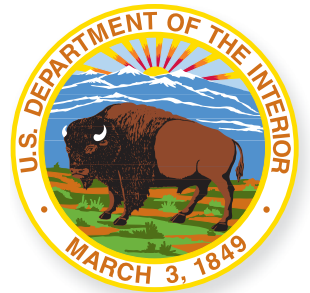


UNITED STATES DEPARTMENT OF THE INTERIOR

STRATEGIC PLAN FOR FISCAL YEARS 2011-2016



CONTENTS

| | |
|---|----|
| Letter from the Secretary | 1 |
| Mission & Organization | 3 |
| Mission | 3 |
| History | 3 |
| Bureau and Office Summary..... | 6 |
| Overview of the 2011-2016 Plan..... | 8 |
| MISSION AREA 1 Provide Natural and Cultural Resource Protection and Experiences | 9 |
| GOAL #1 Protect America’s Landscapes | 9 |
| PRIORITY GOAL Climate Change..... | 11 |
| GOAL #2 Protect America’s Cultural and Heritage Resources..... | 12 |
| GOAL #3 Provide Recreation and Visitor Experience..... | 13 |
| GOAL #4 Manage the Impacts of Wildland Fire | 14 |
| MISSION AREA 2 Sustainably Manage Energy, Water, and Natural Resources | 15 |
| GOAL #1 Secure America’s Energy Resources | 15 |
| PRIORITY GOAL Renewable Energy Resources..... | 17 |
| GOAL #2 Manage Water for the 21 st Century..... | 19 |
| PRIORITY GOAL Water Conservation | 19 |
| GOAL #3 Sustainably Manage Timber, Forage, and Non-energy Minerals..... | 21 |
| MISSION AREA 3 Advance Govt-to-Govt Relationships with Indian Nations and Honor Commitments to Insular Areas | 23 |
| GOAL #1 Meet Our Trust, Treaty, and Other Responsibilities to American Indians and Alaska Natives.... | 23 |
| PRIORITY GOAL Safe Indian Communities | 26 |
| GOAL #2 Empower Insular Communities | 27 |
| MISSION AREA 4 Provide a Scientific Foundation for Decision Making | 29 |
| GOAL #1 Ensure the Quality and Relevance of Science Products to Partners and Customers..... | 29 |
| GOAL #2 Provide Science for Sustainable Resource Use, Protection, and Adaptive Management..... | 31 |
| GOAL #3 Provide Scientific Data to Protect and Inform Communities | 33 |
| GOAL #4 Develop a Comprehensive Science Framework for Understanding the Earth | 34 |
| MISSION AREA 5 Building a 21st Century Department of the Interior | 36 |
| Building a 21 st Century Workforce | 36 |
| Youth Stewardship and Engagement | 36 |
| PRIORITY GOAL Hire or Temporarily Engage Individuals Aged 15-25 | 37 |
| Sustainability of Interior’s Operations | 37 |
| Dependability and Efficiency of Information Technology | 38 |
| Improving Acquisition and Real Property Management | 38 |
| Interior Principles | 39 |
| Strategic Plan Framework | 42 |
| Acronyms for DOI Bureaus and Offices | 43 |

LETTER FROM THE SECRETARY

I am pleased to present the Department of the Interior Strategic Plan for Fiscal Years 2011-2016. The Department of the Interior is the custodian of America's natural resources and America's heritage.

This Plan presents a new vision for the Department and its bureaus and offices, and incorporates input from tribes, Congress, Federal employees, citizens, and organizations. It is the framework that the Department will use to focus the efforts of its bureaus and offices over the next five years on a set of strategic goals. It will also guide investments and the allocation of resources and help to integrate and align responsibilities across multiple bureaus and offices. The Plan is a tool that the Department will use in the prioritization of activities and to improve communication and collaboration with a diverse array of stakeholders.



In accordance with the Government Performance and Results Act of 1993, the 2011-2016 Strategic Plan is updated from the prior plan (FY 2007-2012). It includes a simpler and more strategic set of goals and strategies and more finite and focused performance measures. The Plan demonstrates the importance and relevance of the Department to the Nation and the American people. Five mission areas capture the Department's overarching mission for stewardship of America's natural resources and America's heritage.

Measured in economic terms, the Department's programs support approximately \$370 billion in economic activity each year and 1.4 million jobs. In measures that cannot be translated into dollars and cents, the Department offers unparalleled recreational opportunities, protects the Nation's monuments and priceless landscapes, conserves wildlife and fisheries, protects and interprets cultural collections that tell the Nation's history, and manages resources that help to fulfill the Nation's demands for energy, minerals, and water. In addition, the Department has a special role in fulfilling trust responsibilities for American Indians and Alaska Natives and fulfilling commitments to affiliated island communities.

Embedded within the Plan is a set of High Priority Goals to focus efforts on near term achievements in renewable energy, sustainable water management and conservation, climate change adaptation, youth in natural resources, and efforts to improve the safety of Indian communities. These goals complement the mission areas and serve as indicators of the Department's performance in particular areas of reform. The Department will gauge its success in achieving results with accountability and transparency based on the performance targets presented in the Plan. The targets reflect the aspirations of the Department's bureaus and offices over the next five years and integrate their planned achievements. These goals are reinforced through bureau and office plans and personnel performance plans for the Department's 70,000 employees. The Plan reinforces the importance of accountability, transparency, and ethics with a presentation of core principles that guide the actions of the Department's cadre of skilled, committed individuals.

The new Strategic Plan is designed to position the Department for its path towards the future, but it also responds directly to some of our current challenges. It reflects the lessons learned from the unprecedented disaster at the Deepwater Horizon rig in the Gulf of Mexico, placing a focus on the safety and environmental protection aspects of managing

Outer Continental Shelf resources. The Plan also incorporates the input we received in a national dialogue with the Nation about conservation and the stewardship of America's Great Outdoors. The Department hosted the President's White House Conference on the Great Outdoors in April 2010 and engaged in 25 listening sessions across the country. Finally, the Strategic Plan creates a new mission goal that recognizes the importance of our responsibilities to American Indians and embraces the spirit of the President's Executive Order on consultation and the commitments made at the President's November 2009 and December 2010 Tribal Nations Conferences, which were attended by many tribal leaders.

I hope you will take the time to read the Plan, as it will help you to understand our mission, priorities, and vision for the future. We are determined to make measurable progress in fulfilling the commitments presented here. Our efforts will be guided by this new Plan and it will be the basis for assessing our progress over the next five years. Please feel free to contact us with your comments at www.doi.gov.

Sincerely,

A handwritten signature in blue ink that reads "Ken Salazar". The signature is written in a cursive, flowing style.

Ken Salazar

MISSION & ORGANIZATION

Mission

The Department of the Interior protects and manages the Nation's natural resources and cultural heritage; provides scientific and other information about those resources; and honors its trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated island communities.

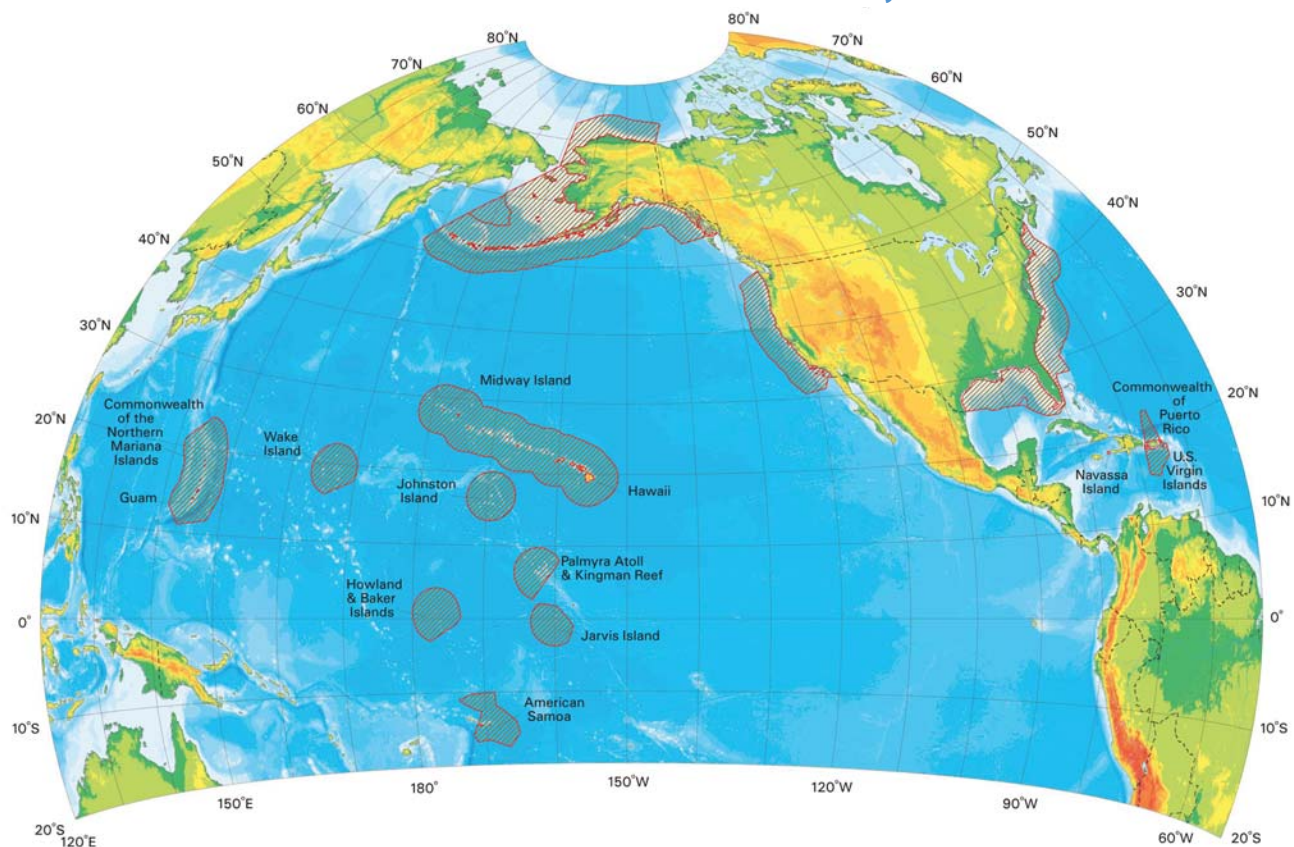
History

The last day of the Thirtieth Congress, March 3, 1849, was also the eve of President-elect Zachary Taylor's inauguration. The House of Representatives and the Senate were busy at work on two bills: the first, to find a formula for giving the newly acquired territory of California a civil government. The second, no less contentious, was also related to the recent enlargement of the national domain: legislation to create a Cabinet agency known as the Home Department, or Department of the Interior. The bill to create such a Department passed the House of Representatives on February 15, 1849. Two weeks later, the bill reached the Senate floor and, late in the evening of March 3, the Senate voted 31 to 25 on the House-passed bill. President Polk was waiting in the Senate chambers and signed the bill creating a Department of the Interior.¹

In 1849, when the Congress created the Home Department, it was charged with managing a wide variety of programs. In the last half of the 19th century, these programs ran the gamut of over-seeing Indian Affairs, exploring the western wilderness, directing the District of Columbia jail, constructing the National Capital's water system, managing hospitals and universities, improving historic western emigrant routes, marking boundaries, issuing patents, conducting the census, and conducting research on the geological resources of the land.

