce long-term costs and improve timeliness of service through the use of modern, automated techniques and processes for management in the arena of administration.</p>	<p><b>Administration and Support Services GPRA Program Activity:</b> Improve the fiscal integrity and internal controls in the areas of property management, procurement, and finance and improve processes for management and employee improvement.</p>	<p>The GPRA Program activity was modified for a clearer understanding of its intent.</p>
<p><b>Administration and Support Services Goal #1:</b> By 1999, convert all critical automated systems to be Year 2000 compliant and by 2003, to achieve minimum acceptable standards for successful administrative processes by eliminating the Bureau's existing material weaknesses and qualifications of its financial report.</p> <p><b>Administration and Support Services Goal #2:</b> To improve performance beyond minimum standards by using modern management techniques while maintaining tight control on costs.</p>	<p><b>Long-term Goal 1:</b> The Bureau will provide for continued achievement of minimum acceptable standards for successful administrative processes by improving internal controls and eliminating identified material weaknesses/high risk factors, producing unqualified opinions to the financial statements, maintaining prompt payment performance at 97 percent, and utilizing customer service surveys to measure efficiency, timeliness and overall quality of Bureau customer service.</p>	<p>The goal was revised to reflect the continued effort toward obtaining unqualified opinions, addressing overall material weaknesses and improved customer service measures. Highlighted High Risk and Material Weakness factors cited by the IG and GAO are ever changing. With this goal, the Bureau intends to continue to address each of these changing areas with each effort toward achievement being outlined within the annual performance plans and reports.</p>
<p><b>Education Goal # 1:</b> By the year 2002, Bureau-funded elementary and secondary schools will decrease the student dropout rate and increase student attendance, student academic performance, native language program availability and accreditation rates.</p>	<p><b>Long-term Goal 1:</b> By the end of School Year 2004-2005, the Bureau will improve the succession of students to each educational level from early childhood development to job placement.</p>	<p>A new Education goal was developed to focus on improving the skills and knowledge of Indian children to allow them to successfully advance from childhood development through job placement.</p>

September 1997 Plan	Revised Plan September 2000	Comments
<p><b>Education Goal #2:</b> By the year 2002, student enrollment will increase by 10% and graduation rates by 3% in Tribal Controlled Community Colleges through the implementation of the Tribal Controlled Community Colleges Executive Order.</p>	<p><b>Long-term Goal 2:</b> By the end of School Year 2004-2005, the Bureau will provide for an improvement in technology, infrastructure and safety management measures to maximize learning opportunities and to ensure the general well being of American Indian and Alaska Native students.</p>	<p>A new Education goal was developed to focus on improving technology and infrastructure in schools to ensure that Indian schools provide the same level of technology and safety as other schools nationwide.</p>
<p><b>Natural Resources Goal:</b> To assist American Indians and Alaska Natives in developing conservation and management plans to protect and preserve their natural resources on trust lands and shared off-reservation resources.</p>	<p><b>Resources Management Program Activity:</b> To assist American Indians and Alaska Natives in protecting and preserving their natural resources on Trust lands and shared off-reservation resources.</p>	<p>The focus of this GPRA Program Activity was revised to cover a broader measure of conservation and preservation activities. The Mission title was revised from Natural Resources to Resources Management to reflect the line title within the Program and Financing Schedule in the budget.</p>
<p><b>Natural Resources Goal #1:</b> To encourage Tribes and individual Indians to protect and preserve their natural resources by managing their use in accordance with Integrated Resource Management Plans (IRMP).</p>	<p><b>Long-term Goal 1:</b> The Bureau will restore and enhance natural resources on Tribal lands.</p>	<p>This goal was developed to focus on all of the Bureau's restoration and enhancement efforts within Resources Management.</p>
<p><b>Natural Resource Goal #2:</b> Support Tribal co-management of shared, multi-jurisdictional resources located off-reservations which provide for the exercise of treaty hunting, fishing and gathering rights.</p>	<p><b>Long-term Goal 2:</b> By 2005, the Bureau will provide support for Tribal Governments to exercise their off- reservation hunting and fishing rights, to manage and conserve fish and wildlife resources on Indian lands, and for the operation of Tribal Fish Hatchery O&amp;M programs.</p>	<p>This goal was revised to include additional areas of wildlife management.</p>
	<p><b>Long-term Goal 3:</b> By 2005, the Bureau will increase the number of Integrated Resource Management Plans (IRMP) to 50.</p>	<p>The goal for IRMPs has been separated from the restoration and enhancement efforts within the goals so that performance can be measured on each of the efforts individually.</p>

September 1997 Plan	Revised Plan September 2000	Comments
	<p><b>Trust Services Long-term Goal 1:</b> The Bureau will ensure that obligations under the Federal Indian trust responsibility are performed in accordance with the standards required by the laws and governmental policies of the United States.</p>	<p>This goal was developed to include the valuable contribution of the Office of American Indian Trust in fulfillment of the Bureau's mission.</p>
<p><b>Trust Services Goal #1:</b> Assist Tribes to establish and define Tribal water rights and to settle Indian land claims through negotiation.</p>	<p><b>Long-term Goal 2:</b> By 2005, the Bureau will improve the assistance provided to Tribes in establishing and defining water and land claims through negotiation.</p>	<p>The goal was refocused on improving the assistance provided to Tribes for legal defense services.</p>
<p><b>Trust Services Goal #2:</b> Complete a 100% environmental audit on all 54 million acres of trust lands.</p>	<p><b>Long-term Goal 3:</b> By 2005, the Bureau will improve conditions for the environment and endangered species in Indian Country.</p>	<p>The goal was revised to reflect a broader coverage of the environmental activities performed by the Bureau.</p>
<p><b>Trust Services Goal #3:</b> To maximize the economic benefit and utilization of individually-owned Indian, restricted and Tribal lands in a manner consistent with the Federal trust responsibility to protect and preserve such lands.</p>	<p><b>Long-term Goal 4:</b> By 2005, the Bureau will facilitate the growth of Trust income through an increase in the efficient processing of trust transactions for Tribal and individual Indian land owners.</p>	<p>The goal was revised to provide a clear measure of the level of performance executed by the Bureau's real estate program.</p>



## Section II

### *Mission Statement*

**The Bureau of Indian Affairs' mission is to fulfill its trust responsibilities and promote self-determination on behalf of Tribal Governments, American Indians and Alaska Natives.**

The Plan focuses on three main goal categories related to the primary issues faced by the Bureau in the execution of the mission statement. The goal categories represent the complex and diverse challenges in the world of Indian Country and serve as the basis for the responsibility segments identified by the Bureau in its efforts to continue implementation of managerial cost accounting. The subsequent goals within the Bureau plans are aligned within the categories to address the challenges and allow for successful attainment of the Bureau's mission:

- To provide Tribes with the resources they need to strengthen their Tribal governments and to exercise their authority as sovereign nations through grants and by contracting or compacting Bureau programs.
- To enhance and improve the quality of life in Tribal communities.
- To protect and preserve trust lands and trust resources to ensure the trust responsibility.

## Section III

### *Summary of Goals*

Department Goals	GPRA Program Activity	Long-term Goal
Protect the Environment and Preserve our Nation's Natural and Cultural Resources	To assist American Indians and Alaska Natives in protecting and preserving their natural resources on Trust lands and shared off-reservation resources.	<p>By 2005, the Bureau will restore and enhance natural resources on Tribal lands.</p> <p>By 2005, the Bureau will provide support for Tribes to exercise their off- reservation hunting and fishing rights, for Tribes to manage and conserve fish and wildlife resources on Indian lands, and for the operation of Tribal Fish Hatchery Operations and Maintenance programs.</p>
	Ensure the Trust responsibility to protect and preserve Trust lands and Trust resources.	<p>The Bureau will ensure that obligations under the Federal Indian Trust responsibility are performed in accordance with the standards required by the laws and governmental policies of the United States.</p> <p>By 2005, the Bureau will improve conditions for the environment and endangered species in Indian Country.</p>
Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities	As the Federal Trustee of the American Indian and Alaska Native, all eight of the Bureau's GPRA Program Activities provide the core foundation for the Department to achieve this goal.	<p>All 19 of the long-term goals within the Plan target the Bureau's efforts to achieve its mission and goals and that of the Department on one centralized focus — the American Indian and Alaska Native. This focus is the guiding force for the Bureau in developing its long-term goals to accomplish the GPRA Program Activities and its overall mission. Each goal is instrumental to attainment of this Departmental goal.</p> <p>Reference pages 13 through 41.</p>

## Section IV

### Goals

#### TRIBAL GOVERNMENT GPRA PROGRAM ACTIVITY

##### MISSION GOAL

To provide Tribes with the resources they need to foster strong and stable Tribal governments and exercise their authority as sovereign nations.

