

Conserving the Nature of America The U.S. Fish and Wildlife Service

The U.S. Fish and Wildlife Service (Service) is the oldest federal conservation agency, tracing its lineage back to 1871. Over its 139 year history, the Service has adapted to the Nation's changing needs to become a leader in protecting and enhancing America's biological natural resources. In the face of escalating challenges such as land-use, population growth, invasive species, water scarcity, and a range of other complex issues all of which are amplified by accelerated climate change, the Service needs to adapt again. Today the Service is in the midst of that adaptation, and will focus on meeting today's pressing conservation challenges with a strategic approach.

The U.S. Fish and Wildlife Service is the premier government agency dedicated to the conservation, protection, and enhancement of fish, wildlife, plants, and their habitats. It is the only agency in the Federal Government whose primary responsibility is management of these important natural resources for the American public. The Service also helps ensure a healthy environment for people by providing opportunities for Americans to enjoy the outdoors and our shared natural heritage.

The Service is responsible for implementing and enforcing some of our Nation's most important environmental laws, such as the Endangered Species Act, Migratory Bird Treaty Act, the Marine Mammal Protection Act, as well as international agreements like the Convention on International Trade in Endangered Species.

The Service's Organization

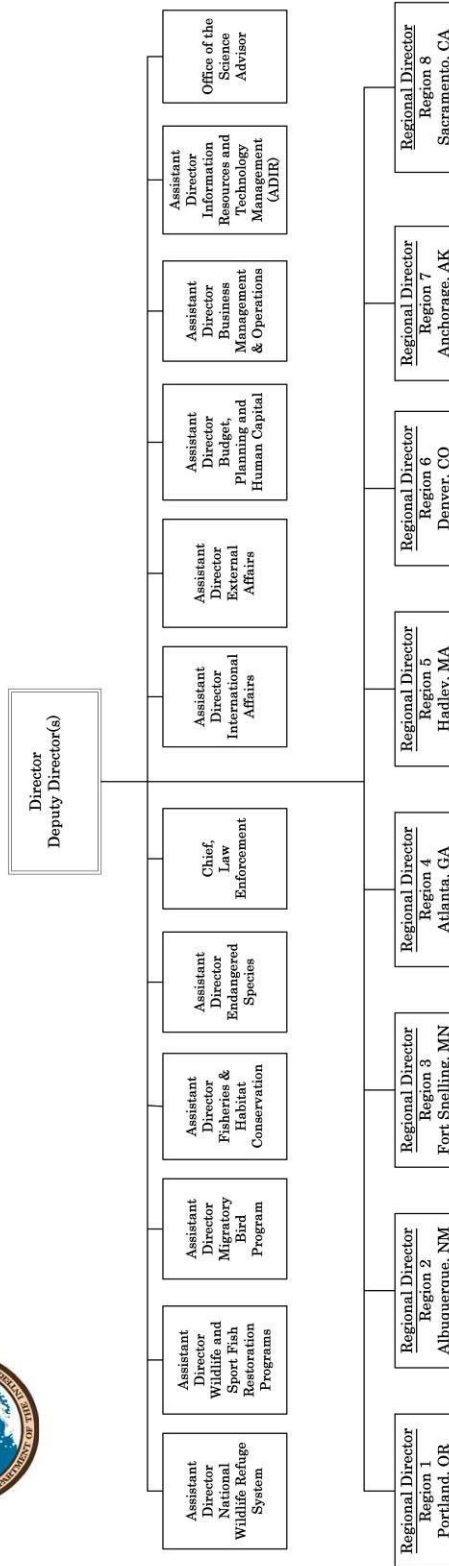
Today, the Service achieves its mission through: 553 units of the National Wildlife Refuge System; 6 National Monuments, including 3 Pacific marine monuments established in 2009; 81 Ecological Services Field Stations; 71 National Fish Hatcheries; 1 historical National Fish Hatchery (D.C. Booth in South Dakota); 67 Fish and Wildlife Conservation Offices; 9 Fish Health Centers; 7 Fish Technology Centers; and waterfowl production areas in 206 counties managed within 38 Wetland Management Districts and 50 Coordination Areas, all encompassing more than 150 million acres of land and waters. The Service works with diverse partners, including other federal agencies, state and local governments, Tribes, international organizations, and private organizations and individuals.

The Service headquarters is co-located in Washington, D.C. and Arlington, Virginia; with field units in Denver, Colorado, and Shepherdstown, West Virginia; and eight regional offices. The Director reports to the Department of the Interior's Assistant Secretary for Fish, Wildlife and Parks, and has direct line authority over the headquarters and eight regional offices. Assistant Directors provide policy, program management, and administrative support to the Director. The Regional Directors guide policy and program implementation through their field structures and coordinate activities with partners.