Following Theodore Roosevelt's conservation summit and the conservation movement at the beginning of the 20th century, there was an increasing urgency to protect and more effectively manage the country's natural resources. Accordingly, the Department's mission shifted to focus on the preservation, management, understanding, and use of the great natural and cultural resources of the land while retaining responsibilities related to Indian Nations.

United States Continental Shelf Boundary Areas

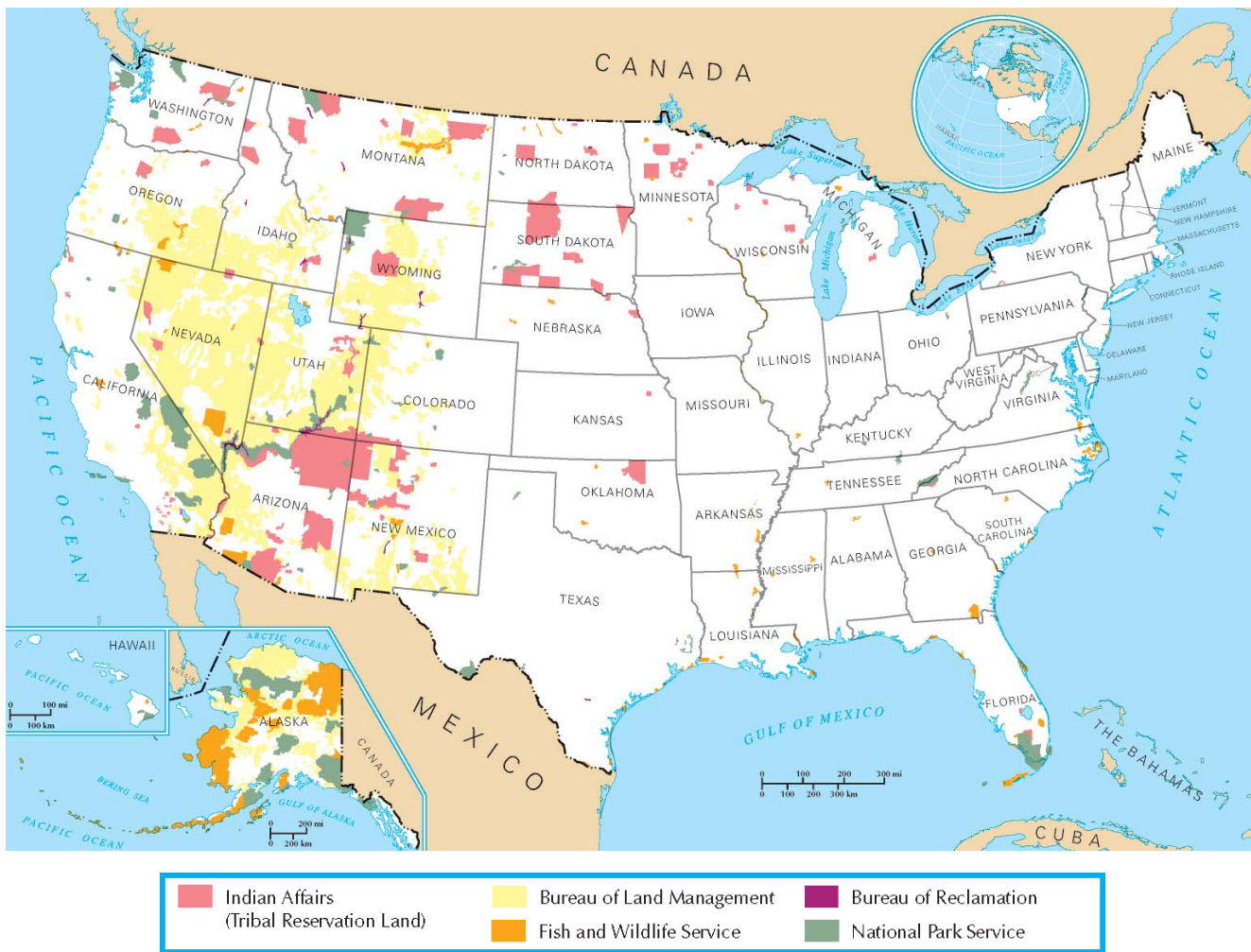


¹ Robert Utley and Barry Mackintosh, *The Department of Everything Else: Highlights of Interior History*, 1988, pp 1-2.

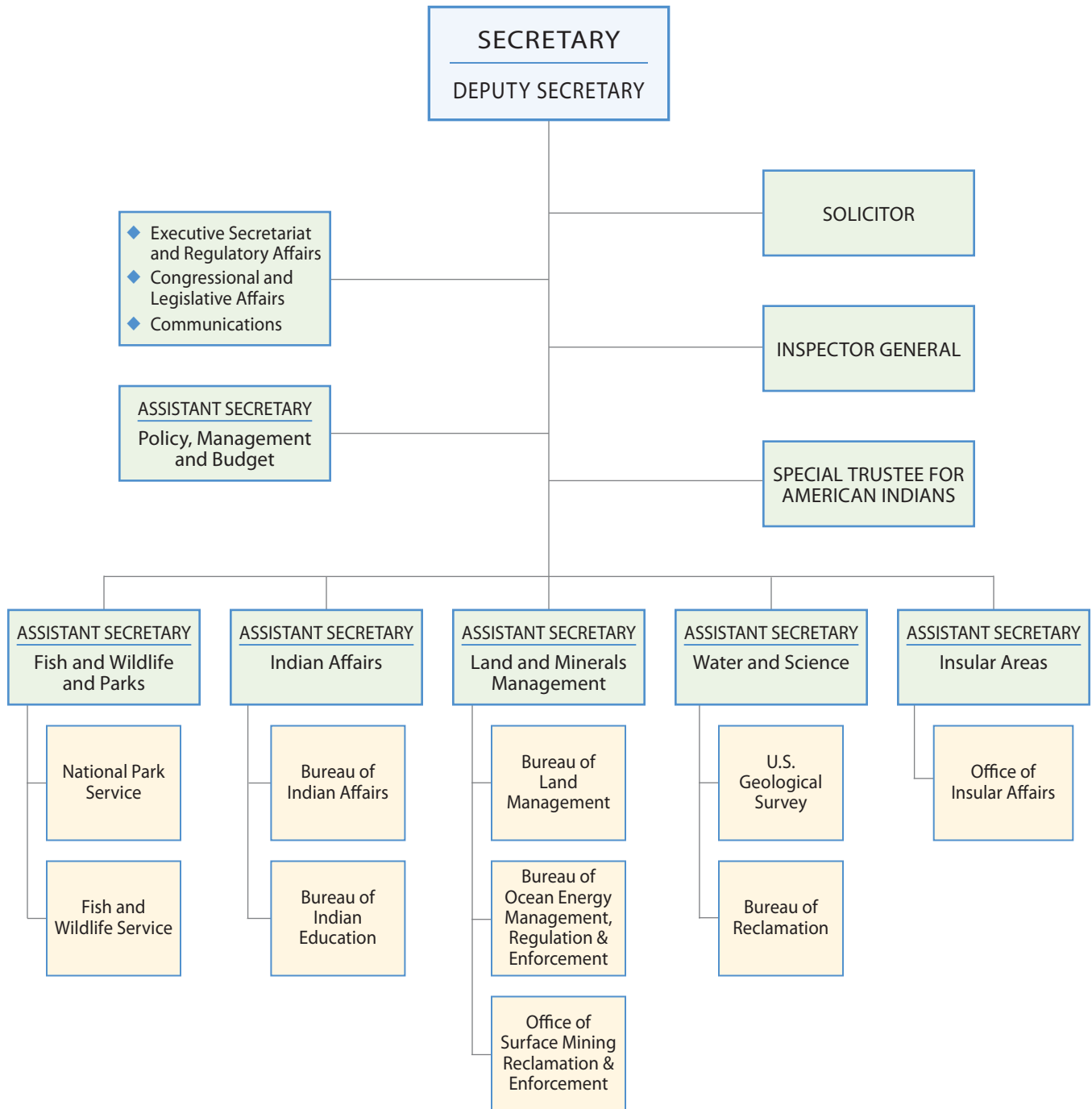
Today, the Department manages the Nation’s public lands and minerals, including providing access to public lands and the Outer Continental Shelf for renewable and conventional energy; is the steward of 20 percent of the Nation’s lands including national parks, national wildlife refuges, and the public lands; is the largest supplier and manager of water in the 17 western states and a supplier of hydropower energy; and upholds Federal trust responsibilities to Indian tribes and Alaska Natives. It is responsible for migratory wildlife conservation; historic preservation; endangered species conservation; surface-mined lands protection and restoration; mapping, geological, hydrological, and biological science for the Nation; and financial and technical assistance for the insular areas.

Interior’s programs that are encompassed in this Strategic Plan cover a broad spectrum of activities that are performed by bureaus and offices and are captured in the following presentation of each entity’s unique mission and set of responsibilities. The Strategic Plan’s five mission areas capture the vitality, inventiveness, and potential of the bureaus and offices and the Department’s 70,000 dedicated and skilled employees. Along with employees, almost 280,000 volunteers contribute their time in support of bureau and office missions, bringing unique local knowledge to park operations, assisting in recovery from natural disasters, and participating in environmental education, among other activities.

Surface Lands Managed by the Department of the Interior



U.S. DEPARTMENT OF THE INTERIOR



Bureau and Office Summary

Each Interior bureau or office has discrete responsibilities that are derived from their legislative authorities.