##### Description

The Tribal Government GPRA Program Activity was developed at the Program and Financing Subactivity level of the budget and focuses on supporting and strengthening Tribal sovereignty. The Activity includes long-term goals for self-determination and strengthening Tribal justice systems.

To promote self-determination, the Bureau provides Tribal government services under several broad and specific authorities which authorize the Secretary of the Interior to manage Indian affairs. The Bureau's responsibilities include: the authority to approve attorney contracts and trust asset transactions; distributing claims and judgment funds; providing assistance to Tribal Courts; approving Tribal governing documents, contracts and budgets; negotiating and monitoring *P.L. 93-638*, the Indian Self-Determination and Education Assistance Act, and *P.L. 103-413*, the Indian Self-Determination Act Amendments of 1994; and, assisting in the determination of individual Indian eligibility for Federal benefits for programs administered by the Bureau.

The Bureau will promote the objective of providing Tribes with the resources they need to foster strong and stable Tribal governments by focusing on self-determination through increased Tribal contracting/compacting. Bureau efforts will concentrate on providing enhancement of Bureau and Tribal knowledge in the areas of Tribal contract/compact administration to eliminate barriers to contracting/compacting of Bureau programs.

The other area of focus by the Bureau to support Tribal sovereignty will be to improve Tribal Courts. Tribes are required to afford individuals charged with criminal behavior constitutional protections which only the courts can provide. The Indian Civil Rights Act requires Tribes to provide the same constitutional protections U.S. citizens find in the Bill of Rights to anyone charged with a criminal offense in Indian Country, short of free court appointed counsel. As of March 2000, approximately 222 Tribes operate Tribal Courts under contract or compact. The Bureau itself administers 13 Special Courts of Indian Offenses for Tribes who have not established Tribal Courts to administer justice on their lands but choose to have the Bureau provide the services. Tribal justice systems and Courts of Indian Offenses exercise civil and criminal misdemeanor jurisdiction. The needs of Tribal justice systems are well known in all circles of Indian affairs. The Congress itself recognized the need and enacted the Indian Tribal Justice Act, *P.L. 103-176*, in 1993.

## **LONG-TERM GOAL 01.01.01**

**By 2005, the Bureau will promote Indian self-determination by enhancing training and technical assistance by 50 percent and minimizing impediments to Tribal contracting, compacting and grants.**

### **Relationship Between Long-Term Goals and Annual Performance Goals**

The annual goal will be focused on the improvement of training, technical assistance and Contract Support funding to contribute to the achievement of this long-term goal. The Bureau will measure annual increases in training and technical assistance workshops provided to Tribes and Bureau staff in the area of contracting/compacting. Success in reducing the Contract Support impediment will be measured by the annual amount of Contract Support funding provided to Tribal contractors as appropriated by the Congress.

### **Strategies**

In an effort to enhance self-determination through Tribal contracting/compacting, the Bureau will develop extensive training and technical assistance initiatives. The Bureau will provide training to field personnel to improve their capability to provide guidance and assistance to Tribal staff. Training sessions will be developed for Tribal officials to increase their knowledge and understanding of contracting/compacting procedures, thereby improving their ability to administer programs operated by the Bureau. The Bureau will continue to update and shape curricula to address ever evolving contracting issues and to help Tribal contractors determine how to overcome identified contracting barriers in assuming control of programs operated by the Bureau. To assist in overcoming the Contract Support barrier, the Bureau will continue to work with the Office of the Inspector General (OIG) to ensure that indirect cost rates are negotiated in a consistent manner throughout Indian Country.

### **Crosscutting Relationships to Other Bureaus and Agencies**

The Bureau will work with Tribes and the OIG to negotiate a uniform method of calculating indirect cost rates that is useful and suitable for all Tribes.

### **Key Factors Affecting Goal Achievement**

Due to competing priorities and the level of available appropriations, the Bureau has not been able to fund the total identified Contract Support need for each fiscal year. This constrained funding level requires Tribes either to fund the balance of indirect costs with Tribal funds or with direct program funds that otherwise would be expended to operate the contracted programs. The inability of the Bureau to fund 100 percent of identified Contract Support costs serves as a disincentive to Tribes to increase Tribal contracting/compacting of Federal programs.

### **Program Evaluations and Performance Improvements**

Based upon Tribal comment and internal program review, it was determined that the Self-Determination goal was measuring Tribal efforts rather than the Bureau effort toward increased Tribal contracting. The goal has been refocused to measure the amount of training the Bureau is providing to Tribes to enhance their knowledge and skills for successful contracting rather than measuring the amount of funding that is under contract or compact.

## LONG-TERM GOAL 01.01.02

By 2005, the Bureau will strengthen Tribal Courts to a level adequate to respond to the expansive caseload arising from the *Presidential Initiative on Law Enforcement in Indian Country*.

### Relationship Between Long-Term Goals and Annual Performance Goals

Annual goals were developed to address completion of each stage of a multi-year plan. Each stage of the plan outlines workload items that allows for the implementation of the four major requirements of *P.L. 103-176*, the Indian Tribal Justice Act. When fully implemented, the plan will provide for improved Tribal Courts on a nationwide basis.

### Strategies

The Bureau will strive to reach the level of staffing and funding typically required of a court of general jurisdiction within all Tribal Courts. Through implementation of requirements of the Indian Tribal Justice Act and the hiring and training of additional court personnel, Tribal Courts will improve their capacity to process cases in a fair and swift manner. A multi-year implementation plan has been developed to carry out the provisions of *P.L. 103-176* to improve Tribal Courts and allow them to operate at a commensurate level with the progress being made through the *Presidential Initiative on Law Enforcement in Indian Country*. Each stage of the plan and its objectives are set forth below.

#### Stage I — completed in FY 1999

1. Finalization of the survey being conducted by a non-Federal entity in consultation with Tribes to identify base support funding needs and to provide for the expeditious and effective administration of justice for Tribal justice systems.
2. Perform four regional court reviews for the 13 established Courts of Indian Offenses (CFR Courts) for which the Bureau maintains primary responsibility.
3. Planning of judicial conferences as mandated by the Act. The planning shall include consultation with Tribes for the development, enhancement, and operation of the conferences.

#### Stage II — to be completed in FY 2000

1. Disseminate the results of the Tribal Court survey.
2. Perform two additional regional court reviews for the 13 established Courts of Indian Offenses.
3. Provide funds for the two Tribal Judicial Conferences proposed by the planning conducted in Stage I.

#### Stage III — to be completed in FY 2001

1. Complete two court reviews.
2. Provide technical assistance and training to two Tribal Courts with code and procedural rules development.
3. Provide training to court personnel for the enhancement and improvement of Tribal justice systems.
4. If funding is received, provide for the implementation of one judicial conference.
5. Develop funding criteria for distribution of funds for the employment of Tribal Court personnel and acquisition of equipment and technological improvements to enhance existing Tribal justice systems.

#### Stage IV — to be completed in FY 2002

1. Provide funding for two judicial conferences in consultation with Tribes and their judicial systems.
2. Provide continuing technical assistance to Tribes desiring revision of Tribal rules, codes and standards of conduct.
3. Assist Tribes in the development of efficient records management systems.
4. Perform court reviews for the remaining three Courts of Indian Offenses.

#### Stage V — to be completed in FY 2003

1. Provide funds for the development of innovative and culturally relevant programs and projects for alternative dispute resolution, juvenile services, and investigations of child abuse.
2. Provide funding for traditional justice systems and traditional methods of dispute resolution.

3. Enter into contracts/compacts with Tribes to provide for the continuing development, enhancement and improvement of Tribal justice systems, including acquisition of the personnel and equipment necessary to achieve these goals.
4. Provide training and continuing legal education for Tribal justice personnel.

#### **Key Factors Affecting Goal Achievement**

The *Presidential Initiative on Law Enforcement in Indian Country* is producing increased numbers of criminal cases for the Tribal Courts to adjudicate in a timely period. However, the only funding the Bureau provides to Tribal Courts is through the budget activity Tribal Priority Allocations. On average, funding may be a little over \$100,000 per Tribal justice system, leaving Tribes to supplement the remainder of what it costs to run a medium size court, which is estimated to cost \$300,000 for a one-judge court handling an average workload of about 250 cases per year. The big push under the *Initiative* is to put more law enforcement personnel in Indian Country. Without the resources to provide initial, if not additional personnel to the underfunded courts, not only the goal of strengthening Tribal Courts will be jeopardized, but the insufficient judicial systems will have a dramatic effect on the *Initiative*. There is the possibility that criminals will go unprocessed and unpunished because of constitutional speedy trial issues.