(See organizational chart, next page)



U.S. Fish & Wildlife Service



Overview of FY 2012 Budget Request

Budget Authority	2010 Enacted	2010 Enacted / 2011 CR	2012 Request	2012 Request Change from 2011 CR
Discretionary	1,646,832	1,646,832	1,694,705	47,873
Mandatory	1,112,365	980,064	*997,106	17,042
Total	2,759,197	2,626,896	2,691,811	64,915
<i>FTEs</i>	9,256	**9,081	**9,236	155
<p>*The FY 2012 mandatory funding request includes a legislative proposal to raise the cost of duck stamps, which would result in an additional \$14.0 million in mandatory collections.</p> <p>**The amounts presented differ from Budget Appendix and the DOI Budget in Brief due to subsequent changes to Wildland Fire FTE estimates.</p>				

Overview

The 2012 request for current appropriations totals \$1.69 billion, an increase of \$47.9 million compared to the FY 2010/FY 2011 Continuing Resolution (CR). The budget also includes \$1.0 billion available under permanent appropriations, most of which will be provided directly to the states for fish and wildlife restoration and conservation. Employee pay, and other inflation increases will be funded from within totals.

This budget funds the Service's priorities, including the America's Great Outdoors, New Energy Frontier, Youth in the Great Outdoors, and Cooperative Landscape Conservation Secretarial initiatives.

America's Great Outdoors initiative

In April of 2010 the President established the America's Great Outdoors (AGO) initiative through Presidential Memorandum. The goal of AGO is to reconnect Americans, especially young adults, to America's rivers and waterways, landscapes of national significance, ranches, farms and forests, great parks, and coasts and beaches. The AGO initiative also calls upon agencies to build upon states, local, private, and tribal priorities for the conservation of land, water, wildlife, historic, and cultural resources, creating corridors and connectivity across these outdoor spaces, and for enhancing neighborhood parks. The initiative is also focused on how the Federal Government can best advance those priorities through public private partnerships and locally supported conservation strategies. Many of the Service's resource management programs will be essential to fulfilling the goals of the AGO Initiative. In addition, effective enforcement of the Nation's wildlife laws is essential to the Service's conservation mission, including its contributions to the President's AGO Initiative.

The 2012 budget commits to fully funding the Land and Water Conservation Fund, and includes a total of \$140.0 million for land acquisitions that the Service has identified as having the greatest conservation benefits.

In addition, the budget requests increases for several grant programs administered by the Service that have been identified as supporting AGO goals. These grant programs include the Cooperative Endangered Species Fund (+\$15.0 million), the North American Wetlands Conservation Fund (+\$2.4 million) and state and Tribal Wildlife Grants (+\$5.0 million).

In 2010 many AGO outreach and listening sessions were conducted throughout the Nation. In the AGO listening sessions and online forums Americans asked for more projects like Montana's Blackfoot Challenge and South Carolina's ACE Basin Project, where conservation is accomplished through

community level collaboration and uses a network of core protected areas combined with conservation easements. The Service is heeding this request. For example, the recently established Flint Hills Legacy Conservation Area will conserve up to 1.1 million acres of tallgrass prairie in Kansas through voluntary, perpetual conservation easements. These conservation easements will protect habitat for more than 100 species of grassland birds and 500 plant species, and ensure the region's sustainable ranching culture, which directly supports conservation of the tallgrass prairie.

Similarly, the Department of the Interior (DOI) and its partners are conducting a study to determine whether designating the Everglades Headwaters National Wildlife Refuge is feasible and appropriate. The proposed refuge could protect approximately 150,000 acres of important environmental and cultural landscapes in the Kissimmee River Valley south of Orlando, Florida. The proposed Refuge area could include 50,000 acres for potential purchase, from willing sellers, and an additional 100,000 acres that could be protected through conservation easements and cooperative agreements, keeping the land in private ownership. In addition to improving water quality and providing outdoor recreational opportunities, the proposed conservation area and refuge could protect important habitat for 88 federal and state listed species, including the Florida panther, Florida black bear, whooping crane, Everglade snail kite and the Eastern indigo snake. It could also link to approximately 690,000 acres of partner-conserved lands.

Youth in the Great Outdoors (+\$2.5 million): This initiative provides funding for jobs in natural resources for America's youth, including Youth Conservation Corps positions in wildlife refuges and other positions

Workforce planning studies suggest that the bureaus are now competing for candidates who bring new competencies to the U.S. workforce. The Service must act now to ensure that talented and capable young people are ready to enter public service as natural resource professionals. The \$2.5 million increase for this initiative includes \$2.0 million for the National Wildlife Refuge System to hire youth through programs such as the Youth Conservation Corps; and \$1,000,000 through the National Fish and Wildlife Foundation. These increases are partially offset by a \$500,000 reduction to Congressional add-ons to the Urban Bird Treaties program.

The Service has worked with the Youth Conservation Corps (YCC) to introduce young Americans to conservation opportunities at National Fish Hatcheries, National Wildlife Refuges and Fish and Wildlife Conservation Offices across the country since inception of the program in 1970. The Service will increase its hiring of youth to provide a quality, cost-effective outdoor work experience to a diverse pool of our Nation's youngest citizens. The Service's hires will contribute to the Priority Goal's targeted increase of 70% (from 2009 levels) of employment of youth in the conservation mission of the Department.