Bureau of Land Management (BLM)

- ▶ Manages and conserves resources for multiple use and sustained yield on approximately 253 million acres of public land, including the following:
 - ▷ Renewable and conventional energy and mineral development
 - ▷ Forestry management, timber and biomass production
 - ▷ Wild Horse and Burro management
 - ▷ Domestic livestock grazing
 - ▷ Recreation and resource protection at sites of natural, scenic, scientific, and historical value including the National Landscape Conservation System



Bureau of Ocean Energy Management, Regulation and Enforcement (BOEMRE)

- ▶ Manages access to renewable and conventional energy resources of the Outer Continental Shelf (OCS)
- ▶ Administers over 7,600 active fluid mineral leases on approximately 41 million OCS acres
- ▶ Oversees 15 percent of the natural gas and 27 percent of the oil produced domestically
- ▶ Oversees lease and grant issuance for offshore renewable energy projects
- ▶ Promotes and enforces safety in offshore energy exploration and production operations and assures that potential negative environmental and other impacts on marine ecosystems and coastal communities are appropriately considered and mitigated



Office of Surface Mining Reclamation and Enforcement (OSMRE)

- ▶ Protects the environment during coal mining through Federal programs, grants to states and tribes, and oversight activities
- ▶ Ensures the land is reclaimed afterwards
- ▶ Mitigates the effects of past mining by pursuing reclamation of abandoned coal mine lands



U.S. Geological Survey (USGS)

- ▶ Conducts reliable scientific research in ecosystems, climate and land use change, mineral assessments, environmental health, and water resources to inform effective decision making and planning
- ▶ Produces information to increase understanding of natural hazards such as earthquakes, volcanoes, and landslides
- ▶ Conducts research on oil, gas, and alternative energy potential, production, consumption, and environmental effects
- ▶ Leads the effort on climate change science research for the Department
- ▶ Provides ready access to natural science information that supports smart decisions about how to respond to natural risks and manage natural resources



Bureau of Reclamation (BOR)

- ▶ Manages, develops, and protects water resources in an environmentally and economically sound manner
- ▶ Largest supplier and manager of water in the 17 western states
- ▶ Manages 476 dams and 348 reservoirs
- ▶ Delivers water to 1 in every 5 western farmers and over 31 million people
- ▶ America's second largest producer of hydroelectric power



Fish and Wildlife Service (FWS)

- ▶ Manages the 150 million-acre National Wildlife Refuge System primarily for the benefit of fish and wildlife
- ▶ Manages 70 fish hatcheries and other related facilities for endangered species recovery and to restore native fisheries populations
- ▶ Protects and conserves:
 - ▷ Migratory birds
 - ▷ Threatened and endangered species
 - ▷ Certain marine mammals
- ▶ Hosts about 42 million visitors annually at 552 refuges located in all 50 states and 37 wetland management districts



National Park Service (NPS)

- ▶ Maintains and manages a network of 394 natural, cultural, and recreational sites for the benefit and enjoyment of the American people
- ▶ Manages and protects over 28,000 historic structures, over 52 million acres of designated wilderness, and a wide range of museum collections and cultural and natural landscapes
- ▶ Provides outdoor recreation to over 285 million annual park visitors
- ▶ Provides technical assistance and support to state and local natural and cultural resource sites and programs, and fulfills responsibilities under the National Historical Preservation Act



Indian Affairs (IA)

- ▶ Fulfills Indian trust responsibilities
- ▶ Promotes self-determination on behalf of 565 federally recognized Indian tribes
- ▶ Funds compact and contracts to support education, law enforcement, and social service programs that are delivered by tribes
- ▶ Operates 183 elementary and secondary schools and dormitories, providing educational services to 42,000 students in 23 states
- ▶ Supports 30 tribally controlled community colleges, universities, and post-secondary schools



Departmental Offices

- ▶ Policy, Management and Budget provides leadership and support for the following:
 - ▷ Budget, Finance, Performance and Acquisition
 - ▷ Law Enforcement, Security and Emergency Management
 - ▷ Natural Resources Revenue Management
 - ▷ Human Capital and Diversity
 - ▷ Technology, Information and Business Services
 - ▷ Youth, Partnerships and Service
 - ▷ Policy Analysis
 - ▷ International Affairs
 - ▷ Natural Resource Damage Assessment
 - ▷ Wildland Fire Management
- ▶ Office of Inspector General
- ▶ Office of the Solicitor
- ▶ Office of the Special Trustee for American Indians
- ▶ Assistant Secretary for Insular Affairs and the Office of Insular Affairs
- ▶ Central Utah Project Completion Act

Overview of the 2011-2016 Plan

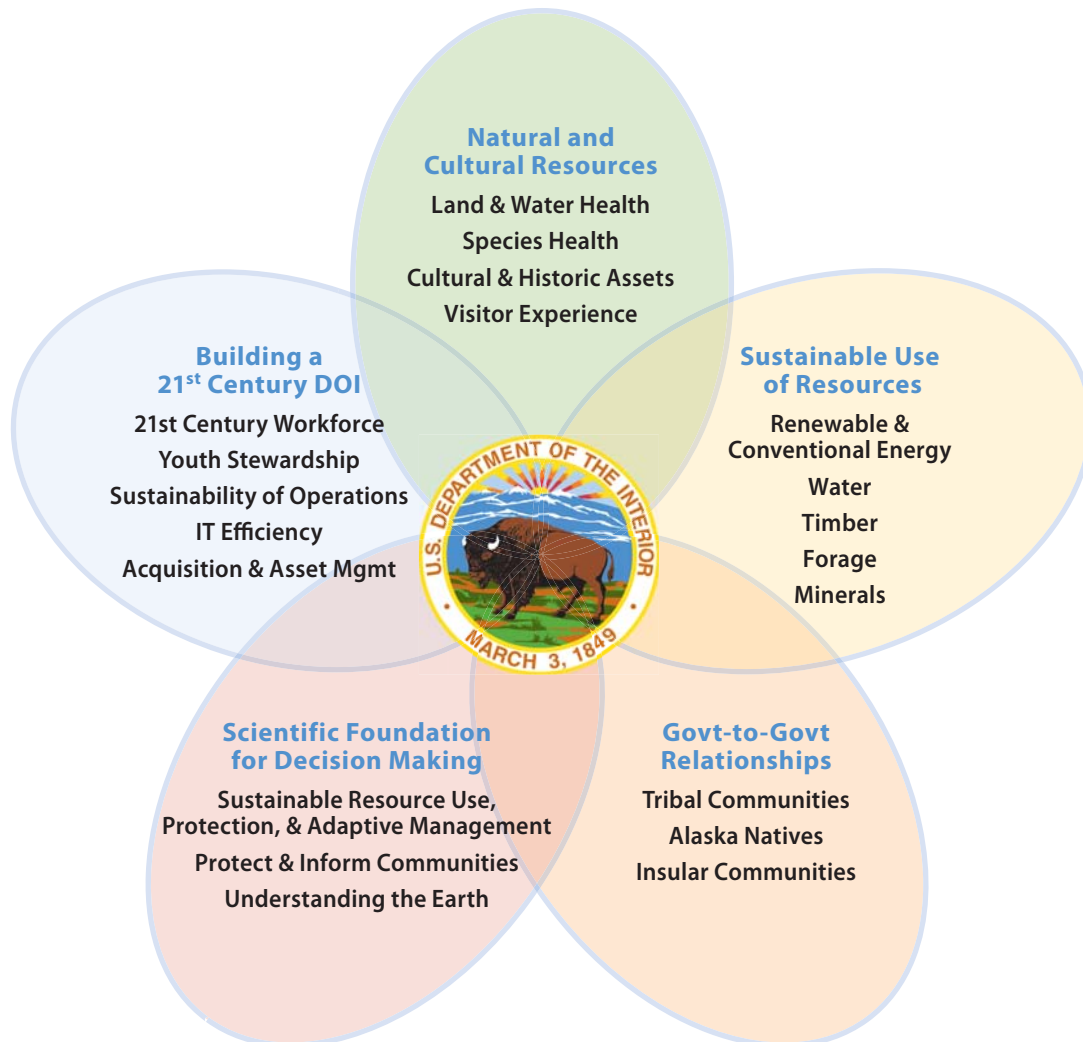
The Department of the Interior's 2011-2016 Strategic Plan provides the framework for the programs and activities that are performed by nine bureaus and multiple offices, and that take place at 2,400 locations throughout the Nation. A summary of the framework is provided on pages 42-43.

The Strategic Plan facilitates the integration of programs, the allocation and alignment of resources to achieve key goals, and collaboration and coordination with stakeholders. A set of five mission goals, strategies, and measures will guide the Department's activities for the next five years. The performance measures will be used to gauge progress and enable the President, Congress, and the public to assess the Department's performance. The Plan was developed over the course of 18 months including extensive consultation to incorporate lessons learned and reflect a more integrated, simpler, and focused presentation. The Department incorporated expanded consultation with Indian tribes. In keeping with the President's Executive Order 13175, a series of nine consultation sessions were held across the Nation and the comment period was extended several times to accommodate additional input.

The five mission areas that are depicted below provide the framework for the Department's overarching stewardship responsibilities and define our long-term areas of focus over the next five years. The combined mission areas contain 23 goals, including five priority goals. Each goal has one or more strategies that define how the Department plans to accomplish its goals. The Plan identifies performance measures for each strategy that relate the contributions of programs to the goals for the five mission areas.

Five priority goals define areas of notable reform set forth by the Secretary with a particular emphasis on achieving results in the near-term, including renewable energy, sustainable water management and conservation, climate change adaptation, youth in natural resources, and efforts to improve the safety of Indian communities.

Finally, the last section of the Plan discusses principles that pertain to the entire Department and guide ethical, accountable, and transparent operations.



MISSION AREA 1

PROVIDE NATURAL AND CULTURAL RESOURCE PROTECTION AND EXPERIENCES

Since its inception in 1849, the Department's resource protection and recreation management responsibilities have grown dramatically: lands have been added to the stewardship inventory, the complexity of managing lands has increased, and the number of people visiting recreational areas has grown. The Department is committed to stewardship of the Nation's natural and cultural resources – America's Great Outdoors.



Vermilion Cliffs National Monument, Paria Canyon, Arizona

GOAL #1

Protect America's Landscapes

We will ensure that America's natural endowment – America's Great Outdoors – is protected for the benefit and enjoyment of current and future generations. We will maintain the condition of lands and waters that are healthy, and we will restore the integrity of natural areas that have been damaged. We will strive to retain abundant and sustainable habitat for our diverse fish and wildlife resources, and we will reduce or eliminate threats to at-risk plant and animal species.

STRATEGY #1

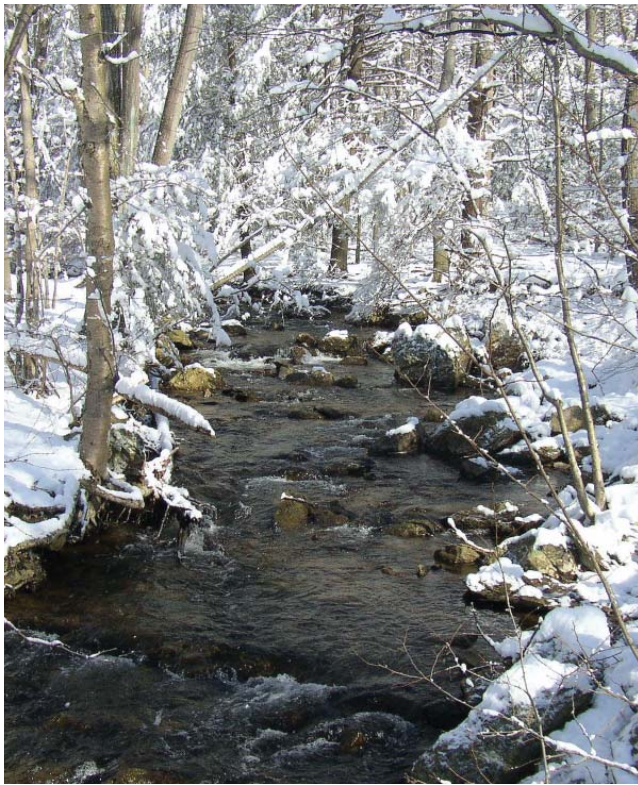
Improve land and water health by managing the wetlands, uplands, and riparian areas that comprise our national parks, wildlife refuges, and BLM lands.