#### **Crosscutting Relationships to Other Bureaus and Agencies**

The Bureau works with the Department of Justice (DOJ) to implement the Tribal Court component of the *Initiative*. DOJ provides funding in the form of one-time competitive grants and the Bureau provides technical assistance at the request of Tribes or DOJ for program reviews, training, development of grant application criteria and peer review of Tribal Court grant applications within funds available. The Bureau also works with Tribes to encourage development of partnerships with State and County judiciaries to share resources and discuss jurisdictional issues as well as other substantive legal issues that may affect both courts. The Bureau also works with Tribal organizations such as the National Congress of American Indians, Southwest Intertribal Court of Appeals, the National American

Indian Court Judges Association and other non-Tribal organizations involved in justice issues generally and specifically by subject matter such as the National Council of Juvenile and Family Court Judges, Law Judges, Indian Law Section of the Federal Bar, and the National Indian Child Welfare Association. Tribal Courts have also worked with the Department of Health and Human Services (including the Indian Health Service), the Department of Housing and Urban Development, and the Department of Education in trying to form partnerships to address some of the issues affecting Tribal communities that will in some manner come into contact with the Tribal Courts. The Bureau has worked with these departments in the arenas of juvenile justice and mental health thus far and hope to develop further partnerships that provide a comprehensive opportunity for resources to address additional issues related to Tribal Courts.

#### **Program Evaluations and Performance Improvements**

Internal review of the Tribal Courts program by the Bureau determined that the goal needed to focus on improving the operation of Tribal Courts to a commensurate level with the increased caseload being provided under the *Presidential Initiative for Law Enforcement in Indian Country*.

## PUBLIC SAFETY AND JUSTICE GPRA PROGRAM ACTIVITY

### MISSION GOAL

To provide quality investigative and police services and technical expertise to Tribes.

### Description

The Public Safety and Justice GPRA Program Activity, which was developed at the Program and Financing Subactivity level, requires the Bureau to improve law enforcement in Indian Country. A reported crime in Indian Country is twice as likely to be a violent crime as compared to crime reported elsewhere in the United States. In contrast, there are fewer than half as many law enforcement officers per capita. Pursuant to the President's directive of August 25, 1997, the Secretary of the Interior and the United States Attorney General worked with Tribal leaders to analyze the law enforcement problems and to provide options to improve public safety in Indian Country.

## LONG-TERM GOAL 02.02.01

By 2005, the Bureau will improve law enforcement services on Indian lands and preserve public safety for the citizens of Indian Country by providing a 7 percent reduction in the 1998 Indian Country crime rate of 2,371 Class I and Class II offenses per 10,000 inhabitants.

### Relationship Between Long-Term Goals and Annual Performance Goals

The annual goal related to this long-term goal measures one-year decreases in the crime rate in Indian Country. Additionally, there are three workload indicators that are measured on an annual basis; these include number of officers hired, number of cases cleared, and the number of graduates from the Indian Police Academy. Each of these directly contribute to preserving public safety in Indian Country.

### Strategies

The Bureau intends to reduce the crime rate in Indian Country through the hiring and placement of well-trained law enforcement personnel and will strengthen efforts to increase clearance rates for crimes. The *Presidential Initiative on Law Enforcement in Indian Country* consolidated the existing three major law enforcement areas (uniformed police, criminal investigation and detention services) under the line and budgetary authority of the Bureau's Office of Law Enforcement Services (OLES) and has provided for a considerable increase in the number of on-reservation officers through additional funding in FY 1999 and FY 2000. Additionally, the *Initiative* builds on DOJ's successful grant programs such as the Community Oriented Policing Services (COPS) and expands grants for increased assistance for the construction of Tribal detention centers. OLES needs to fully implement its automated case management system to enable it to effectively manage a wide variety of criminal cases. The Bureau will institute and continue training for Criminal Investigators to ensure that high levels of competence and professionalism are maintained. Other initiatives that will be implemented to reduce the amount of crime in Indian Country will target specific groups such as the Drug Abuse Resistance and Education (DARE) program which will be implemented in the Bureau school system to target youth and educate them on the dangers of drug abuse. Also, the Gang Resistance Education Training (GREAT) program will be initiated in new locations to target the older youth and educate them on the dangers associated with gang membership.

### Key Factors Affecting Goal Achievement

While current funding begins to meet basic law enforcement needs, additional funding is necessary to allow the Bureau to continue its efforts in assisting Tribes to strengthen law enforcement services provided to their communities and to meet the mission of providing quality investigative and police services and technical expertise to Tribes. Increased resources are essential to reducing the crime in Indian Country and meeting the Bureau's goal.

However, it must also be noted that additional law enforcement officers on duty and increased crime prevention efforts will reflect an increase in the number of reported crimes in the initial stages of this four-year effort. This in effect will result in an initial increase in the crime rate in Indian Country prior to the decrease being recognized on a nationwide basis.

### Crosscutting Relationships to Other Bureaus and Agencies

The Bureau is working in conjunction with DOJ to implement the *Initiative* to bring law enforcement services in Indian Country up to the national standards. While DOJ's funding is the provision of competitive grants to Tribes, the Bureau concentrates on increasing direct permanent resources to Bureau and Tribal law enforcement programs.

### Program Evaluation and Performance Improvements

Program and data reviews showed that the Bureau needed to refine the methods of collecting and processing crime rate data. The Bureau has revised its method of computing the crime rate based on formulas used by DOJ. The revised methodology has resulted in adjusted baseline data calculations and target levels.



## COMMUNITY DEVELOPMENT GPRA PROGRAM ACTIVITY

### MISSION GOAL

Strengthen Tribal communities through the development of self-sustaining economies and improved human and physical infrastructure.

### Description

The Community Development GPRA Program Activity was developed at the Program and Financing Subactivity level of the budget and focuses on the outcome of providing Tribes with economic self-sufficiency and strong human and physical infrastructure within their communities. Tribal self-sufficiency is inextricably linked to the development of Tribal resources, assets, human resource development, and the improvement of the physical infrastructure within Tribal communities. Tribes with little or no natural resources have managed to become highly self-sufficient because of their ability to tap the skills, knowledge and expertise of their membership. The growing importance of improving the conditions of Indian families and developing human capital cannot be overstated given the growth in the American Indian and Alaska Native population.

The long-term goals were developed to address major obstacles to stability in Indian communities such as unemployment, alcoholism, unsafe housing, unsuccessful businesses, misrepresentation of Indian art and craft work, and unmaintained roads, facilities, schools and dams. These issues are all barriers to developing self-sustaining Tribal communities and the Bureau is strongly committed to their reform. Through initiatives, program implementation, and construction and maintenance procedures, the Bureau expects to provide improvements in each of these areas.

## LONG-TERM GOAL 02.03.01

By 2005, the Bureau will improve human capital in Indian communities. The Bureau will increase the success rate of participants in reaching their educational, training and employment objectives from 70 to 90 percent. The Bureau will leverage private sector funding to provide 25 additional businesses to the current 957 and create/sustain 1,000 additional jobs beyond the current 957 that have been created in Indian communities. The Bureau will also provide for the administration of forest product sales and permits.

### Relationship Between Long-Term Goals and Annual Performance Goals

There are three underlying annual goals to this long term goal that focus on subsidizing businesses, creating jobs, employment and training, and administration of forest product sales and permits. Each of these performance goals provides a method for improving human capital in Indian communities. The successful accomplishment of the goals will provide for a self-sustaining economic base with the end result of improved community development for Tribes.

### Strategies

To provide for the continued improvement of human capital in Indian communities, the Bureau will assist in the establishment of businesses and thus in the creation of jobs. The Bureau will provide assistance to Tribes and Tribal members for profit-oriented enterprises through direct loans, guaranteed loans, non-reimbursable grants, technical assistance funds, and forest product sales and permits. Refining authorization procedures, upgrading information technology, improving marketing assistance and distribution, and amending regulations, guidelines, and policies will be ongoing endeavors for the Bureau in the quest to provide for community and economic development within Indian communities.

Having well trained and educated employees is also a substantial factor in ensuring the success of Indian businesses and community development. The Bureau will promote Adult Vocational Training programs and *P.L. 102-477*, the Indian Employment, Training and Related Services Act, to reduce administrative burdens. These programs will provide for increased completion of educational and training objectives for Indian people which will result in secure job placements in businesses within their communities.