The 2012 budget request includes an increase of \$1,000,000 for the National Fish and Wildlife Foundation to implement a competitive grant program to develop new or expand existing youth conservation job programs. The Foundation will work with the Service to develop a public-private partnership by leveraging the federal funding with at least an equal amount of private contributions. Funds will be awarded to Refuges, Fish Hatcheries, Friends groups, Youth Conservation Corps, and non-governmental organizations and others who seek to develop innovative conservation employment opportunities for youth. The primary focus of the program will be to support Refuges, Fish Hatcheries and priority species on both public and private lands. Summer employment opportunities will be specifically targeted, and after-school and weekend employment programs will also be considered.

The Service's Fisheries Program provides a significant contribution toward the President's Youth in the Great Outdoors initiative by hosting a variety of annual outdoor and classroom events both on and off-site

that reconnect youth and their families to our natural resource heritage. During FY 2010, approximately 2.13 million people visited Service Fisheries facilities. Half of these visitors were children. This represents a million potential contact points to introduce children to the great outdoors and the aquatic resource conservation work of the Service. Outdoor classrooms have been developed at three sites in the last three years working with local chambers of commerce, public schools, non-profit organizations, industry and dedicated individuals to raise private contributions of materials and labor to augment station resources dedicated to these innovative learning sites. Since inception of their outdoor classroom at the Inks Dam National Fish Hatchery in Texas, visitation has increased five fold. Almost 11,000 youth have connected with the outdoors through on and off-site conservation education related programs. The Genoa National Fish Hatchery in Wisconsin hosted approximately 14,000 school aged children in hands-on learning experiences. In West Virginia, some 14,500 children engaged in outdoor classroom activities at the White Sulphur Springs National Fish Hatchery.

The Service also recognizes the need to respond to our nation's changing demographics. We are responding by expanding a number of youth-oriented programs over the next several years. These include a Career Discovery Internship Program in partnership with the Student Conservation Association. The program introduces culturally and ethnically diverse college freshman and sophomore students from around the Nation to the Service in the hopes of increasing the diversity of the applicant pool for conservation based jobs. The Service is expanding the program to other regions around the country in an effort to broaden it to a nationwide initiative next year. The program also provides excellent training and orientation skills in leadership development, team work and communications for the student.

The Service is also collaborating with the University of Alaska's "Alaska Native Science and Engineering Program" (ANSEP), under which the Service has been hiring Alaska Native students to gain career experience in wildlife biology and government service. The ANSEP enables outstanding Alaska Native high school students to enter the University of Alaska and mentors them through graduate school in a rigorous curriculum of wildlife biology or engineering, depending on their career interest. The Service hopes to expand these types of collaborative partnerships in 2011 and 2012.

Finally, the Service is helping to sponsor the Klamath Basin Education and Employment Youth Academy (KBEEYA) or (Academy), in Oregon and California. This is an education and employment program that targets diverse high school and college students for a career in natural resources and environmental science fields. The primary goal of the Academy is to develop a qualified and diverse applicant pool of personnel to fill entry level permanent positions that will become vacant when current mid-career employees advance into vacant upper management levels during the next decade.

New Energy Frontier initiative (+\$4.0 million): This initiative includes funding for conservation planning assistance (+2.0 million) for technical assistance in project design and Endangered Species Act consultation (+\$2.0 million) of renewable energy projects.

Energy development is a strategic priority for the Service, and the Nation, as we seek to address economic, environmental, and national security challenges related to energy production and use. These activities have a direct impact on fish, wildlife, plants and their habitats, and have the potential to affect public recreational opportunities and experiences on national wildlife refuges. In terms of the Department's goal to "...increase approved capacity for production of renewable (solar, wind, and geothermal) energy resources on Department of Interior managed lands, while ensuring full environmental review..." the Service has a clear role in providing environmental review, especially in the area of Endangered Species Act (ESA) compliance.. The Service's ability to conduct consultations and planning activities are critical to ensuring that the nation can expand the production of renewable energy without compromising environmental values.

Cooperative Landscape Conservation Initiative (+\$27.5 million): The Service works to protect the viability of fish, wildlife, plants, and their habitats from the serious threats of sea level rise, drought, shifting wildlife migration, habitat loss, disease and invasive species that are associated with the effects of compounding environmental stressors. To accomplish this, the Service, with partners, must rapidly develop the ability to deliver conservation across connected landscapes of habitats, based on the best available scientific understanding. The Service is establishing a new business model with our partners to look at management at the landscape scale and leverage the conservation capacity of individual organizations to attain biological outcomes larger than any one partner could achieve alone. These organized partnerships form the basis of the Department of the Interior's Landscape Conservation Cooperatives (LCCs).

The 2012 budget proposes an increase of \$10.2 million for these LCCs, to identify landscapes, habitats, and species that are most vulnerable; define clear conservation objectives; and focus management actions where they will be most effective on the landscape. Building on the nine LCCs currently operating, the Service will establish three LCCs by the end of 2011 and another six in 2012. An additional three LCCs will be led by other Department of the Interior bureaus. Concurrently, the budget proposes an increase of \$7.3 million to acquire key scientific information needed to inform planning and design. To address threats to species and habitats, the Service will continue to develop an in-house applied science capability.