The Bureau of Land Management, the Fish and Wildlife Service, the National Park Service, and the Bureau of Reclamation are stewards of the lands and waters managed by the Department. These bureaus maintain and restore uplands, wetlands, and streams through efforts that include controlling invasive plants and animals, restoring land to a condition that is self-sustaining, and ensuring that habitats support healthy fish and wildlife populations.

Annually, bureaus administer resource protection programs on more than 400 million acres of upland, wetland, and aquatic lands within their jurisdiction. Many of these lands have special status as national parks, seashores, monuments, wildlife refuges, wilderness areas, or wild and scenic rivers. They are protected because of their important and often unique ecological characteristics, physical geography, or historical features. The Department also works in partnership with others by providing and leveraging resources for conservation activities on non-Federal lands.



Northern spotted owl



Distillery Run, Catoclin Mountain Park, Maryland



Everglades National Park, Florida

| Bureaus Reporting | Supporting Performance Measures | 2016 Target |
|--------------------|--|---------------------|
| BLM, FWS, NPS | Percent of DOI acres that have achieved desired conditions where condition is known and as specified in management plans. | 78% |
| BLM, FWS, NPS | Number of DOI acres restored to the condition specified in management plans. | 1,106,905 acres |
| FWS | Number of DOI acres managed or protected to maintain desired condition as specified in management plans. | 140,044,342 acres |
| BLM, FWS, NPS | Percent of DOI riparian (stream/shoreline) miles that have achieved desired condition where condition is known and as specified in management plans. | 93% |
| FWS, BLM, NPS | Number of DOI riparian (stream/shoreline) miles restored to the condition specified in management plans. | 879 miles |
| FWS | Number of DOI riparian (stream/shoreline) miles managed or protected to maintain desired condition as specified in management plans. | 310,032 miles |
| BLM, BOR, FWS, NPS | Percent of baseline acres infested with invasive plant species that are controlled. | 1.3% |
| BLM, FWS, NPS | Percent of invasive animal species populations that are controlled. | developing baseline |
| OSM | Number of Federal, private, and tribal land and surface water acres reclaimed or mitigated from the effects of natural resource degradation from past coal mining. | 14,000 acres |
| FWS | Number of non-DOI acres restored, including through partnerships, as specified in plans or agreements that involve DOI. | 599,636 acres |
| FWS | Number of non-DOI acres managed or protected to achieve desired condition, including through partnerships, as specified in plans or agreements that involve DOI. | 872,877 acres |
| FWS, BOR | Number of non-DOI riparian (stream/shoreline) miles restored, including through partnerships, as specified in plans or agreements that involve DOI. | developing baseline |
| FWS | Number of non-DOI riparian (stream/shoreline) miles managed or protected to achieve desired condition, including through partnerships, as specified in plans or agreements that involve DOI. | 1,295 miles |



Arctic Ocean

PRIORITY GOAL

CLIMATE CHANGE 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.

The Department will develop the means by which better coordinated science-based decisions can be made for managing our natural resources using climate science centers and multi-bureau conservation cooperatives across the country. These centers will develop and deploy adaptation strategies to regional climate change impacts to land, water, fish and wildlife, cultural heritage, and tribal resources.

| Bureaus Reporting | Supporting Performance Measures | 2012 Target |
|--------------------|---|-------------|
| BLM, BOR, FWS, NPS | Number of regions with vulnerability assessments completed. | 12 |
| BLM, BOR, FWS, NPS | Number of regions implementing climate change adaptation actions. | 7 |

STRATEGY #2

Sustain fish, wildlife, and plant species by protecting and recovering the Nation's fish and wildlife in cooperation with partners, including states.



Golden-Cheeked Warbler



Showy Indian Clover



Grizzly Bear



Bay Checkerspot Butterfly

The Fish and Wildlife Service is tasked with the conservation and protection of fish, wildlife, plants, and their habitats. FWS conducts these activities in partnership with others along with NPS, BLM, Reclamation, and state and local agencies. The strategy to sustain species focuses on identifying and implementing corrective actions that will lead to species recovery. The Department's responsibility to protect fish, wildlife, and native plants transcends jurisdictional boundaries, and includes efforts that affect almost 1,300 species with special status under the Endangered Species Act and more than 1,000 migratory birds that receive Federal protection under the Migratory Bird Treaty Act.

| Bureaus Reporting | Supporting Performance Measures | 2016 Target |
|-------------------|---|---------------------|
| FWS | Percent of threatened and endangered species that have improved based on the latest 5-year status review recommendation. | TBD |
| FWS | Percent of threatened and endangered species recovery actions implemented. | 62% |
| BLM, FWS, BOR | Number of threatened and endangered species recovery activities implemented. | developing baseline |
| FWS | Percent of migratory bird species that are at healthy and sustainable levels. | 71% |
| FWS | Percent of fish species of management concern that are managed to self-sustaining levels, in cooperation with affected states, tribes, and others, as defined in approved management documents. | 8% |
| FWS | Number of international species of management concern whose status has been improved in cooperation with affected countries. | 260 species |

GOAL #2
Protect America’s Cultural and Heritage Resources

We will ensure that our Nation’s rich cultural heritage and abundant historic and prehistoric resources are preserved for the enjoyment and enlightenment of current and future generations.

STRATEGY #1
 Protect and maintain the Nation’s most important historic areas and structures, archaeological sites, and museum collections.

The Department maintains over 30,000 historic structures among four bureaus – NPS, BLM, FWS, and BIA. The largest portion of historic structures on DOI lands is found in the National Park System. The Department also protects many of the Nation’s most important cultural heritage resources as part of America’s Great Outdoors. They range in size from Civil War uniform buttons to the massive granite carvings of Mount Rushmore. The Department is the steward of millions of cultural and natural artifacts including those from the earliest days of settlement to monuments commemorating recent heroic events, such as the Flight 93 National Memorial in Pennsylvania. These treasured collections tell the history of the Nation. They are used by the Department, universities, historians, and others to expand understanding of our culture. They remind us of who we are and where we came from.



Flight 93 National Memorial, Field of Honor, Pennsylvania



Ancient petroglyphs (rock art), Aqua Fria National Monument, Arizona

| Bureaus Reporting | Supporting Performance Measures | 2016 Target |
|-------------------------|---|-------------|
| BIA, BLM, FWS, NPS | Percent of historic structures in DOI inventory in good condition. | 55% |
| BIA, BOR, BLM, FWS, NPS | Percent of collections in DOI inventory in good condition. | 38% |
| BIA, BLM, FWS, NPS | Percent of archaeological sites in DOI inventory in good condition. | 60% |

GOAL #3

Provide Recreation and Visitor Experience

We will endeavor to encourage the appreciation and use of our lands by facilitating visitor use and recreational experiences. We will strive to provide visitors with beneficial physical, mental, and social opportunities including those that result from outdoor recreational experiences.

STRATEGY #1

Enhance the enjoyment and appreciation of our natural and cultural heritage by creating opportunities for play, enlightenment, and inspiration.

Over 450 million Americans and foreign visitors traverse public lands each year. The bureaus that provide recreational opportunities – BLM, FWS, and NPS – are particularly dedicated to ensuring that visitors have the best possible experiences.



Denali National Park, Alaska

In a national dialogue about America’s Great Outdoors, citizens reiterated the importance of open spaces and recreation to their quality of life, health, and commitment to conservation. National parks, FWS refuges, and BLM public lands provide recreation experiences that include many forms: camping or hiking; catch and release trout fishing; canoeing; bird watching; biking, swimming, and many other activities. Many water-related recreational options are also available as a result of Bureau of Reclamation projects. These bureaus make special accommodations to address the need for accessibility to public lands and to better engage underserved communities.

| Bureaus Reporting | Supporting Performance Measures | 2016 Target |
|-------------------|--|-------------|
| BLM, FWS, NPS | Percent of visitors satisfied with the quality of their experience. | 89% |
| BLM, NPS | Percent of satisfaction among visitors served by facilitated programs. | 89% |



Wild and scenic river

GOAL #4

Manage the Impacts of Wildland Fire

We will swiftly act to minimize the risk of unwanted wildland fire whenever possible. When unwanted wildfires occur, we will work to control their spread and effects on safety, public and private property, and the environment.

The Department's Office of Wildland Fire Coordination organizes the activities of the four bureaus that manage and operate wildland fire programs in coordination with the Department of Agriculture's Forest Service – BLM, FWS, NPS, and BIA. These bureaus deploy strategies to mitigate the effects of wildland fire and restore burned acres, educate communities that are at highest risk from fire by assisting to develop fire action plans, and respond quickly when fire strikes. Reducing the risk of unplanned wildland fires depends on our success in building long-term strategic relationships and a cohesive approach with the Forest Service and other Federal organizations, states, tribes, local governments, and citizens.



Yosemite Valley, California prescribed fire

STRATEGY #1 Establish fire-adapted ecosystems.

Declining vegetative health has contributed to the increasing risk of wildfire which threatens landscapes and communities. Factors contributing to this decline include weather variability, climate change, fire exclusion, spread of insects and diseases and non-native species, changing land use, and fragmentation. In the aggregate, these factors pose a significant challenge to establishing and maintaining healthy, resilient landscapes and communities. A principal mechanism for restoring areas that have become unacceptable wildland fire risks is reducing the types and amounts of fire fuels. One measure of the effectiveness of these treatments is the degree to which a treated area moves toward its historical fire regime, or condition class.

| Office Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|-------------|
| PWF | Percent of acres treated which are moved toward the desired condition class. | 80% |
| PWF | Percent of acres treated which are maintained in the desired condition class. | 10% |

STRATEGY #2 Adapt communities to wildfires.

Wildland fire management requires understanding, predicting, and planning that considers a complex matrix of fuel types, climate effects, fire behavior, land and resource values, social concerns, and costs. These elements, individually and collectively, are dynamic. The fire community is continually adapting and evolving management approaches to meet the challenges posed by wildland fire. The past two decades have seen an escalation of fire behavior, increased risk to responders, greater home and property losses, and increased threats to communities. These trends call for an intergovernmental broad-based, collaborative and cohesive response to better address these mounting challenges. The Department has entered into this collaborative approach with the Forest Service and other Federal, state, and local governments and stakeholders.

| Office Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|-------------|
| PWF | Percent of acres treated which achieve fire management objectives as identified in applicable management plans. | 90% |

STRATEGY #3 Respond to wildfires.