### Key Factors Affecting Goal Achievement

The lack of financial institutions on or near reservations, a reluctance by lenders to make loans on trust or reservation assets, and the lack of adequate collateral by the borrowers to secure loans are all impediments faced in developing a successful business on Indian reservations. The continuance of loan programs is necessary to ensure that Indian businesses can obtain the necessary financing that is needed to be successful.

Additionally, the *P.L. 102-477* mandate is unfunded and the successful integration of various job placement and training programs into the Bureau's programs will depend on the flexibility and funding limitation of the respective Federal agencies. Any changes that restrict funding or impose additional statutory requirements will prevent the Bureau from meeting its education and training goal.

In regard to the achievement of the forest sales and permit goal, severe weather and timber market are conditions that can cause adverse effects. Severe weather affects the safety of the forest workers and makes harvest areas inaccessible. Heavy rain, high winds, and snow can make forest roads unpassable. During extremely dry weather conditions, forest fires or just extreme forest fire danger will stop harvesting activities. Declining or depressed timber markets can stop harvesting and prevent the sale of timber.

### Crosscutting Relationships to Other Bureaus and Agencies

The Bureau serves as the lead agency for the implementation of the *P.L. 102-477* program which coordinates education and training programs from the Departments of the Interior, Labor, and Health and Human Services. The Bureau works in conjunction with State and Local County Governments and the Departments of

Agriculture, Commerce, Defense, Education, Health and Human Services, Housing and Urban Development, Justice, Labor, Treasury, and Transportation in fulfilling the goal of increasing business subsidy and the number of jobs created. Forest sales and permit efforts are coordinated in conjunction with the Environmental Protection Agency (EPA).

### **Program Evaluations and Performance Improvements**

Program procedures and final outcomes were reviewed to determine better performance measurements for the Bureau's loan program. Based on these reviews, the goal has been modified to focus on the number of businesses subsidized and jobs created which are more meaningful measures of increasing human capital and providing for the growth of economic development in Indian Country.

A review of the goals within the Resources Management GPRA Program Activity revealed that the goal to provide for the sale and permit of forest products was a better contributor to the long-term goal of improving human capital in Indian communities. Although the forestry programs are based within the Resources Management offices in the Bureau, the goal contributes to increased jobs and revenues for Indian communities and has therefore been moved under the Community Development GPRA Program Activity.

## LONG-TERM GOAL 02.03.02

By 2005, the Indian Arts and Crafts Board (IACB) will promote the economic development of Indians through their arts and craft work. The IACB will initiate 60 trademark registrations for Indian arts and crafts marketing purposes; promote 75 Indian art exhibitions; promote public awareness of authentic Indian art by increasing public access to museum property by 5 percent; and, increase public awareness and understanding of the Indian Arts and Crafts Act of 1990.

### Relationship Between Long-Term Goals and Annual Performance Goals

The three annual goals under this long-term goal promote economic development through public awareness of Indian arts and crafts, establishing trademark registrations, and through art exhibitions and sales. The continued achievement of these annual goals will promote the economic growth of Indian artists.

### Strategies

The IACB will provide for the economic development of American Indians and Alaska Natives by preserving the integrity and promoting the marketability of authentic Indian arts and handcrafted products. The IACB will preserve Indian art through the implementation of *P.L. 101-644*, the Indian Arts and Crafts Act of 1990. Primary implementation will center around increasing Tribal awareness and knowledge of the Act and promoting trademark registrations. Increased awareness and trademarks will ensure that Indians receive a greater share of profit from the sale of their work. Additionally, the IACB will develop and employ various media and publication marketing strategies to provide for increased exposure and sales for Indian artists.

### Key Factors Affecting Goal Achievement

Current funding for the IACB provides for the limited promotion of the economic development of American Indians and Alaska Natives through their arts and craft work. However, additional funding will be necessary to allow the Bureau to fully promote trademark services and preserve the integrity and promote the marketability of authentic Indian arts and handcrafted products not only in Indian Country, but on a nationwide basis.

### Crosscutting Relationships to Other Bureaus and Agencies

The IACB will work in connection with other Indian arts and crafts organizations, tourism offices, arts humanities, and State Attorney Generals in accomplishing this goal.

### Program Evaluations and Performance Improvements

Comments made by the General Accounting Office's (GAO) review of the FY 2000 performance plan prompted an internal review of the performance areas covered by the IACB goals. The internal review determined that measuring the number of artist exhibits promoted was a more valuable measure of performance efforts than that of measuring the number of entries in the *Source Directory*.

## LONG-TERM GOAL 02.03.03

By 2005, the Bureau will improve the quality of life in Indian communities.

### Relationship Between Long-Term Goals and Annual Performance Goals

There are four Annual goals related to the accomplishment of this long-term goal. The annual goals concentrate on improving housing conditions, welfare reform, improved adult care facilities and providing alcoholism treatment plans. They will improve both the human and physical infrastructure within Tribal communities and provide continuing improvements in the quality of life of Indian people.

### Strategies

To improve the quality of life in Indian communities, the Bureau will strive to improve efforts in providing social and community services through the improved delivery of program services. To achieve this, the Bureau will focus on refining and improving eligibility methodologies for the Housing Improvement Program (HIP) as well as other social services programs to concentrate such programs on recipients that are in most need of services. In addition, in focusing on the long-term need to maximize program services to the most needy applicant, the Bureau will concentrate on short-term investments to achieve long-term savings. For example, the Bureau will develop renovation plans and perform necessary construction to allow adult care facilities to obtain State funding. State funding of these facilities will allow the Bureau to redirect existing resources to further the development of other social and community improvement programs. Also, through the use of revised regulations, Bureau guidance will be provided to assist Tribes in developing welfare reform programs that include Welfare-to-Work and community incentive programs to provide for more productive Tribal communities.

### Key Factors Affecting Goal Achievement

The HIP program is approximately 85 percent contracted by Tribes under *P.L. 93-638*, as amended. To achieve its goals and provide accurate reporting data on a nationwide basis, the Bureau must obtain the cooperation and participation of Tribes.

The Bureau has completed initial studies of the conditions of identified adult care facilities on the Navajo reservation and has validated the needed renovations. The funding requested in FY 1999 and FY 2000 was not appropriated by the Congress and annual goal targets had to be eliminated for these fiscal years. Future funding is required to perform the renovation work on the adult care facilities and achieve goal attainment.

### Crosscutting Relationships to Other Bureaus and Agencies

In carrying out the Housing portion of this goal, the Bureau will work in conjunction with the Department of Housing and Urban Development and State and County Housing authorities. The Bureau, through program operations and contracts, will provide financial and technical assistance to Tribes in completing all the different facets of construction that range from plumbing to inspections. Additionally, State and County Social Service offices will be contacted to assist the Bureau in providing social service and welfare reform improvements.

### Program Evaluations and Performance Improvements

An internal Bureau review was conducted of the FY 1999 HIP distribution methodology. The FY 1999 methodology was based on total existing housing units and provided a distribution to all participating Tribes, regardless of substantiated HIP need. Based on this finding, a new distribution methodology was developed by the Bureau to distribute the HIP funds based on eligible applicants, with funds directed to the most needy Indians regardless of the category of services required. This new methodology has lowered the base amount of applicants needing assistance to those identified by the Bureau as most in need.

Internal review also determined that the efforts and outcomes of this goal are strong contributors to the mission of strengthening Tribal communities. The Human Services GPRA Program Activity has been eliminated and this long-term goal and its subsequent annual goals have been relocated to the Community Development GPRA Program Activity.

## LONG-TERM GOAL 02.03.04

By FY 2005, the Bureau will improve Highway Trust Fund (HTF) constructed and other Bureau system roads and bridges through inspection and maintenance activities to protect the public investment and to provide safe transportation systems that are vital to Tribal economic development.

### Relationship Between Long-Term Goals and Annual Performance Goals

There are three annual goals that are measured to ensure achievement of this long-term goal. These goals measure the number of miles of roads receiving maintenance for HTF constructed roads and Bureau system roads and the number of Bureau system bridges receiving maintenance. Each of these goals contributes to a safe transportation system, which in turn provides for improved Tribal economic development.

### Strategies

To promote economic development efforts as well as to provide for safe transportation systems in Indian Country, the Bureau will maximize resources to ensure continued maintenance of HTF and Bureau system roads and bridges. The simple ability to travel in Indian Country is jeopardized when its infrastructure is not sustained. The Bureau road system comprises approximately 24,000 miles of roads of which 6,200 miles are paved. These roads represent an investment in the Tribal communities and provide access and mobility to reservation land, jobs, schools, health facilities and to the key areas of commerce. Road Maintenance and HTF program funds will be utilized to address road and bridge safety deficiencies, to conduct routine and preventive maintenance activities, and for construction. Maintenance activities will include: smoothing roadway surfaces, cleaning ditches, removing snow and ice, filling pot-holes, and repairing pavements.