The initiative also includes \$2.0 million to deliver conservation through the Partners for Fish and Wildlife program. This program will expand efforts to provide technical and financial assistance to private landowners in order to conserve and restore lands that will improve wildlife values while sequestering carbon. The 2012 budget includes \$8.0 million to accelerate the development of a monitoring system for the refuge system. The monitoring effort is an integral part of a national strategy coordinated with U.S. Geological Survey, Bureau of Land Management, and National Park Service to detect climate-driven changes, critical to optimizing habitat improvement and protection strategies.

National Wildlife Refuge Fund (-\$14,500,000/+0 FTE)

The Service proposes the elimination of the entire appropriated portion (\$14,500,000) of this program. The mandatory receipts collected and allocated under the program would remain. National Wildlife Refuges (Refuges) have been found to generate tax revenue for communities far in excess of tax losses from federal acquisition of the land. Refuge lands provide many public services and place few demands on local infrastructure, when compared to development that is more intensive. Refuges bring a multitude of visitors, hunters, birdwatchers, beach goers, hikers and others to nearby communities, providing substantial economic benefits. Recreational spending on refuges creates tens of thousands of jobs and generates millions of dollars in tax revenue at the local, county, state and federal level.

Coastal Impact Assistance Program

Under the Coastal Impact Assistance Program (CIAP), the Secretary of the Interior is authorized to distribute, to offshore oil producing states and their coastal political subdivisions (CPS), \$250 million for each of the fiscal years 2007 through 2010. The CIAP directs funding to conserve, protect, restore coastal areas, including wetlands, and to mitigate the impacts of offshore drilling to natural resources and the public. This money is shared among Alabama, Alaska, California, Louisiana, Mississippi, and Texas and is allocated to each producing state and eligible CPS based upon legislated allocation formulas.

This program has been implemented from its inception by the Bureau of Ocean Energy Management, Regulation, and Enforcement (BOEMRE) formally the Minerals Management Service (MMS). However, in FY 2012, the Coastal Impact Assistance Program will be transferred to the Service as the purpose of the CIAP aligns more directly with the mission of the Service. Furthermore, the transfer will allow BOEMRE to focus on programs directly aligned with their regulatory and enforcement mission.

Fixed Costs (+\$1.18 million)

The Service includes \$1.18 million to fund fixed costs. The fixed costs includes adjustments for federal; employer contributions to health benefit plans; unemployment compensation; workers compensation; and rent. Funding fixed costs prevents the erosion of program capability.

Accountable Government Initiative (Administrative Cost Savings)

In support of the President's commitment on fiscal discipline and spending restraint, the Service is participating in an aggressive Department-wide effort to curb non-essential administrative spending. In accordance with this initiative, the Service's justification includes \$14.4 million in savings in 2012 in the following activities: \$4.7 million for travel and transportation of persons, \$1.2 million for transportation of things, \$515,000 for printing and reproduction, \$435,000 for advisory and assistance services, and \$7.6 million for supplies and materials. There will be no programmatic impact of implementing these savings initiatives, as functions will be performed in a more efficient and more effective manner. These cost savings build upon management efficiencies proposed in 2011 totaling \$11.1 million in Information Technology, travel and relocation, and strategic sourcing and bureau specific efficiencies totaling \$975,000.

Real Property Cost Savings and Innovation Plan

The Service applies multiple methods to minimize costs associated with managing our constructed real property assets. We manage a portfolio of about 48,000 assets valued collectively at over \$25 billion. These assets are geographically dispersed across about 800 geographic locations in every state and island territory of the U.S. Considerable attention has been devoted to efficient management of constructed facility assets in recent years. The Service has been active in seeking to manage these assets consistent with the 10 Guiding Principles on Federal Real Property Asset Management as assembled by the Federal Real Property Council. The Service is pursuing cost effectiveness and cost efficiency through the following types of actions:

- Manage and replace assets taking into account life-cycle management needs
- Apply energy conservation and renewable energy options to lower long-term operating costs
- Intentionally focus on smaller scale visitor facility enhancements to meet visitation demands
- Prioritize mission critical needs in five year budget plans
- Dispose of underutilized assets that are not contributing to our mission
- Co-locate offices where cost effective
- Retire leases where other options are more cost effective
- Apply standard facility designs and concepts to reduce project design costs
- Apply innovative contracting mechanisms to reduce time and cost associated with project design and planning
- Work in close partnership with the Federal Highway Administration in managing roads, trails, and associated transportation components.