Some of the conditions that contribute to the number of wildland fire ignitions include climate change and drought, the proliferation of highly combustible invasive species in arid ecosystems, and excessive hazardous fuel accumulations from decades of fire suppression. The Department strives to achieve a technically effective fire management program that meets resource and safety objectives, while minimizing both the cost of suppression and damage to resources. Although the intent is to minimize the number of unplanned and unwanted wildland fires, thousands still occur each year. When they do, an aggressive response is mounted to ensure that risks to safety and damage to property are minimized.

| Office Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|-------------|
| PWF | Percent of unplanned and unwanted wildfires on DOI lands that are controlled during initial attack. | 95% |

MISSION AREA 2

SUSTAINABLY MANAGE ENERGY, WATER, AND NATURAL RESOURCES

The Department provides access to and manages energy and other resources including oil, gas, coal, water, timber, grazing, and non-energy minerals on public lands and the Outer Continental Shelf. The Department is committed to renewable energy development and the protection of people, wildlife, and the environment.

GOAL #1

Secure America's Energy Resources

We will promote responsible development of renewable energy and ensure safe and environmentally responsible access to natural resources.

As manager of one-fifth of the Nation's landmass and energy resources on 1.7 billion acres of the Outer Continental Shelf (OCS), the Department plays a critical role in meeting America's energy needs and moving the Nation toward a clean energy future. The Department's lands and waters provide 30 percent of the Nation's domestically-produced energy. We are creating a New Energy Frontier, responsibly advancing renewable energy on the Nation's lands and waters, and supporting tribal communities in the development of conventional and renewable energy resources and non-energy mineral resources on trust land.



BOEMRE Inspector witnesses testing of safety device at instrumentation panel.

Work continues to implement the reform agenda including recommendations made in the 30-day report to the President, *Increased Safety Measures for Energy Development on the Outer Continental Shelf*, May 27, 2010, and the report of the Safety Oversight Board, *U.S. Department of the Interior Outer Continental Shelf Safety Oversight Board Report to Secretary of the Interior Ken Salazar*.

The Department is also similarly concerned about the responsible management of our coal, oil, and gas resources onshore. These responsibilities ensure compliance with energy and environmental legislation through the performance or oversight of leasing, permitting, inspection, and enforcement activities; as well as ensuring the land is adequately reclaimed after drilling or mining.

Federal Laws Affecting DOI Energy Programs

- ★ Antiquities Act
- ★ Endangered Species Act
- ★ Federal Land Policy & Management Act
- ★ Energy Act of 2000
- ★ Energy Policy Act of 2005
- ★ Lacey Act
- ★ Mineral Leasing Act
- ★ National Park Service Organic Act
- ★ National Wildlife Refuge System Administration Act
- ★ Outer Continental Shelf Lands Act
- ★ Surface Mining Control & Reclamation Act

STRATEGY #1

Ensure environmental compliance and the safety of energy development.

The Department is committed to developing energy resources in a responsible manner. Following the Deepwater Horizon explosion and subsequent oil spill, the Department has undertaken extensive reforms to its energy programs to improve safety and environmental protection. The reforms include establishing the Bureau of Ocean Energy Management, Regulation and Enforcement to replace the Minerals Management Service; transferring revenue management programs to the Office of Natural Resources Revenue under the Assistant Secretary – Policy, Management and Budget; planning to restructure ocean energy management programs into new entities that will continue the Department's focus on energy management and safety and environmental enforcement; expanding inspections; and issuing new regulations, standards, and guidance to ensure safety and environmentally sound operations on the OCS.



Regulatory oversight of active coal mining on Navajo and Hopi lands in northeastern Arizona.



Successful establishment of wildlife habitat after coal mining at Antelope Mine, north of Douglas, Wyoming.

| Bureaus Reporting | Supporting Performance Measures | 2016 Target |
|-------------------|--|-------------|
| OSM | Percent of active coal mining sites that are free of off-site impacts. | 88% |
| OSM | Percent of coal mine acreage reclaimed. | 75% |
| BLM | Percent of oil and gas acres reclaimed to appropriate final land condition. | 25% |
| BLM | Percent of producing fluid mineral cases that have a completed inspection during the year. | 20% |
| BOEMRE | Amount (in barrels) of operational offshore oil spilled per million barrels produced. | 4.5 |
| BOEMRE | Number of recordable injuries per 200,000 offshore man hours. | 0.5 |

STRATEGY #2 Develop renewable energy potential.

A key component of securing America’s energy future is the responsible development of renewable energy on public lands, tribal lands, and the OCS. The Department is facilitating environmentally appropriate renewable energy projects involving solar, wind and wave, geothermal, biofuels, and hydropower energy sources. Development of these resources and effective transmission networks will help reduce the Nation’s dependence on foreign oil, reduce the use of fossil fuels, and promote jobs here in America.

Reclamation’s water projects also create opportunities for energy production. Reclamation is the Nation’s second largest producer of hydroelectric power, generating 40 billion kilowatt hours from 58 power plants.



Wind turbines, Colorado

| Bureaus Reporting | Supporting Performance Measures | 2016 Target |
|-------------------|--|-------------|
| BOR | Percent of hydropower facilities in good condition as measured by the Facility Reliability Rating. | 74.5% |
| BOR | Percent of time that BOR hydroelectric generating units are available to the inter-connected western electrical system during daily peak demand periods. | 87.5% |
| BLM, BOEMRE | Number of megawatts of approved capacity authorized on public land and the OCS for renewable energy development while ensuring full environmental review (cumulative). | 16,900 MW |



View from Hoover Dam crest during test of jet flow gates

PRIORITY GOAL

RENEWABLE ENERGY SOURCES 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, to at least 10,000 megawatts by the end of 2012.

Through responsible development of federally managed onshore and offshore renewables, such as wind, solar, and geothermal energy, the Department can play a central role in moving the Nation toward a clean energy economy. In addition, the Department's leadership in science and land-based knowledge of the Nation's resources can facilitate development to increase the delivery of renewable energy to consumers. Most importantly, this can all be accomplished while protecting our treasured landscapes, preserving land health, and maintaining high environmental standards.

| Bureau Reporting | Supporting Performance Measures | 2012 Target |
|------------------|--|-------------|
| BLM | Number of megawatts of approved capacity authorized on public land for renewable energy development while ensuring full environmental review (cumulative). | 10,000 MW |

STRATEGY #3 Manage conventional energy development.

In order to reduce the Nation’s reliance on energy imports, the Department continues to manage programs that oversee the orderly development of oil, natural gas, and coal. The Department ensures responsible development of these resources and that the American public receives a fair return.

| Bureaus Reporting | Supporting Performance Measures | 2016 Target |
|-------------------|---|---------------------|
| BOEMRE | Number of offshore lease sales held consistent with the Secretary’s 5-Year Oil and Gas Program. | TBD |
| BLM | Percent of coal lease applications processed. | 14% |
| BLM | Percent of pending fluid minerals Applications for Permit to Drill (APDs) which are processed. | developing baseline |

What Do Federal Lands and Waters Contribute to the Nation’s Energy Needs?

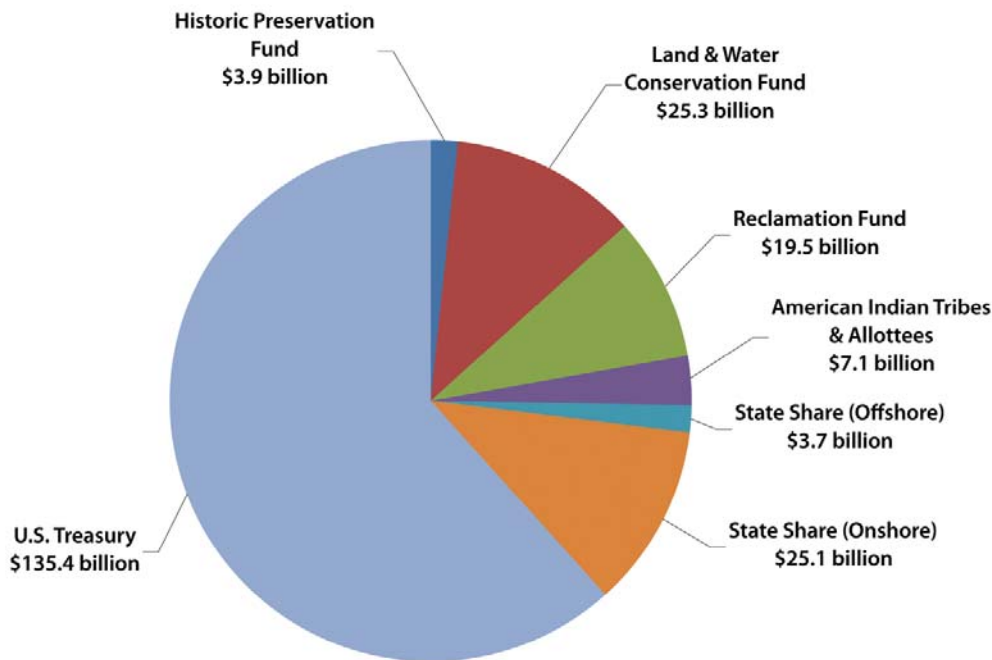
30% of domestic energy production

- ◆ 35% oil (25% from OCS)
- ◆ 30% natural gas production
- ◆ 44% coal production
- ◆ 17% hydropower production
- ◆ 50% geothermal energy production



Coal mining operation, Montana

Cumulative Mineral Lease Revenue Disbursements (1982-2010)



STRATEGY #4 Account for energy revenues.

Interior is committed to ensuring a full and fair return from Federal and Indian lands leased for energy development. The Department will fulfill its role by accurately and efficiently collecting, accounting for, substantiating, and distributing revenues associated with offshore and onshore energy production. Revenues generated from these activities are distributed to states and tribes, fund land protection and historic preservation, and are deposited in the U.S. Treasury.

| Office Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|-------------|
| ONRR | Percent of Federal and Indian revenues disbursed on a timely basis per statute. | 99% |
| ONRR | Percent of unique mineral royalty companies covered by compliance activities. | 66% |

GOAL #2

Manage Water for the 21st Century

We will deliver water in the 17 western states; managing water resources through the safe and effective performance of our facilities. For almost a decade, the Nation has experienced drought in major river basins while population and resulting demands for water have increased. The Department has a role in developing innovative approaches to meet water needs and anticipate future challenges.

STRATEGY #1 Conserve water.