### Key Factors Affecting Goal Achievement

The Bureau spends an average of less than \$500 per mile for paved roads and a smaller amount for earth roads. The Bureau's large backlog of new construction projects (\$4.8 billion as of June, 1999) and the atten-

dant projected cost increases to build new road construction, will affect the Bureau's capacity to keep pace with its maintenance requirements. The Bureau estimates approximately 200 miles will be added to the Bureau system each fiscal year. The Bureau is already challenged to keep pace with the maintenance of the roads currently on the Bureau inventory.

### Crosscutting Relationships to Other Bureaus and Agencies

The Bureau and the Federal Highway Administration (FHA) work in partnership to cooperate with the State highway departments to conduct surveys, construct, reconstruct, and maintain Indian reservation roads. The Bureau works closely with the FHA as a result of the incorporation of the Bureau's Indian Reservation Roads program into the Federal Lands Highways Program by the Surface Assistance Transportation Act of 1982. The FHA and the Bureau jointly work to approve plans, specifications, and estimates for transportation projects, to monitor the work in progress, and, inspect completed projects.

### Program Evaluations and Performance Improvements

Based on recommendations stemming from field reviews of the existing Annual Performance Plan and Regional program efforts, the Bureau has expanded this goal to cover all areas of road and bridge maintenance under Bureau operation.

## LONG-TERM GOAL 02.03.05

By 2005, the Bureau will improve the safety and functionality of Bureau schools and other facilities for clients.

### Relationship Between Long-Term Goals and Annual Performance Goals

There are four annual goals that contribute to the overall achievement of improving the safety and functionality of Bureau-funded facilities. The goals measure the Bureau's annual efforts toward school replacement, improvement and repair of Bureau facilities, sites converted to narrowband technology, and replacement of unserviceable emergency vehicles.

### Strategies

The Bureau will reduce unsafe conditions and the risk to public safety at Bureau facilities through the elimination of life safety and fire code violations. Cyclical reviews will take place Bureauwide at each location on a five-year cycle to identify critical and non-critical deficiencies for code compliance. Bureau education facilities will be improved by promoting the cost-effective, energy-efficient construction of the schools on the Bureau's Education Facilities Replacement Construction Priority List. The Bureau will utilize the Facilities Improvement and Repair program to improve its facilities by repairing, rehabilitating or replacing facilities in lieu of complete new construction. The Bureau will seek to increase preventive maintenance funding in an effort to preserve existing sites and decrease breakdowns which in turn will provide long-term construction savings.

### Key Factors Affecting Goal Achievement

The Bureau's construction program has a zero-based budget, therefore, improving the safety and functionality of Bureau facilities is greatly dependent on yearly Congressional appropriations. Most education facilities are built to function for 30 years and over 45 percent of the existing buildings range from 30 years old to 100 years old. As of January 2000, the estimated cost to repair and improve all existing Bureau facilities was over \$1 billion. Included in this \$1 billion estimate was approximately \$802 million for education facilities (excluding quarters). The majority of the items are life safety code violations which need repair funding to abate. Historic preservation, environmental laws and

regulations, and school schedules can also delay completion of improvements and construction as they are all factors in obtaining code and permit approvals.

### Crosscutting Relationships to Other Bureaus and Agencies

Crosscutting efforts to improve the safety and functionality of facilities for Bureau clients include working with State and local governments to acquire environmental, archaeological, and historical clearances. In addition, the Bureau will work with State and regional Councils of Government to coordinate regional land use and transportation planning. The Bureau will implement a cost share plan with the State of New Mexico and the American Indian College Fund to construct a Science and Technology Building at the Southwestern Indian Polytechnical Institute. In addition, coordination and technical advice relative to the detention construction program in Indian Country will be provided to DOJ. (Since FY 1999, appropriations have been provided to DOJ to construct detention facilities in Indian Country rather than through the Bureau's appropriation.) The Bureau also coordinates with the Indian Health Service (IHS) on community water and sewer systems and has an interagency agreement with the General Services Administration and the U.S. Army Corps of Engineers for the management of facilities improvement and repair projects.

### Program Evaluations and Performance Improvements

Internal Bureau program review determined that the outcomes associated with this goal were strong supporters of the mission to strengthen Tribal communities. This long-term goal and its subsequent annual goals have been relocated to the Community Development GPRA Program Activity.

## **LONG-TERM GOAL 02.03.06**

**By 2005, the Bureau will ensure that Indian dam structures do not create unacceptable risks to public safety, welfare, property, the environment, and cultural structures by completing construction on 26 dams and performing recurring and repair maintenance on 115 dams.**

### **Relationship Between Long-Term Goals and Annual Performance Goals**

The annual goals to complete recurring maintenance and repair construction to dams ensures achievement of this long-term goal. The Bureau will measure the cumulative number of dams receiving maintenance and completing repair construction on an annual basis. With the repairs and maintenance will come the assurance that the dams do not create endangerment to the public and Tribal communities. Additionally, it will ensure the Bureau's responsibility to protect and preserve trust lands and resources.

### **Strategies**

The Bureau will repair Bureau dams in accordance with the Department's Technical Priority Ranking (TPR) list. The Bureau will continue to focus its efforts and resources on the dams in the top 50 of the TPR list. Dam maintenance plans and emergency action plans will be developed and implemented at each of the dams sites to mitigate the conditions of the dams and its impacts should a dam catastrophically fail. The program activities include inspections, technical evaluation of dam conditions, conceptual and final designs, and rehabilitation construction.

### **Key Factors Affecting Goal Achievement**

Within the Bureau's Safety of Dams (SOD) program there are six distinct stages in a sequential process to rehabilitate Bureau dams. Each stage is dependent on the previous stage for completion.

### **Crosscutting Relationships to Other Bureaus and Agencies**

The Bureau works closely with the Bureau of Reclamation and Tribes to focus its efforts and resources on the dams in need of repair and/or that are a risk to public safety.

### **Program Evaluations and Performance Improvements**

Internal Bureau program review determined that the outcomes associated with this goal were strong supporters of the mission to strengthen Tribal communities. This long-term goal and its subsequent annual goals have been relocated to the Community Development GPRA Program Activity.



## ADMINISTRATIVE AND SUPPORT SERVICES GPRA PROGRAM ACTIVITY

### MISSION GOAL

Improve the fiscal integrity and internal controls in the areas of property management, procurement, and finance and improve processes for management and employee improvement.

### Description

The Administrative and Support Services GPRA Program Activity was developed at the Program and Financing Schedule Subactivity level in the budget and addresses the improvement of administrative services and key management issues. The Bureau provides administrative support activities that allow the organization to improve the services it provides and perform its basic mission as required by law.

Highlighted High Risk and Material Weakness factors cited by the Inspector General and General Accounting Office are ever changing. With this goal, the Bureau intends to provide a continued effort to address each of these changing areas. All efforts toward achievement will be outlined within the annual performance plans and reports.

## **LONG-TERM GOAL 02.04.01**

**The Bureau will provide for continued achievement of minimum acceptable standards for successful administrative processes by improving internal controls and eliminating identified material weaknesses/ high risk factors, producing unqualified opinions to the financial statements, maintaining prompt payment performance at 97 percent, and utilizing customer service surveys to measure efficiency, timeliness and overall quality of Bureau customer service.**

### **Relationship Between Long-Term Goals and Annual Performance Goals**

Annual goals contained within the Plan are direct subsets of the long-term goal. Improved internal controls to provide for unqualified audits, high prompt pay levels, and the development of customer service surveys will be evaluated on an annual basis in relation to this goal. The continued success in achieving these annual goals will provide for the attainment of the long-term goal.

### **Strategies**

The Bureau will conduct analysis of Regional performance in key administrative areas to determine areas of action requiring attention to improve administrative services and address high risk factors Bureau wide. The Bureau will develop and execute corrective action plans, with the highest priority being placed on implementation of plans to eliminate material weaknesses. Throughout this effort, the Bureau will ensure that current levels of service are not compromised while correction efforts are underway. Additionally, to ensure customer satisfaction and consistency, the Bureau will develop and distribute customer service surveys for each of its eight major program offices over the next six years. The results of these surveys will be used to determine levels of efficiency and productivity for use in developing program improvement plans.

### **Program Evaluations and Performance Improvements**

Departmental review of the FY 1999 measuring process for the prompt pay goal determined that presenting the goal measurement in a positive manner provided for a better presentation of progress. Measuring prompt pay in this manner provided for a revised methodology based solely on the percentage of payments subject to the Prompt Pay Act that were made without interest penalties; this methodology provides more accurate reporting data for use throughout the year.