U. S. FISH AND WILDLIFE SERVICE									
MAJOR ACCOUNT SUMMARY OF FISCAL YEAR 2012 REQUEST									
Account		2010 Actual	2011 CR	2012 Fixed Costs	2012 Admin Changes	2011 & 2012 Internal Transfers	Program Changes (+/-)	2012 President's Budget	2012 Change From 2011 (+/-)
<u>Current Appropriations</u>									
Resource Management	\$000	1,273,406	1,269,406	+1,150	-25,807	-3,440	+30,558	1,271,867	+2,461
	FTE	7,000	7,032			-20	+108	7,120	+88
Construction	\$000	34,439	37,439	+13	-662	0	-13,702	23,088	-14,351
	FTE	87	82			0	0	82	0
Land Acquisition	\$000	86,340	86,340	+15	0	+3,440	+50,205	140,000	+53,660
	FTE	77	77			+20	+10	107	+30
National Wildlife Refuge Fund	\$000	14,500	14,500	0	0	0	-14,500	0	-14,500
	FTE	0	0				0	0	0
North American Wetlands Conservation Fund	\$000	47,647	47,647	0	0	0	+2,353	50,000	+2,353
	FTE	14	14				0	14	0
Cooperative Endangered Species Conservation Fund	\$000	85,000	85,000	0	0	0	+15,000	100,000	+15,000
	FTE	17	17				+3	20	+3
Multinational Species Conservation Fund	\$000	11,500	11,500	0	0	0	-1,750	9,750	-1,750
	FTE	4	4				0	4	0
Neotropical Migratory Bird Conservation	\$000	5,000	5,000	0	0	0	0	5,000	0
	FTE	1	1				0	1	0
State and Tribal Wildlife Grants	\$000	90,000	90,000	0	0	0	+5,000	95,000	+5,000
	FTE	23	23				0	23	0
Private Stewardship Grants	\$000	0	0	0	0	0	0	0	0
	FTE	0	0				0	0	0
Landowner Incentive Program Grants	\$000	0	0	0	0	0	0	0	0
	FTE	3	0	0	0	0	0	0	0
TOTAL, Current Appropriations	\$000	1,647,832	1,646,832	1,178	-26,469	0	73,164	1,694,705	+47,873
	FTE	7,226	7,250	0	0	0	121	7,371	+121
American Recovery and Reinvestment Act (ARRA)	\$000								
(RM/Construction/Reimb)	FTE	140							
TOTAL, Current Appropriations (w/ ARRA)		1,647,832	1,646,832	+1,178	-26,469	0	+73,164	1,694,705	+47,873
		7,366	7,250	0	0	0	+121	7,371	+121

Current FY 2010 Appropriations include a \$4.0 million transfer into RM from USAID for Congo Apes and a -\$3.0 million in cancellation of Construction PY Balances.

U. S. FISH AND WILDLIFE SERVICE									
MAJOR ACCOUNT SUMMARY OF FISCAL YEAR 2012 REQUEST									
Account		2010 Actual	2011 CR	2012 Fixed Cost	2011/2012 Admin changes	2011 & 2012 Internal transfers (+/-)	2012 Program Changes (+/-)	FY 2012 President's Budget	Inc(+)/ Dec (-) From 2011
Permanent and Trust Accounts									
Federal Lands Recreational Enhancement Act	\$000	4,842	4,800	0	0	0	0	4,800	0
	FTE	29	29					29	
Migratory Bird Conservation Account	\$000	51,141	44,000	0	0	0	+14,000	58,000	+14,000
	FTE	63	63				+10	73	+10
National Wildlife Refuge Fund	\$000	4,795	6,000	0	0	0	0	6,000	0
	FTE	12	12					12	0
North American Wetlands Conservation Fund	\$000	5,834	689	0	0	0	+311	1,000	+311
	FTE	0	0					0	0
Cooperative Endangered Species Conservation Fund	\$000	58,952	53,714	0	0	0	+246	53,960	+246
	FTE	0	0					0	0
Federal Aid in Sport Fish Restoration	\$000	477,783	450,233	0	0	0	+11,586	461,819	+11,586
	FTE	65	53				0	53	0
Federal Aid in Wildlife Restoration	\$000	500,709	411,833	0	0	0	-9,101	402,732	-9,101
	FTE	51	52					52	0
Miscellaneous Permanent Appropriations	\$000	3,908	4,495	0	0	0	0	4,495	0
	FTE	4	4					4	0
Contributed Funds	\$000	4,401	4,300	0	0	0	0	4,300	0
	FTE	20	20					20	0
Coastal Impact Assistance Program **	\$000	0	0	0	0	0	0	0	0
	FTE	0	0			+24		24	+24
Subtotal, Permanent Appropriations	\$000	1,112,365	980,064	0	0	0	+17,042	997,106	+17,042
	FTE	244	233	0	0	+24	+10	267	+34
Reimbursements and Allocations from others									
Reimbursable (1900 series)	FTE	817	822					822	
Offsetting Collections 1800 series	FTE	179	179					179	
Offsetting Collections 4000 series	FTE	18	18					18	
Wild land Fire Management	FTE	504	451 *					451 *	
Southern Nevada Lands	FTE	19	19					19	
Federal Aid - Highway	FTE	15	15					15	
NRDAR	FTE	68	68					68	
Central HAZMAT	FTE	7	7					7	
Forest Pest	FTE	1	1					1	
Energy Act - Permit Processing	FTE	18	18					18	
Subtotal, Other		1,646	1,598	0	0	0	0	1,598	0
TOTAL FISH AND WILDLIFE SERVICE									
w/o ARRA	\$000	2,760,197	2,626,896	+1,178	-26,469	0	+90,206	2,691,811	
	FTE	9,116	9,081 *	0	0	+24	+131	9,236 *	+155
TOTAL FISH AND WILDLIFE SERVICE with ARRA									
	\$000	2,760,197	2,626,896						
	FTE	9,256	9,081 *						

*The amounts presented for 2011 and 2012 differ from Budget Appendix and the DOI Budget in Brief due to subsequent changes to Wildland Fire estimates.