Climate change, extended droughts, and depleted aquifers are impacting water supplies and availability. A new approach and creative efforts are required to sustain the economy, environment, and culture of the American West. The Department will “increase” the water supply by conservation through BOR’s WaterSMART and Title XVI grants. The projects supported by these grants improve the use of our important water resources.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|-------------------|
| BOR | Acre feet of water conservation capacity enabled through Reclamation’s conservation-related programs such as water reuse and recycling [Title XVI) and WaterSMART grants. | 930,000 acre feet |
| BOR | Potential acre-feet of water made available through the completion of projects (other than Title XVI and WaterSMART). | 1,500 acre feet |

PRIORITY GOAL

WATER CONSERVATION

Enable capability to increase available water supply for agricultural, municipal, industrial, and environmental uses in the western United States by 490,000 acre feet by the end of 2012 through Reclamation’s conservation-related programs, such as water reuse and recycling (Title XVI), and WaterSMART grants.

The American West is now the fastest growing region of the country and faces serious water challenges. Competition for finite water supplies is increasing as a result of population growth, agricultural demands, and water for environmental needs. An increased emphasis on domestic energy development will place additional pressure on limited water supplies, as significant amounts of water may be required for unconventional and renewable energy development.

At the same time, climate change, extended droughts, and depleted aquifers are impacting water supplies and availability. A new approach and creative efforts are required to sustain the economy, environment, and culture of the American West. One approach is to effectively “increase” the water supply by conservation through BOR’s WaterSMART and Title XVI grants. The projects supported by these grants improve the use of our important water resources. BOR’s WaterSMART Grants also provide funding for projects that address the connection between water and energy use.



Replacement of manual gates with Rubicon standard programmable flume gate, Cameron County Irrigation District No. 2, TX, funded through the WaterSMART Grants program.

| Bureau Reporting | Supporting Performance Measures | 2012 Target |
|------------------|---|-------------------|
| BOR | Acre feet of water conservation capacity enabled through Reclamation’s conservation-related programs such as water reuse and recycling [Title XVI) and WaterSMART grants. | 490,000 acre feet |

STRATEGY #2 Improve reliability of water delivery.

The Bureau of Reclamation operates and maintains its water facilities in a safe, efficient, economical, and reliable manner, and assures that systems and safety measures are in place to protect the facilities and the public. Reclamation’s Facility Reliability Rating (FRR) system was established to score and provide a general indication of Reclamation’s ability to maintain the reliability of its facilities. With the use of FRR data, Reclamation is alerted to activities or areas needing attention to help ensure water storage and delivery for its customers.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|-------------|
| BOR | Percent of water infrastructure in good condition as measured by the Facility Reliability Rating. | 71% |

STRATEGY #3 Improve infrastructure and operation efficiency of tribal water facilities.

The BIA Irrigation, Power and Safety of Dams program operates and manages irrigation, power, and dam infrastructure. The program sets high standards for maintenance, collaboration with stakeholders, and effective water and power distribution. BIA manages facilities to ensure they do not present an unacceptable risk to downstream lives and property; and are managed in an economically, technically, environmentally, and culturally sound manner.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|---------------------|
| BIA | Number of linear miles of functional BIA irrigation project canals servicing irrigated lands. | developing baseline |
| BIA | Annual percentage improvement in the mean BIA Dam Facility Reliability Rating. | developing baseline |



Drop Structure – Pine River Irrigation Project



Coolidge Dam – San Carlos Irrigation Project

GOAL #3

Sustainably Manage Timber, Forage, and Non-energy Minerals

Interior lands designated for multiple use offer harvestable timber, grasslands for grazing, and deposits of non-energy minerals. Interior will manage these lands sustainably to enhance public benefit, promote responsible use, and generate economic value.



Camas East Timber Sale in Late Successional Reserve, Oregon

STRATEGY #1

Manage timber and forest product resources.

Interior's forests or woodlands are managed by BLM for the benefit of the American public. The BLM maintains a permanent source of timber supply, which supports the production of products such as lumber, plywood, and paper, while also protecting watersheds, regulating stream flow, contributing to the economic stability of local communities and industries, and providing recreational opportunities.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|--|-------------|
| BLM | Percent of allowable sale quantity timber offered for sale consistent with applicable resource management plans. | 74% |
| BLM | Volume of wood products offered consistent with applicable management plans. | 230 mmbf* |

* million board feet of timber

STRATEGY #2

Provide for sustainable forage and grazing.

The BLM manages livestock grazing on over half of its public lands. The BLM's overall objective is to ensure the long-term health and productivity of these lands. BLM uses a variety of methods to accomplish this objective – periodic rest or deferment of grazing in pastures in specific allotments during critical growth periods; vegetation treatments; and projects such as water developments and fences. The terms and conditions for grazing on BLM-managed lands such as stipulations on forage use and season of use are set forth in the permits and leases issued by the Bureau to public land ranchers.



Miller Ranch, North Dakota

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|--|-------------|
| BLM | Percent of grazing permits and leases processed as planned consistent with applicable resource management plans. | 39% |



Little Boulder Basin showing operations of Newmont's Gold Quarry Mine and Barrick's Betzel/Post Mine, Nevada

STRATEGY #3 Manage non-energy mineral development.

Non-energy minerals development on BLM lands, such as gold, zinc, lead, copper, iron, salt, sand, potassium, phosphate, stone, gravel, and clay, support a broad array of uses including medical applications, computer production, coastal restoration, automobile production, and highway construction and maintenance. The BLM is committed to sustaining mineral development in an environmentally responsible way by ensuring the reclamation of areas that have been mined and minimizing environmental impacts during the mining process.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|--|---------------------|
| BLM | Percent of non-energy mineral exploration and development requests processed. | developing baseline |
| BLM | Number of mined acres reclaimed to appropriate land condition and water quality standards. | 3,500 acres |

MISSION AREA 3

ADVANCE GOVERNMENT-TO-GOVERNMENT RELATIONSHIPS WITH INDIAN NATIONS AND HONOR COMMITMENTS TO INSULAR AREAS



San Carlos Navajo Indian Irrigation Project, Arizona

The Department of the Interior has a solemn responsibility to uphold the Federal Government’s unique government-to-government relationship with federally recognized American Indian tribes and Alaska Natives. This mission is accomplished through coordinated efforts between the Department’s bureaus and offices, other Federal agencies, and relationships with tribes. The Department also carries out the Secretary’s responsibilities for U.S. affiliated insular areas.

GOAL #1

Meet Our Trust, Treaty, and Other Responsibilities to American Indians and Alaska Natives

We will restore the integrity of nation-to-nation relationships with tribes and work diligently to fulfill the United States’ trust responsibilities. We will work in partnership with tribes to build stronger economies and safer Indian communities.

STRATEGY #1 Protect Indian treaty and subsistence rights.

The Department will assist tribes and Alaska Natives in developing the most effective practices for responsible and successful use of subsistence resources. For the purposes of this measure, subsistence means the gathering and harvest, processing, consumption, and use of all wild resources – birds, mammals, fish, and plants – from all the varied environments found throughout tribal communities. For American Indians and Alaska Natives, subsistence use embodies a culturally significant lifestyle and is an important component of Indian communities. Subsistence resources are important to these economies and for the continuation of traditions and practices that are a part of these diverse cultures. The term “customary and traditional” is included in the Code of Federal Regulations to describe the historic and current use of wildlife and fisheries resources for subsistence by residents of rural communities.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|-------------|
| BIA | Percent increase in the number of federally-recognized American Indian tribes and Alaska Native organizations involved with studies and projects to improve Federal and tribal management of subsistence resources. | 9% |

STRATEGY #2 Fulfill fiduciary trust.

Interior has ongoing responsibilities for the timely reporting of Indian trust ownership information to its beneficiaries. We will make certain that the trust and restricted Federal Indian-owned lands are managed effectively and revenues accurately accounted for in a timely and efficient manner. The Office of the Special Trustee for American Indians and Bureau of Indian Affairs are the entities that oversee fiduciary trust activities.

| Bureaus Reporting | Supporting Performance Measures | 2016 Target |
|-------------------|--|-------------|
| BIA | Percent of active, supervised Individual Indian Monies (IIM) case records reviewed in accordance with regulations. | 100% |
| OST | Percent of financial information initially processed accurately in trust beneficiaries' accounts. | 99% |
| OST | Percent of oil and gas revenue transmitted by ONRR recorded in the Trust Funds Accounting System within 24 hours of receipt. | 99% |
| OST | Percent of timeliness of financial account information provided to trust beneficiaries. | 99% |

STRATEGY #3 Strengthen tribal judicial systems.

Tribal justice systems are an essential part of tribal governments, which interface with BIA and tribal law enforcement activities. Congress and the Federal courts have repeatedly recognized tribal justice systems as the appropriate forums for adjudicating disputes and minor criminal activity within Indian Country. It is important that the BIA and tribal law enforcement activities complement the operations of the tribal courts to ensure that justice in the tribal forums is administered effectively.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|--|-------------|
| BIA | Percent of BIA funded tribal judicial systems receiving an acceptable rating under independent tribal judicial system reviews. | 50% |

STRATEGY #4 Manage and develop resources assets.

An integral part of building stronger economies within American Indian and Alaska Native communities is developing conservation and resource management plans that ensure sustainable use of trust land. Income is derived from leasing the land for timber and forest biomass harvests, grazing, and farming. These plans are reviewed by BIA to help safeguard the income-generating assets that sustain the economy of communities.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|---------------------|
| BIA | Number of fractionated interests acquired. | developing baseline |
| BIA | Percentage of grazing permits monitored annually for adherence to permit provisions, including permittee compliance with requirements described in conservation plans. | developing baseline |
| BIA | Percentage of active agricultural and grazing leases monitored annually for adherence to lease provisions, including lessee compliance with responsibilities described in conservation plans. | developing baseline |
| BIA | Percent of range units assessed during the reporting year for level of utilization and/or rangeland condition/trend. | developing baseline |
| BIA | Percent of sustainable harvest of forest biomass utilized for energy and other products. | developing baseline |

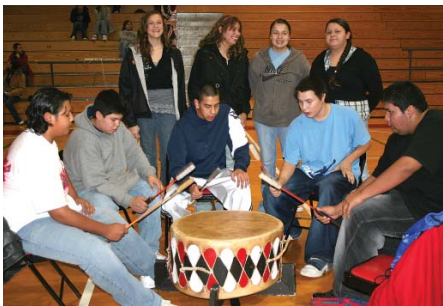
STRATEGY #5 Create economic opportunity.

The Department assists Indian Nations develop capabilities and infrastructure needed to attain economic self-sufficiency on reservations to enhance their quality of life. One critical path is economic development and job creation. BIA coordinates the development of comprehensive tribal programs with the Departments of Labor and Health and Human Services. Interior offers programs and financial services which encourage start-ups and help position Indian businesses and individuals to compete in today's economy. Interior supports tribal communities in the development of conventional and renewable energy resources (e.g. solar and wind) and non-energy mineral resources on trust land.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|--|---------------------|
| BIA | Total average gain in earnings of participants that obtain unsubsidized employment through Job Placement Training program. | \$6.50 per hour |
| BIA | Loss rates on DOI guaranteed loans. | <5% |
| BIA | Fee to trust: Increase in the percentage of submitted applications with determinations. | developing baseline |

STRATEGY #6 Strengthen Indian education.