Additionally, a review of past Tribal opinion of the Bureau has established the need for the development of customer service survey instruments to measure the level of services the Bureau provides to customers. Due to the large range of programs administered by the Bureau, it was determined that customer service surveys should be developed and conducted for each Headquarters directorate to allow each program to receive individual feedback for improvement.

## EDUCATION GPRA PROGRAM ACTIVITY

### MISSION GOAL

To provide quality education opportunities from early childhood through life in accordance with the Tribal needs for cultural and economic well-being in keeping with the wide diversity of Tribes and Alaska Native villages as distinct cultural and governmental entities.

### Description

The Education GPRA Program Activity was developed at the subactivity level of the Program and Financing Schedule and strives to promote quality education for American Indians and Alaska Natives in elementary and secondary education programs as well as at post-secondary institutions and Tribally Controlled Community Colleges. Research has demonstrated that the most effective schools in the country are those in which the school facilities are safe and serviceable. The long-term goals are directed towards the Bureau's efforts to address improved academic achievement, information technology, school safety, and staff development.

## LONG-TERM GOAL 02.05.01

By the end of School Year 2004-2005, the Bureau will improve the succession of Indian students to each educational level from early childhood development to job placement.

### Relationship Between Long-Term Goals and Annual Performance Goals

The Bureau will measure five annual goals to assist in the ability of American Indian and Alaska Native students to successfully meet or exceed educational levels. The annual goals focus on improving student proficiency, teacher proficiency, attendance rates, school accreditation and the number of higher education degrees conferred to Indian students. Each goal provides a focus for improving the quality of education and the skills provided to students in relation to Tribal needs and cultural entities.

### Strategies

The Bureau intends to meet the many challenges in Indian education by improving services and curriculum with the end result being more American Indian and Alaska Native graduates with the skills needed to succeed in the future. The Bureau's school operations program efforts will be designed to fully implement school reform as mandated by *P.L. 103-277*, Goals 2000: Educate America Act and *P.L. 103-382*, Improving America's Schools Act of 1994. In compliance with *P.L. 103-277*, all Bureau-funded schools have developed a Consolidated School Reform Plan that include student achievement goals, behavioral goals, parental involvement goals, and staff development strategies to improve teaching and learning. The Bureau will strive to provide adequate financial support and instructional and residential personnel to improve and assist students in achieving education program standards.

Additionally, the Bureau has initiated two National Performance Review Labs that will improve data gathering capacity, the tracking of student achievement,

access to the Internet to enhance instruction, and the quality of services provided by the Bureau's Education personnel office. It is recognized that the quality of staff affects student achievement. Improvement efforts within the personnel office will result in an improved service delivery system. This system will improve employee recruitment, retention, retirement, prompt accurate pay, and security of sensitive personnel documents and will be accomplished through cross-training of service teams.

### Key Factors Affecting Goal Achievement

Many of the programs and schools funded by the Bureau are operated in Indian communities which are isolated and removed from the mainstream of American society. Recruiting qualified teachers to live and work on remote Indian reservations is extremely difficult unless pay incentives, housing allowances, and/or other benefits are made available to attract new teachers.

### Crosscutting Relationships to Other Bureaus and Agencies

The Bureau works closely with the Department of Education, Tribes, students, and their parents to improve academic performance and school curriculum.

### Program Evaluation and Performance Improvements

Based on comments made under the GAO review of the FY 2000 Annual Plan and internal review of the long-term goals for Education, it was determined that academic and teacher proficiency would be stronger target areas for performance measurement and goals were developed to focus on these areas.

## LONG-TERM GOAL 02.05.02

**By the end of School Year 2004-2005, the Bureau will provide for an improvement in technology, infrastructure and safety management measures to maximize learning opportunities and to ensure the general well being of American Indian and Alaska Native students.**

### **Relationship Between Long-Term Goals and Annual Performance Goals**

The Bureau has five annual goals that will provide for the attainment of the long-term goal to maximum learning opportunities. The goals address technology improvement through computer replacement and Internet access. Safe schools that are more conducive to learning are promoted through the reduction of incidences of violence/substance abuse, increased parental involvement, and increased mileage for student transportation.

### **Strategies**

The Bureau's program efforts for technology and infrastructure enhancement are rooted in the President's *Education Technology Initiative and Challenge* to assure that all children are technologically literate by the dawn of the 21st Century. In response to the *Challenge*, the Bureau is striving to provide financial support and technical expertise to complete the Bureau telecommunications backbone network; complete installation of Local Area Network Systems for Bureau schools and education agencies; institute a routine process for inclusion of Local Area Network planning, design and construction for new Bureau education facilities; complete establishment of maintenance agreements with world wide web service providers for Bureau schools and education agencies; and, provide technical operations management services to Bureau agency locations. Access to satellite connectivity is being investigated with the assistance of the General Services Administration. If the results prove feasible and affordable, the Bureau intends to pursue this venue for satellite connectivity and service for select geographic areas.

Additionally, to stimulate development of an educational infrastructure that would provide for a safe and positive atmosphere for learning, the Bureau's Office of Indian Education Programs (OIEP) will develop and cultivate partnerships with the Tribes, parents, local school

boards, and private and government entities to identify and develop plans and methodologies for improving school environments.

### **Key Factors Affecting Goal Achievement**

The connectivity of schools and education agencies to the BIANET is contingent upon available resources and the timely progress of installing telecommunications equipment throughout the 26 states where the 185 Bureau-funded schools are located. Most schools are extremely aged and contain asbestos, contributing to the high costs of retrofitting these buildings. The majority of school locations are in rural, isolated unincorporated communities and challenges include telephone carrier reluctance to invest in new telecommunications data lines and obtaining easements, right of ways, archeological and other clearances for surface and buried cabling.

Additionally, the geographical remoteness and isolation factors lend to high fuel/utility costs, student transportation problems, and other support system problems. Unimproved school bus routes in isolated areas provide for abnormal maintenance costs. These impaired roads contribute to the average bus mileage of 600,000 per year which results in the transportation vehicles having higher than normal Federal requirements, thus, making availability of replacement vehicles scarce.

### **Crosscutting Relationships to Other Bureaus and Agencies**

The Bureau will seek assistance from the General Services Administration, world wide web service providers and other network service providers to integrate the Bureau schools with the technology needed to accomplish the goal of improved information technology. Additionally, the Bureau will work with students and their parents on efforts to improve the safety and learning atmosphere within schools.

**Program Evaluation and Performance  
Improvements**

Based on comments made in the GAO review of the FY 2000 Annual Performance Plan, an internal Bureau review of the long- term goals for education was conducted. It was determined that providing Indian children with a field of technology and a school environment comparable to that of other children nationwide should be a critical goal for the Bureau’s education program.

## RESOURCES MANAGEMENT GPRA PROGRAM ACTIVITY

### MISSION GOAL

To assist American Indians and Alaska Natives in protecting and preserving their natural resources on Trust lands and shared off-reservation resources.

### Description

The Resources Management GPRA Program Activity was developed at the subactivity level of the Program and Financing Schedule in the budget and promotes the preservation of natural resources. The long-term goals involve supporting the protection and prudent and integrated management of natural resources located on Indian lands and the meaningful exercise of off-reservation treaty hunting, fishing and gathering rights. Key resource areas receiving support on Indian lands include reforestation, rangeland management, and fish and wildlife management. Key off-reservation resources providing for the exercise of treaty rights include Pacific salmon and Great Lakes fisheries. The majority of these programs are contracted and/or compacted by Tribes who are dependent on continuing appropriations to accomplish related objectives. Statements of Work and expected results and accomplishments are negotiated on a contract-by-contract basis, with oversight and the monitoring of contract performance conducted by Bureau personnel.

## LONG-TERM GOAL 03.06.01

By 2005, the Bureau will restore and enhance natural resources on Tribal lands.

### Relationship Between Long-Term Goals and Annual Performance Goals

There are four annual goals that contribute to the achievement of this long-term goal. The goals target forest restoration, wetland enhancement, weed eradication and water management projects for the preservation of natural resources on Tribal lands. The successful accomplishment of each of the annual goals will ensure the protection of trust lands and shared off-reservation resources.

### Strategies

The Bureau will execute various restoration and enhancement programs to ensure the preservation of Tribal forests, lands, and water management. To increase and ensure the success of forestry, wetlands, agriculture, and water management program operations, Tribes will be provided increased education and knowledge of contracting issues and guidance in the development of restoration and enhancement plans. The Bureau will facilitate coordination efforts with Federal agencies, State and County governments, and private conservation organizations to provide technical assistance to Tribes and promote natural resource preservation programs.