** The Fish & Wildlife Service is not seeking current appropriations for Coastal Impact Assistance Program . This program received appropriated funding in FY 2007-FY 2010. In FY 2012, unobligated balances will be transferred from the Bureau of Ocean Energy Management, Regulation, and Enforcement(BOEMRE) to the Fish & Wildlife Service.

Priority Goals

Youth in the Great Outdoors Priority Goal

Priority Goal: By the end of 2011, increase by 50% (from 2009 levels) the employment of youth between the ages of 15-25 in the conservation mission of the Department; to be maintained through FY 2012.

Bureau Contribution

Workforce planning studies suggest that the bureaus are now competing for candidates who bring new competencies to the U.S. workforce. The Service must act now to ensure that talented and capable young people are ready to enter public service as natural resource professionals.

The Service has worked with the Youth Conservation Corps (YCC) to introduce young Americans to conservation opportunities at National Fish Hatcheries, National Wildlife Refuges, and Fish and Wildlife Conservation Offices across the country since inception of the program in 1970. The Service will continue hiring youth to provide a quality, cost-effective outdoor work experience to a diverse pool of our Nation's youth. The Service's hires will continue to contribute to Priority Goal's of employment of youth in the conservation mission of the Department.

The Service has worked with the Youth Conservation Corps (YCC) to introduce young Americans to conservation opportunities at National Fish Hatcheries, National Wildlife Refuges and Fish and Wildlife Conservation Offices across the country since inception of the program in 1970. The Fish and Wildlife Service's primary contribution will be pursuing a goal of a 50% increase in Youth Employment (from 2009 levels) in the conservation mission of the Service and the Department. In FY 2012, the Service will continue its goal of engaging youth. These youth will represent a diverse pool of our Nation's youth and be provided a quality, cost-effective outdoor work experience.

Implementation Strategy

The Service's National Wildlife Refuge System will continue building upon existing proven programs with new and creative approaches to offer public service opportunities. Hundreds of National wildlife refuges offer employment, education, and recreation opportunities that connect youth with the outdoors. These youth programs also provide opportunities to educate youth about career opportunities and promote public service as part of a life-long commitment to natural resource conservation. These programs are managed through mentoring and partnerships with Friends organizations, volunteers, educational institutions, and local conservation organizations.

The Fisheries Program will also continue supporting the Secretary's initiative to engage youth in the great outdoors by emphasizing new and creative ways to get the Nation's youth out into nature, specifically underrepresented groups such as those in urban environments, minorities, and women. The Service's SCEP/STEP program, rural and Tribal YCC programs, and the Biologist-in-Training Program complement these early learning experiences to mold future conservation stewards and advance youth into careers in conservation and natural resources management.

Support continues for the National Conservation Training Center (NCTC) which will continue to provide programmatic coordination and collaboration to increase the capacity of bureaus' conservation professionals to educate and train youth, and to provide natural resource career awareness, and provide professional development. NCTC is developing and implementing cutting-edge, electronic collaboration

tools for sharing resources, targeting specific audiences, networking, and an interactive Youth Portal website to facilitate communication. This work enables participants to effectively share success stories, learn from other’s best practices, and develop new tools to attract youth to careers in the natural resource community. NCTC will hold classroom training, workshops, and “community of practice” sessions to bring the best practices to Departmental professionals for engagement of youth in nature. The program will also build competencies to engage youth through new media and social networking tools, the most effective way to communicate with today’s young people. NCTC will also engage youth interested in natural resource careers so they can gain necessary knowledge and skills to qualify for Departmental positions. The NCTC works with learning institutions at the elementary, middle and high schools and at the college level to meet this goal.

Performance Metrics

The DOI is presently employing a set of internal measures and milestones to monitor and track achievement of the Priority Goals. Progress in these areas will be reported and reviewed throughout the year by the Deputy Secretary’s Principals’ Operations Group to identify and address any need for enhanced coordination or policy measures to address barriers to the achievement of the PPG.

The Fish and Wildlife Service has identified the following performance measures that relate to this Priority Goal.

Youth in the Great Outdoors Priority Goal (PG)					
Performance Goal	2009 Actual	2010 Plan	2010 Actual	2011 Plan	2012 President's Budget
Number of youth (ages 15-25) hired (at least 80 hours each)	1460	2130	2353	2130	2190
Explanation of Change:	Service will continue to work to increase/maintain youth hires over the baseline period shown.				
Contributing Programs:	Most Service programs, especially NWRS, Hatcheries				

Renewable Energy Priority Goal

The Priority Goal: Increase approved capacity for production of renewable (solar, wind, and geothermal) energy resources on Department of the Interior managed lands, while ensuring full environmental review, by at least 9,000 megawatts through 2011, and an additional 1,000 mw through the end of FY 2012.