The Department is allocating funds to replace and upgrade its Bureau of Indian Education funded schools, and improve the learning environment of BIE students. Improving performance in BIE schools is a challenge the Department is addressing through initiatives aimed at increasing student achievement with a focus on reading and math. Schools are assessed for their Adequate Yearly Progress (AYP) which is defined by each state based on judging reading and mathematics proficiency along with attendance for elementary and middle schools, and graduation rates for high schools.



| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|-------------|
| BIE | Percent of BIE schools achieving AYP (or comparable measure). | 100% |
| BIE | Percent of BIE school facilities in acceptable condition as measured by the Facilities Condition Index. | 65% |

STRATEGY #7 Make communities safer.

Interior will strengthen law enforcement in Indian Country by putting more officers on the streets, bolstering tribal courts, and helping fight violent crime and drug abuse. Crime control, however, is only one component of a safe community. New construction, renovation, and maintenance of facilities, including detention facilities and roads and bridges also contribute to the safety and well-being of the tribal populace.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|---------------|
| BIA | Percent of law enforcement facilities that are in acceptable condition as measured by the Facilities Condition Index (FCI). | 88% |
| BIA | Percent of miles of road in acceptable condition based on the Service Level Index. | 10% |
| BIA | Percent of bridges in acceptable condition based on the Service Level Index. | 59% |
| BIA | Part I violent crime incidents per 100,000 Indian Country inhabitants receiving law enforcement services. | 419 Incidents |



Law enforcement training

PRIORITY GOAL

SAFE INDIAN COMMUNITIES Achieve significant reduction in crime of at least 5 percent within 24 months on targeted tribal reservations by implementing a comprehensive strategy involving community policing, tactical deployment, and critical interagency and intergovernmental partnerships.

Customized community policing programs are being employed to ensure the reduction of violent crime incidents on Indian lands. The rate of violent crime estimated from reported incidents for American Indians is more than twice the national average. It is the goal of the Department to reduce the incidence of crime, with an emphasis on violent crime, in Indian Country through development of a community assessment and police improvement project that initially focuses on four communities with excessive crime problems.

| Bureau Reporting | Supporting Performance Measures | 2012 Target |
|------------------|---|-------------|
| BIA | Change in violent crime offenses in targeted areas. | -5% |

STRATEGY #8 Support self-governance and self-determination.

Interior is strengthening the government-to-government relationship between the Federal Government and tribal nations because self-determination, sovereignty, self-government, and self-reliance are not abstract concepts. Rather, they are the tools that will enable tribal nations to shape their collective destiny. Tribes have also assumed an expanded role in the operation of Indian programs through Public Law 93-638 contracting. Tribes contract with the Federal Government to operate programs serving their tribal members and other eligible persons.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|---------------------|
| BIA | Percent of Indian Affairs programs executed by Indian tribes through contract and compact agreements. | developing baseline |
| BIA | Percent of P.L. 93-638 Title 4 contracts with clean audits. | 67% |
| BIA | Percent of Single Audit Act reports submitted during the reporting year for which management action decisions on audit or recommendations are made within 180 days. | 87% |

STRATEGY #9

Management for Protection of Water Rights.

The BIA water program functions are divided into two distinct but overlapping elements. The Water Rights Negotiation/Litigation Program defines and protects Indian water rights and settles claims through negotiations if possible, or alternatively, through litigation. The Water Management Program assists tribes in managing, conserving, and utilizing trust water resources.



Two Medicine Mountain River headwaters on the Blackfeet Indian Reservation

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|---------------------|
| BIA | Annual percent of projects completed in support of water management, planning, and pre-development. | developing baseline |



American Samoa

GOAL #2

Empower Insular Communities

The Department empowers insular communities by improving the quality of life, creating economic opportunity, and promoting efficient and effective governance. The U.S.-affiliated insular areas include: the territories of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands. Interior also administers and oversees Federal assistance provided to the three Freely Associated States: the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau. The Assistant Secretary and the Office of Insular Affairs carry out these responsibilities on behalf of the Secretary.

STRATEGY #1 Improve quality of life.

The Department will assist the insular areas to improve the quality of life by pairing access to financial resources for capital improvements and public services with robust oversight, and by improving interagency coordination on insular issues. We will also pursue sustainable, indigenous energy strategies to lessen dependence on oil imports and provide more reliable and affordable energy.



Guam

| Office Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|---------------------|
| OIA | Percent of Community Water Systems (CWS) that receive health-based violation notices from the U.S. Environmental Protection Agency. | 9% |
| OIA | Change in the amount of petroleum used by utilities to deliver a megawatt of power. | -2% |
| OIA | Percent of schools in acceptable condition based on specified safety and functionality standards. | developing baseline |
| OIA | Number of patients requiring off-island medical referrals. | 2,500 patients |

STRATEGY #2 Create economic opportunity.

The Department will help create economic opportunity by forging partnerships that bolster tourism and attract industry by promoting the unique island cultures, natural resources, and by preparing the next generation of business leaders. We will pursue economic development initiatives that encourage private sector investment in the insular areas.

| Office Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|-------------|
| OIA | Percent change in mean real GDP per capita. | +1.5% |

STRATEGY #3 Promote efficient and effective governance.

The Department will work with the insular areas to ensure that local and Federal funding is being used efficiently and effectively by improving insular government financial policies and procedures, financial management systems, and technical planning abilities. We will also strive to equip insular area leadership with the statistical tools necessary for informed decision making.

| Office Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|-------------|
| OIA | Number of insular governments with on-time and unqualified single audits. | 5 |



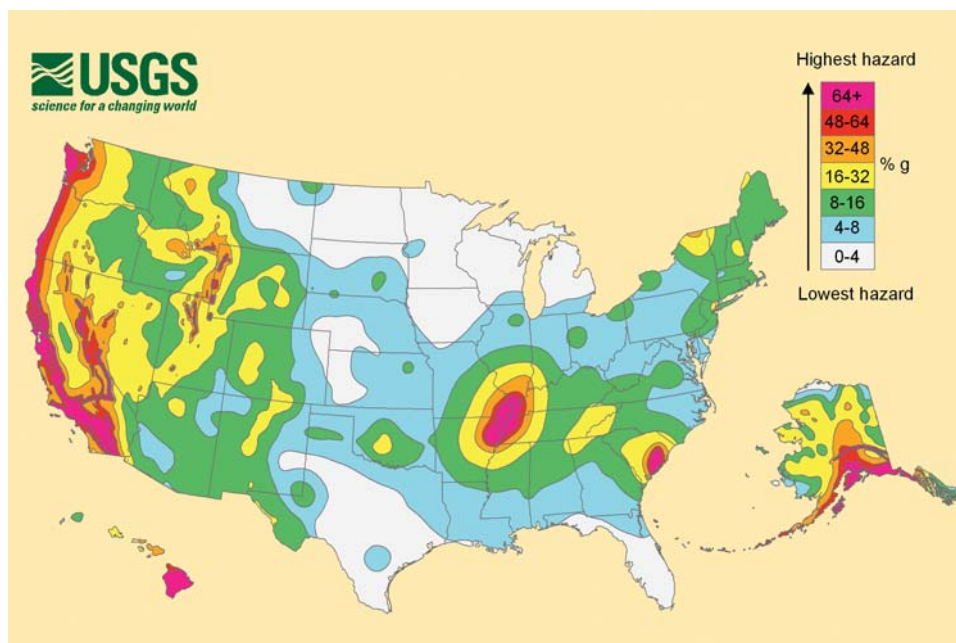
Palau



Federated States of Micronesia

MISSION AREA 4 PROVIDE A SCIENTIFIC FOUNDATION FOR DECISION MAKING

Science is a key component of the Department of the Interior mission. The U.S. Geological Survey serves as the Department’s primary science organization, and each bureau also conducts mission-specific research to support its programs. Science is an essential, cross-cutting element that assists bureaus in land and resource management and regulation. Department science also reaches beyond the boundaries of Interior lands and the United States. Research reports, publications, monitoring information, and other products are available worldwide to provide credible, applicable, unbiased information to inform decision making related to ecosystems, climate change, land use change, energy and mineral assessments, environmental health, natural hazards, and water resources.



Earthquake shaking hazard maps provide essential information for creating and updating the seismic design provisions of building codes used in the U.S. to enable structures to better withstand earthquakes, save lives, and allow critical activities to continue with less disruption.

GOAL #1

Ensure the Quality and Relevance of Science Products to Partners and Customers

We will continue to provide impartial research results and conclusions on the health of our ecosystems and environment, the natural hazards that threaten us, the natural resources on which we rely, the impacts of climate and land-use change, and the core science systems that help us provide timely, relevant, and useable information. The USGS is a widely-used scientific data provider for accessing information and improving its understanding to help resolve complex natural resource problems across the Nation and around the world.

STRATEGY #1 Ensure overall customer satisfaction.

The Department supports applied and basic research and the development of science products for use by Interior bureaus and offices, local, state, national, and international communities, and science partners. For example, the USGS assists governments in understanding how to reduce the impact of potential natural hazards; monitoring water quality and quantity; analyzing energy and mineral potential, consumption, and environmental effects; and tracking changes to the land and ocean environments. Timely feedback from partners and customers is essential to ensuring the quality and relevance of science products.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|--|-------------|
| USGS | Percent of partners or customers satisfied with scientific, technical and data products. | ≥90% |

GOAL #2

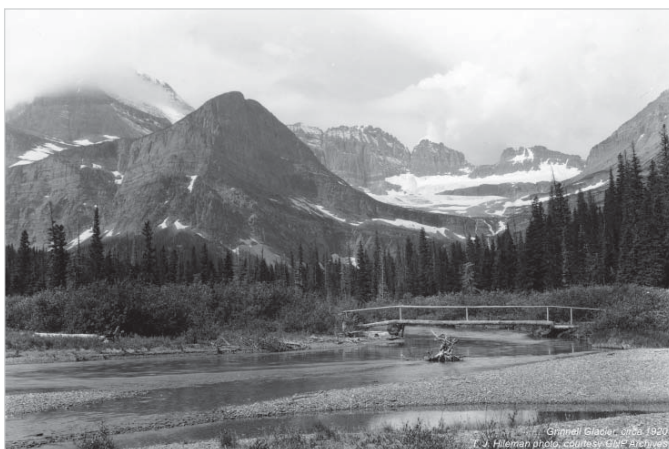
Provide Science for Sustainable Resource Use, Protection, and Adaptive Management

We will support scientific research to assess, understand, model, and forecast the impacts of climate change and other environmental drivers on our ecosystems, natural resources, and communities. Our bureaus will develop and construct strategies for adapting to climate change based on scientific analysis. The Department will assist Federal, state, local, and tribal entities by monitoring water quality and quantity; analyzing energy and mineral resources potential and environmental effects of their extraction and use; and analyzing and monitoring changes to the land and ocean environments.