### Key Factors Affecting Goal Achievement

Reservations nationwide have productive waterfowl areas, but current funding for wetland enhancement is restricted to the "Circle of Flight" program in the Great

Lakes area. Areas outside the Great Lakes have suffered neglect due to funding restraints and restoration and enhancement efforts have been significantly limited.

### Crosscutting Relationships to Other Bureaus and Agencies

The Resources Management goals for forestry support the Department's *Pacific Northwest Forest Plan* and the *South Florida Ecosystem Restoration* which is supported by the program efforts of the Resources Management goal for wetland restoration. The Bureau coordinates with the Bureau of Land Management, State and County governments and conservation organizations within all of its restoration and enhancement efforts.

### Program Evaluation and Performance Improvements

Internal review of the structure of the Resources Management section of the FY 1997 Strategic Plan revealed that the Resources Management long-term goal was limited to Integrated Resource Management Plan (IRMP) development and did not provide measures to reflect the many other Bureau program efforts under Resources Management. To provide broader coverage of the Resources Management program, this goal was developed in addition to the IRMP goal to focus on restoration and enhancement efforts.



## **LONG-TERM GOAL 03.06.02**

**By 2005, the Bureau will provide support for Tribes to exercise their off-reservation hunting and fishing rights, to manage and conserve fish and wildlife resources on Indian lands, and for the operation of Tribal Fish Hatchery Operation and Maintenance programs.**

### **Relationship Between Long-Term Goals and Annual Performance Goals**

Four annual goals provide the measures to achieve attainment of this long-term goal. The goals provide support and assistance to Tribes related to the conservation of wildlife resources through the exercise of hunting and fishing rights, establishment of resource management programs, Tribal fish hatchery operations and maintenance, and fishing access site maintenance.

### **Strategies**

The Bureau will promote active participation by Tribes in the conservation of wildlife resources and the exercise of treaty rights. The Bureau will work with Tribes to encourage the development of Tribal resource management partnerships, responsibilities and capabilities. To do so, the Bureau will assist Tribes in contracting or compacting the full range of resource management, harvest management, biological research, and rights protection activities comparable to activities carried out by State fish and game and Federal land management agencies. Any opportunities that may be available to Tribes to perform co-management duties will largely be the result of recognition by State or Federal management agencies that Tribes are operating credible resource management programs.

### **Key Factors Affecting Goal Achievement**

Both Tribes and States must be willing to work together as co-managers of a shared natural resource. Any reluctance by one government will effectively derail the efforts of the Bureau to encourage partnerships and co-management.

### **Crosscutting Relationships to Other Bureaus and Agencies**

To assist in the accomplishment of this goal, the Bureau will work in conjunction with State Fish and Game authorities and other Federal land management agencies to ensure treaty rights and access sites are protected and preserved.

### **Program Evaluation and Performance Improvements**

Internal Bureau reviews determined that this goal needed to be expanded to include additional wildlife management programs carried out by the Bureau.

## LONG-TERM GOAL 03.06.03

By 2005, the Bureau will increase the number of Integrated Resource Management Plans (IRMP) to 50.

### Relationship Between Long-Term Goals and Annual Performance Goals

The Bureau has a single annual goal in support of this long-term goal, which measures annual increases in the number of Tribes developing IRMPs. Achievement of this goal optimizes resources management and preservation efforts in direct support of the Bureau's Resources Management mission.

### Strategies

The Bureau will promote the integrated resource management approach to optimize resource management benefits and address use conflicts on Indian reservations. The IRMP grant program assists Tribes in the development of resource management plans by awarding funds to initiate planning and by providing major support components. Bureau support will be provided through the development of curricula and training for Tribes on the IRMP process. Additionally, the Bureau will develop and distribute resource and support materials to Tribes to further increase the understanding and knowledge of the Bureau's IRMP process.

### Key Factors Affecting Goal Achievement

The IRMP program does not receive direct funding; resources for program implementation are contributed from the Bureau's forestry, minerals management, and land and water programs at the Headquarter's level. Relative to the total need, the Bureau is able to provide

only a small fraction of the technical and financial support needed to enable all Tribes to develop long-range strategies for the management of their resources.

### Crosscutting Relationships to Other Bureaus and Agencies

The goal to increase the number of IRMPs, includes coordinating efforts with several other bureaus, such as the Bureau of Land Management, the Bureau of Reclamation, the Office of Surface Mining, and the Fish and Wildlife Service. The plans will ideally be designed with Wildfire Management provisions, which are in line with the Department's *Initiative for Wildfire Management*.

### Program Evaluation and Performance Improvements

Internal review of the structure of the Resources Management section of the FY 1997 Strategic Plan determined that while IRMPs are an integral factor in the preservation of natural resources, they do not constitute the whole of the Resources Management program. The goal for IRMPs has been separated from the restoration and enhancement programs so that performance can be measured on each of the efforts individually.

## TRUST SERVICES GPRA PROGRAM ACTIVITY

### MISSION GOAL

Ensure the Trust responsibility to protect and preserve Trust lands and Trust resources.

### Description

The Trust GPRA Program Activity was developed at the subactivity level of the Program and Financing Schedule in the budget with the long-term goals based upon the budget accounts located within the subactivity. There are many Trust issues regarding compliance, land, water and the environment that create hardships and hazards for American Indians. These issues include: non-compliance with laws and policies governing Indian trust activities; insufficient water for domestic use or economic development; and environmental, cultural resource, and endangered species preservation. The long-term goals focus on improving each of these areas as well as the Bureau's Real Estate Services for the protection and preservation of trust resources.

## **LONG-TERM GOAL 03.07.01**

**The Bureau will ensure that obligations under the Federal Indian trust responsibility are performed in accordance with the standards required by the laws and governmental policies of the United States.**

### **Relationship Between Long-Term Goals and Annual Performance Goals**

There is a single annual goal which measures the number of Trust evaluations performed which determines the Bureau's level of compliance with laws and established governmental policies. With the continued fulfillment of this annual goal, the long-term goal will be achieved.

### **Strategies**

To ensure that obligations under the Federal Indian trust responsibility are performed in accordance with laws and governmental policies, the Office of American Indian Trust (OAIT) will perform evaluations to monitor Departmental processes. Reviews of Tribal performance of trust functions assumed under the provisions of the Self Governance Act of 1994, *25 U.S.C. §458cc(d)*, will also be conducted to ensure compliance. Additionally, OAIT will monitor trust protection standards and guidelines and review Departmental decisions; initiate corrective actions where adverse findings are made; develop guidelines for use by Departmental offices regarding activities and actions with respect to American Indian trust assets; and, assist in Departmental negotiations with Tribal governments. To improve understanding of Federal and Tribal government agencies in the laws and policies surrounding trust responsibility, the OAIT will prepare and disseminate informational materials and provide training/outreach sessions.

### **Key Factors Affecting Goal Achievement**

There are no key factors that would impede the achievement of this goal as the Bureau will continue its reviews in the performance of trust functions by all parties.

### **Crosscutting Relationships to Other Bureaus and Agencies**

The OAIT has no crosscutting relationships within the Department in carrying out its trust evaluations.

### **Program Evaluation and Performance Improvements**

Internal review of Bureau programs determined that this goal was necessary to measure the level of performance contributed by the OAIT for the oversight it provides in ensuring compliance with Trust laws.

## **LONG-TERM GOAL 03.07.02**

**By 2005, the Bureau will improve the assistance provided to Tribes in establishing and defining water and land claims through negotiation.**

### **Relationship Between Long-Term Goals and Annual Performance Goals**

The Bureau has three annual goals that support Tribes in defining water and land claims through negotiation. The Bureau will measure the number of Tribes assisted in procuring defense counsel, the number of Departmental teams involved in negotiations/settlements, and the number of project proposals for technical research studies. Success in completing the three annual goals will provide for improved legal defense services to Tribes and attainment of the long-term goal.

### **Strategies**

The Department and the Bureau are committed to the settlement of water rights by negotiation rather than by litigation. The Bureau will continue to fund Departmental and Tribal water rights negotiation teams in their respective efforts to prepare the necessary legal and technical research to settle Tribal water rights claims. The Bureau will also continue to fund historical and technical studies which support Tribal claims for return of Tribal lands.

### **Key Factors Affecting Goal Achievement**

The willingness of States and Local Governments to engage in meaningful settlement discussions is critical to settlement negotiations which in turn will negate the need for litigation.