Bureau Contribution

As the Nation seeks to address economic, environmental, and National security challenges related to energy supply, securing diverse energy sources to support a growing economy and protect our national interests has become a priority for the Nation. Through responsible development of federally-managed resources, the Department of the Interior (DOI) can play a central role in moving the Nation toward a clean energy economy. The transition to a renewable and emission-free energy infrastructure places demands on the Fish and Wildlife Service to ensure that new technologies and energy projects have minimal impact on fish and wildlife resources. While generally regarded as clean energy, renewable energy projects, including wind, solar, wave, and geothermal, often require large geographic areas to be commercially viable. These facilities and accompanying transmission infrastructure pose complex conservation issues on a landscape-level for migratory birds, fish, and other wildlife.

Energy development is a strategic priority for the Service as the Nation seeks to address economic, environmental, and national security challenges related to energy. These activities have a direct impact on fish, wildlife, plants, and their habitats and have the potential to affect public recreational opportunities and experiences on national wildlife refuges. The Service's ability to conduct consultations and planning activities are critical to ensuring that the Nation can expand the production of renewable energy without compromising environmental values.

Implementation Strategy

Conservation Planning Assistance (CPA) will provide expert technical assistance and conservation recommendations to facilitate the siting, construction, and operation of a broad and growing spectrum of energy and transmission projects in order to avoid or mitigate significant impacts to fish and wildlife and their habitats. Program field biologists will effectively participate in additional landscape-level habitat conservation efforts with the states, industry and other conservation stakeholders to protect and conserve key fish and wildlife habitats as the Nation charts a course towards a clean energy future.

The Department of Energy, state fish and game agencies, Bureau of Land Management, and state energy commissions have expressed a need for expedited multispecies conservation strategies accompanied by appropriate permits to comply with the Endangered Species Act (ESA). The **ESA Consultations and HCPs** program will enable Service biologists to work on developing these conservation strategies to provide for effective protection and conservation of natural resources while allowing solar and other qualified renewable energy development in a manner that avoids, minimizes, or mitigates environmental impacts. To complete these plans, biologists and energy specialists must develop, collect process and interpret geographic, biological, land use, and other environmental data for the entire plan area. Multiple stakeholder meetings and reviews will be necessary during plan development to ensure the resulting plan is consensus based to the extent feasible and implementable. This effort will require intense, focused, and dedicated attention from consultation staff for renewable projects in the foreseeable future.

Performance Metrics

The DOI is presently employing a set of internal measures and milestones to monitor and track achievement of the Priority Goals. Progress in these areas will be reported and reviewed throughout the year by the Deputy Secretary’s Principals’ Operations Group to identify and address any need for enhanced coordination or policy measures to address barriers to the achievement of the PPG.

The Fish and Wildlife Service has identified the following performance measures that relate to this Priority Goal.

Renewable Energy Priority Goal (PG)					
Performance Measure	2009 Actual	2010 Plan	2010 Actual	2011 Plan	2012 President's Budget
Percent of formal/informal biological consultations and advanced planning coordination responses for Renewable Energy (solar, wind and geothermal) provided in a timely manner	n/a	71%	62%	43%	37%
# of formal/informal biological consultations and advanced planning coordination responses provided in a timely manner for renewable energy (solar, wind and geothermal)	n/a	70	503	337	368
Total # of formal/informal biological consultations and advanced planning coordination responses for renewable energy (solar, wind and geothermal)	n/a	98	812	776	1,004
Explanation of Change:	The number of requests for consultation or planning assistance will continue to increase, stretching resources to complete the work in a timely manner				
Contributing Programs:	ES Consultations & Conservation Planning Assistance advanced planning coordination (Combined in this measure)				

Climate Change Priority Goal

The Priority Goal: By the end of 2012, for 50 percent of the Nation, the Department will identify resources that are particularly vulnerable to climate change and implement coordinated adaptation response actions.

Bureau Contribution

The Service uses a science-based, adaptive framework for setting and achieving cross-program conservation objectives that strategically addresses the problems fish and wildlife will face in the future. This framework, called Strategic Habitat Conservation, is based on the principles of Adaptive Management and uses population and habitat data, ecological models, and focused monitoring and

assessment efforts to develop and implement strategies that result in measurable fish and wildlife population outcomes. This process uses the best available scientific information to predict how fish and wildlife populations will respond to changes in the environment, thus enabling the Service to focus habitat conservation and other management activities where they will be most effective.

The Service is working with numerous partners to develop the shared scientific and technical capacities needed to conduct landscape-scale biological planning and conservation design to inform and improve conservation delivery. Working with other DOI bureaus, state fish and wildlife agencies, other federal agencies involved in conserving fish and wildlife, non-governmental organizations, industry and the public, the Service has established and staffed nine operational LCCs. As a result, the Service and Department have moved closer to the long-term goal of establishing an integrated national network of 21 LCCs (Figure 1) capable of defining biological objectives and developing the needed understanding to create landscape conservation strategies for managing fish and wildlife resources. With the additional funding requested in FY2012, the Service expects to establish and staff an additional nine LCCs. Three more LCCs will be established and staffed by other DOI bureaus, working in concert with the Service, for a total of 21 LCCs.

LCCs will play a significant role in the Service's ecosystem restoration efforts across the nation. For example, in the Chesapeake Bay watershed, Service programs will coordinate efforts with the North Atlantic and Appalachian LCCs to meet the highest priority needs identified by the Service together with EPA and other federal agencies for achieving a healthy watershed and supporting sustainable populations of fish and wildlife. In the Everglades, landscape level partnerships will work to protect Florida panther habitat, sea turtles and other highly imperiled species in the Florida Keys. Furthermore, efforts in the California Bay Delta region will work to address water supply and environmental challenges outlined in the Interim Federal Action Plan for the California Bay Delta. The region will use the LCC and new Strategic Habitat Conservation business model to work in this changing ecosystem, ensuring that our actions are driven by good science, respect for our partners and a focus on outcomes.

Implementation Strategy

The Service will work with its conservation partners to establish the additional LCCs necessary to achieve the goal of 18 Service-led LCCs by FY2012.

In addition, the Service continues to work with the Department, its sister bureaus, and LCC partners to ensure that LCCs are staffed and operated by scientific and technical experts from federal, state, tribal, and local governments, conservation NGOs, and the private sector. The Service is playing a key catalyst role in the development of LCCs by providing leadership and impetus for initial planning, coordination among partners, assembling core staff, and meeting associated needs for operational support.

The **Adaptive Science** request will ensure that the Service will have the science to make appropriate management decisions to conserve fish and wildlife. The Service will provide science support for the additional Landscape Conservation Cooperatives (LCCs) and ensure that all LCCs have sufficient base funding to acquire or produce the science they need to develop biological plans and conservation designs for their highest-priority needs.

This funding will be used for risk and vulnerability assessments, inventory and monitoring, population and habitat assessments and models, conservation design using specialized expertise, evaluation of management options for LCC partners, increasing understanding of conservation genetics, and other applied research.

The strategy also will continue building the landscape-scale, long-term inventory and monitoring network to support the **National Wildlife Refuge System**. The Service began this effort in FY 2010. A primary emphasis will be working to build a data architecture that can store and serve the necessary large datasets. Inventories will cover biodiversity, vegetative communities, and the underlying abiotic features that support fish and wildlife populations.

The Service anticipates more than 100 new inventories of fish, wildlife, plants, and their habitats will be completed. These inventories will cover biodiversity, vegetative communities, and the underlying abiotic features that support fish and wildlife populations. The inventories will include cross-program work with Migratory Birds, Endangered Species, Fisheries, and Habitat Conservation. These inventory, monitoring, and data collection efforts will be coordinated with the USGS and data will be shared with the Bureau of Land Management and the National Park Service through LCCs. The Service’s Inventory and Monitoring program will also complete a series of Water Resource Inventory and Analyses (WRIAs) over the next two years. These WRIAs are critical as the Service works to better understand how water quality and quantity affect wildlife and habitat on refuges.

Performance Metrics

The Department is presently employing a set of internal measures and milestones to monitor and track achievement of the Priority Goals. Progress in these areas will be reported and reviewed throughout the year by the Deputy Secretary’s Principals’ Operations Group to identify and address any need for enhanced coordination or policy measures to address barriers to the achievement of the PPG.

The Service has identified additional performance measures that relate to this Climate Change Priority Goal which are detailed in the Cooperative Landscape Conservation and Adaptive Science narrative.

Climate Change Priority Goal (PG)					
Performance Measure	2010 Projects Initiated	2011 Target Projects Initiated	2011 Target Projects Completed	2012 PB Target Projects Initiated	2012 PB Target Projects Completed
Number of LCCs formed (Cumulative)	9	12	12	18	18
Number of LCCs with a management/ operating plan in place (Cumulative)	8	8	8	18	18
Number of Landscape Conservation Cooperatives established that have begun identifying habitats and species most vulnerable to climate change (Cumulative)	7	8	8	18	18
Explanation of Change:	The Service continues to work to establish the 18 LCCs that it will lead.				
Contributing Programs:	Cooperative Landscape Conservation				
Number of risk and vulnerability assessments developed or refined for priority species or areas. (Cumulative)	20	20	9	29	13
Explanation of Change:	Many projects take multiple years to complete, so a large number may be started in a given year, but not completed until subsequent years.				
Contributing Programs:	Adaptive Science and other Service programs				

DOI Strategic Plan

In accordance with the Government Performance and Results Act of 1993, the DOI Strategic Plan has been reviewed and updated in compliance with the three-year update requirement. The Department, in consultation with the bureaus, reviewed the organization and construct of the Strategic Plan in light of the Administration's priorities, goals, and objectives; recent innovations and efficiencies in delivering mission objectives; and the goal to provide a more integrated and focused approach to track performance across a wide range of DOI programs. Although many of the outcome goals and performance measures remain consistent from the previous Strategic Plan, the organizing principles for those goals and measures reflect the new approach to meeting the Department's mission responsibilities. The DOI Strategic Plan for FY 2011 – FY 2016 is the foundational structure for the description of program performance measurement and planning for the FY 2012 President's Budget. Budget and program plans for FY 2012 are fully consistent with the goals, outcomes, and measures described in the new version of the DOI Strategic Plan.