### **Crosscutting Relationships to Other Bureaus and Agencies**

The Bureau receives assistance and guidance from the Department of Justice, the EPA, and other State and local governments to continue with legal and technical research studies in Tribal water rights claims.

### **Program Evaluation and Performance Improvements**

An internal Bureau review determined that this goal needed to be refocused to concentrate on improving the assistance provided to Tribes for legal defense services.

## LONG-TERM GOAL 03.07.03

By 2005, the Bureau will improve conditions for the environment and endangered species in Indian Country.

### Relationship Between Long-Term Goals and Annual Performance Goals

There are four annual goal measures that ensure attainment of the long-term goal to improve environmental conditions and preservation of endangered species. The goals provide for training, compliance audits, corrective actions, guidance documents and providing technical or financial assistance to Tribes, each of which is a direct component to improved environmental management.

### Strategies

The Bureau will conduct environmental audits of all trust lands within the jurisdiction of each of the 12 Regional Offices and Headquarters in cooperation with Tribes to identify and correct deficiencies. To encourage continued vigilance regarding environmental concerns, the Bureau, with the assistance of the EPA, will institute an in-service training program for all Bureau senior level managers. In addition, to maximize its limited resources, the Bureau will consolidate funding from different programs to one budget account for use in correcting the identified environmental hazards. Finally, to the extent manpower and fiscal resources allow, the Bureau will provide technical assistance and expertise to Tribes to help develop environmental regulatory codes for management of Indian lands and endangered species compliance.

### Key Factors Affecting Goal Achievement

The potential for Tribal and other governmental jurisdictional disputes may affect the Bureau's ability to respond to environmental issues. Additionally, the occurrence of a major unforeseen environmental disaster will divert Bureau resources away from planned objectives, thereby delaying or even preventing the accomplishment of Bureau goals.

### Crosscutting Relationships to Other Bureaus and Agencies

The application and enforcement of standards and regulations will require the Bureau to work in conjunction with Tribes and the EPA to ensure environmentally sound use of Indian lands. The environmental goals support the Department's *Natural Resource Damage Assessment and Restoration Program* through its audit and restoration activities.

### Program Evaluation and Performance Improvements

Internal review of the Bureau's Environmental Management programs determined that the goal within the FY 1997 Strategic Plan to perform environmental audits needed to be expanded to include the other important facets of environmental protection such as improving environmental conditions and preserving endangered species. The goal has been revised to allow better coverage of the environmental program.

## **LONG-TERM GOAL 03.07.04**

**By 2005, the Bureau will facilitate the growth of trust income through an increase in the efficient processing of trust transactions for Tribal and individual Indian landowners.**

### **Relationship Between Long-Term Goals and Annual Performance Goals**

The Bureau has one annual goal that supports this long-term goal by measuring the annual increase in the number of real estate transactions for Tribal and individual Indian land owners. The successful achievement of the annual goal will provide for long-term goal attainment and support the Bureau's efforts in protecting and preserving Trust lands and resources.

### **Strategies**

To facilitate the growth of trust income, the Bureau will modify regulations and governing processes to improve the processing time for real estate transactions. The Bureau will work in conjunction with the Office of the Special Trustee (OST) to improve trust asset management through the priorities set out as milestones in OST's High Level Implementation Plan. Additional staff will be hired and trained to process real estate transactions and other trust programs will expedite the determination of property rights by financing dispute resolution processes. The issuance of decrees and conditions will enable the beneficial use of trust property leading to increased income production for Tribes, American Indians and Alaska Natives.

### **Key Factors Affecting Goal Achievement**

While additional staff may be added, a larger increase in transactions processed will not be realized until the newly hired staff receives formal training in the Bureau's real estate process.

### **Crosscutting Relationships to Other Bureaus and Agencies**

The Bureau will work in conjunction with Tribally-contracted real estate programs and the Office of the Special Trustee for American Indians to protect and preserve Indian trust assets and collect and accurately account for income due beneficiaries.

### **Program Evaluation and Performance Improvements**

Internal Bureau review of the goal that focused on the efforts of the real estate programs determined that the growth of income through increased transactions was a better measure of outcome performance than the development of manuals/handbooks.

## Section V

### *Program Evaluations*

Current methods of review include internal program reviews and the review of weekly and monthly reports, automated system data, inspection documents, school report cards, and data collection instruments. In an effort to make performance management a more effective tool, the Bureau will begin the development and implementation of program-by-program evaluation systems to review performance management for each of the GPRA Program Activities. Evaluation efforts will include both Headquarter and Field reviews with accountability measures for staff.

<b>Program Evaluations</b>	<b>Scope</b>	<b>Methodology</b>	<b>Goal(s) Affected</b>	<b>Schedule</b>
TRIBAL GOVERNMENT	Assess effectiveness of training	External Review by participants receiving training	Long-term Goal 1	After each training course
PUBLIC SAFETY AND JUSTICE	Assess the effectiveness of the <i>Presidential Initiative on Law Enforcement in Indian Country</i>	Performance Evaluation	Long-term Goal 1	Annually (February)
COMMUNITY DEVELOPMENT	Assess P.L. 102-477 grantee operations	Program and on-site reviews	Long-term Goal 1	Each of the Grantees is reviewed once every 3 years
	Assess forest management program productivity	Annual accomplishment reports	Long-term Goal 1	Annually (March)
	Assess the effectiveness of the Indian Arts and Crafts Board (IACB) trademark enforcement and promotion activities	Annual performance review by IACB Commissioners	Long-term Goal 2	Annually (March)
	Assess the effectiveness of the administration of the Housing Improvement Program	Program Evaluation	Long-term Goal 3	Annually (October)



Program Evaluations	Scope	Methodology	Goal(s) Affected	Schedule
COMMUNITY DEVELOPMENT (continue)	Assess the effectiveness of the administration of Welfare reform	Program Evaluation	Long-term Goal 3	Quarterly
	Assess the effectiveness of the Alcohol and Substance Abuse Prevention Program	Program Evaluation	Long-term Goal 3	Annually (October)
	Assess the effectiveness and efficiency of the Road Maintenance program	Each one of the 12 Regional Road Maintenance Programs is reviewed bi-annually as part of the Indian Reservation Roads Process Review Program	Long-term Goal 4	Ongoing
	Assess program requirements and conditions under school construction contracts/grants	Contract/grant evaluation and on-site monitoring	Long-term Goal 5	Annually (September)
	Assess program requirements and conditions under FI&R project contracts/grants	Contract/grant evaluation and on-site monitoring	Long-term Goal 5	Annually (September)
	Assess conversion of radio systems from wideband to narrow-band technology	Program evaluation	Long-term Goal 5	Annually (September)
	Assess unsafe and unserviceable fire trucks	Program evaluation	Long-term Goal 5	Annually (September)
ADMINISTRATION AND SUPPORT SERVICES	Assess the effectiveness of successful administrative processes	Internal Review	Long-term Goal 1	Annually

<b>Program Evaluations</b>	<b>Scope</b>	<b>Methodology</b>	<b>Goal(s) Affected</b>	<b>Schedule</b>
EDUCATION	Assess Quality of educational programs and services, leadership, technical assistance and administrative services	Administrative program reviews	Long-term Goals 1 and 2	Annually (January-March)
RESOURCES MANAGEMENT	Assess Program requirements and conditions under restoration/ enhancement program contracts/ grants	Contract/grant evaluation and on-site monitoring	Long-term Goal 2	Annually according to grant/contract requirements
TRUST SERVICES	Assess the effectiveness of the (3) DM-Mission activities	A-123 format Internal Control Review	Long-term Goal 1	Annually (September)
	Assess the administration and Oversight of Land and Water, Real Estate and Dam Safety programs	Contract/grant evaluation and on-site monitoring	Long-term Goals 2,4 and 5	Annually according to grant/contract requirements
	Assess compliance with Federal environmental laws	Audits performed by EPA contractor	Long-term Goal 3	5 audits to be conducted annually

## Section VI

### *Consultations*

The Bureau has prepared this Strategic Plan in conformance with Section 220.7 of OMB Circular A-11. The Bureau distributed the proposed revised Strategic Plan to Tribal leaders for comment and posted the revised plan on the Bureau's Budget web page with an electronic mail feedback line. All comments received in relation to this effort were considered in the development of this plan. The Bureau conducted plan development meetings with Field contacts and reviewed Tribal and GAO comments in relation to plan development, applying recommendations, or clarifying issues related to these comments. Material and information on the Bureau's efforts to comply with the GPRA mandates are provided to Tribes through the Regional Offices on a periodic basis. The Bureau has requested Congressional consultation, but no meetings have resulted.



**FOR FURTHER INFORMATION, CONTACT:**  
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