STRATEGY #1 Identify and predict ecosystem changes.

The Department will conduct ongoing research to support and inform decisions related to ecological systems for land, water, and fish and wildlife population management. Climate and land use changes are the key drivers of changes in ecosystems, and strategies for protecting climate-sensitive ecosystems will be increasingly important. Terrestrial and aquatic populations and their habitats are studied to understand their condition and function within ecosystems and provide information to improve management and conservation actions. For example, the USGS will endeavor to determine the impacts and interactions that climate change, invasive plant and animal species, wildfire, disease, and other stressors have on the state of the Nation's biological resources. Managing and protecting the biological and physical components that support ecosystem services and processes is a priority of the Department, especially as it relates to the impacts of climate change.

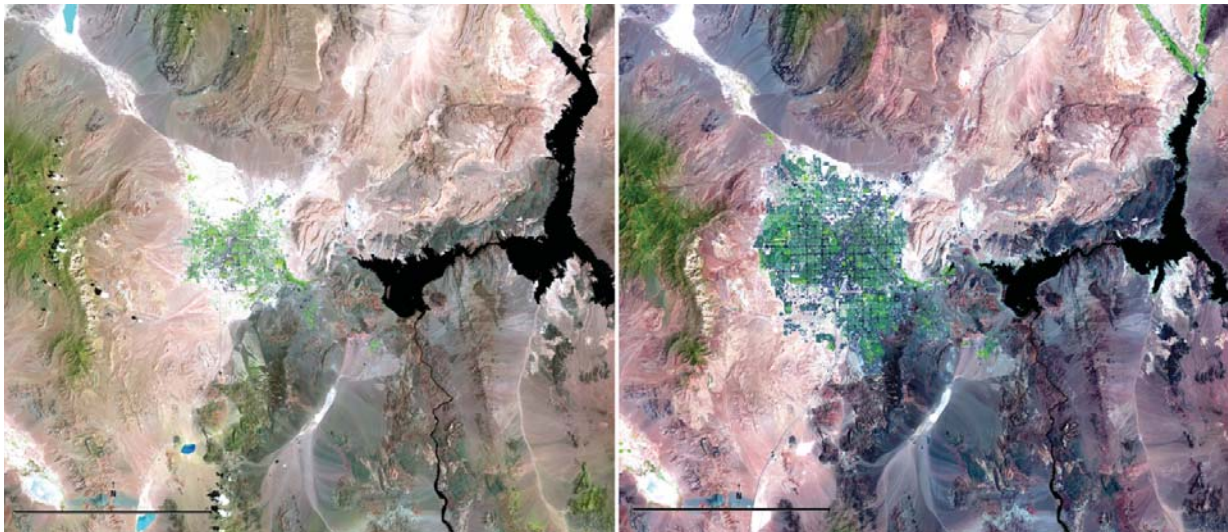
| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|--|-------------|
| USGS | Percent of targeted fish and aquatic populations and their habitats for which information is available regarding limiting factors such as migratory barriers, habitat, and effects of disturbance (fire, flood, nutrient enhancement). | 45% |
| USGS | Percent of targeted wildlife populations for which science information is provided for management decision making to inform and improve conservation. | 72% |
| USGS | Percent of targeted species for which monitoring and decision support information on their status and trends are available. | 30% |
| USGS | Percent of targeted science information products available for successful control and management of priority groups of invasive species. | 47% |
| USGS | Percent of targeted ecosystems with information products forecasting ecosystem change. | 44% |



There are a wide range of ecological systems, each comprised of a unique suite of species, habitats, and abiotic components. These images from Glacier National Park, taken nearly 90 years apart (circa 1920 and 2008), show significant differences in riparian vegetation, timber stands, and glacier size.

STRATEGY #2 Identify and model causes and impacts of changes to the Earth and ocean systems.

The Department is actively engaged in developing and employing many tools and datasets to better understand the causes and consequences of land cover change, and to analyze and visualize the changes taking place. In particular, the USGS uses satellite observations at local, regional, and continental scales to detect, analyze, and monitor changes on the land, study the connections between people and the land, and provide society with relevant science information to inform public decisions. These data are necessary to provide a baseline composite of the characteristics and geographic variability of land cover to understand the dynamic relationships of biologic, geologic, oceanographic structure, and processes of coastal and marine environments.



Landsat satellite images show the population changes in Las Vegas, Nevada, over a forty year span. In May 1973, the population was 358,400; in February 2006 it grew to 2,013,267. One of the consequences of such growth is water availability.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|-------------|
| USGS | Percent of U.S. surface area with contemporary land cover data needed for major environmental monitoring and assessment programs. | 95% |
| USGS | Percent of regional and topical ocean and coastal studies that cite USGS products within three years of study completion. | 81% |



Glacier near Seward, Alaska

STRATEGY #3

Assess and forecast climate change and its effects.

The extent to which U.S. communities and ecosystems may be affected by climate change will depend on the nature of the impacts and the sensitivity of the ecosystem to the changes. Successful adaptation to climate change will depend on access to a variety of options for effective management responses. The Department will support research and monitoring initiatives of carbon, nitrogen, and water cycles, and their effects on ecosystems. The USGS will provide tools for managers to develop, implement, and test adaptive strategies, reduce risk, and increase the potential for ecological systems to be self-sustaining, resilient, and adaptable to environmental changes. Interior also considers the application of traditional knowledge when making decisions affecting tribal communities.

The USGS will, through its existing scientific assets and the new DOI Landscape Conservation Cooperatives and Climate Science

Centers, implement partner-driven science to improve understanding of past and present land use change, develop relevant climate and land use forecasts, and identify lands, resources, and communities that are most vulnerable to adverse impacts of change from the local to global scale.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|--|-------------|
| USGS | Number of fish and wildlife climate-based habitat and population models developed by scientists and in cooperation with land managers. | 14 |

STRATEGY #4
Monitor and assess water availability and quality.

The Nation faces an increasing set of water resource challenges. The Department will continue to monitor and conduct research to generate a more precise estimate of water availability and use for meeting current and future human, environmental, and wildlife requirements. These research and monitoring activities will help identify water resources for use by humans and the environment while also developing tools to forecast likely outcomes for water use and quality, and aquatic ecosystem health affected by changes in land use and land cover, natural and engineered infrastructure, water use, and climate. State and local governments rely heavily on the monitoring data that is provided by USGS monitoring systems that operate across the country.



Hydrologic technicians measure the overflow from the swollen Withlacoochee River, a tributary of Florida's Suwannee River, during a flood in April 2009.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|-------------|
| USGS | Percent of U.S. with current groundwater quality status and trends information. | 40% |
| USGS | Percent of U.S. with groundwater availability status and trends information. | 33% |
| USGS | Percent of U.S. with current streamwater quality status and trends information. | 40% |
| USGS | Percent of USGS planned streamgages that are fully funded by the National Streamflow Information Program. | 30% |
| USGS | Number of water monitoring sites supported jointly with state, local or Tribal cooperators. | 22,000 |
| USGS | Percent of U.S. with completed, consistent water availability products. | 50% |

STRATEGY #5 Assess national and international energy and mineral resources.

The Nation faces increasing demands for energy and mineral resources, particularly in light of concerns about our dependence on resources imported from other countries. Interior's energy and mineral resources research, assessments, and information will improve our understanding of resource occurrence, distribution, and quality, and foster multidisciplinary analyses of the broad economic, environmental, and societal consequences of resource extraction and use. The outcomes of these activities will inform decision making with respect to such issues as natural resource protection, environmental health, economic vitality, and responsible resource management on Department and other lands.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|--|-------------|
| USGS | Percent of targeted non-fuel mineral commodities for which up-to-date deposit models are available to support decision making. | 100% |
| USGS | Number of USGS energy products accessed online. | 6 million |

GOAL #3

Provide Scientific Data to Protect and Inform Communities

We will support scientific research to improve the resilience of communities to natural hazards and wildlife diseases in order to preserve the quality of life and reduce the likelihood of fatalities and economic losses. The USGS will lead the scientific research on the environment and natural hazards and provide information to partners and stakeholders for use in making decisions that will protect lives.

STRATEGY #1 Monitor and assess natural hazards risk and resilience.

The Department’s monitoring and assessments provide information and the scientific understanding that will help protect communities by significantly reducing the vulnerability of millions of people to natural hazards. For example, the USGS, working with many partners, collects accurate and timely data from modern earth observation networks, analyzes those data to assess areas that are at risk due to natural hazards, and conducts focused research to improve hazard predictions.



When lava meets the ocean at Kilauea Volcano, Hawaii



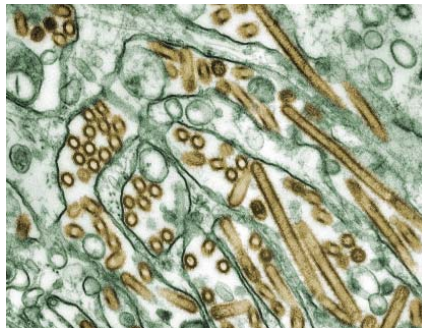
Loma Prieta earthquake, Beach and Divisadero Streets, Marina District, San Francisco, California, October 1989

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|--|-------------|
| USGS | Percent completion of earthquake and volcano hazard assessments for moderate to high hazard areas. | 39% |
| USGS | Percent implementation of optimal earthquake and volcano monitoring for moderate to high hazard areas. | 31% |

STRATEGY #2 Identify the connection between the natural environment and wildlife and human health.

Human health is often related to the health of the environment and wildlife health. The emergence of diseases transferred between animals and humans is a growing concern. The Department is taking a leadership role in providing the natural science information needed by health researchers, policy makers, and the public to safeguard public health by monitoring wildlife, identifying wild animal disease reservoirs, and maintaining and integrating critical knowledge about wild animal disease transmission to humans, and the use of wild animals as sentinels of human health.

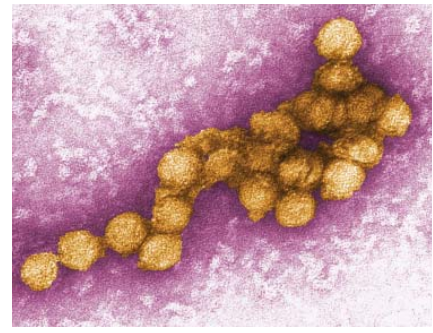
| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|--|-------------|
| USGS | Number of emerging disease outbreak (contaminants and pathogens) investigations. | 463 |



The Avian influenza A (H5N1) pathogen knows no borders



USGS scientists are working to identify high risk areas to prevent introduction of various pathogens into the U.S.

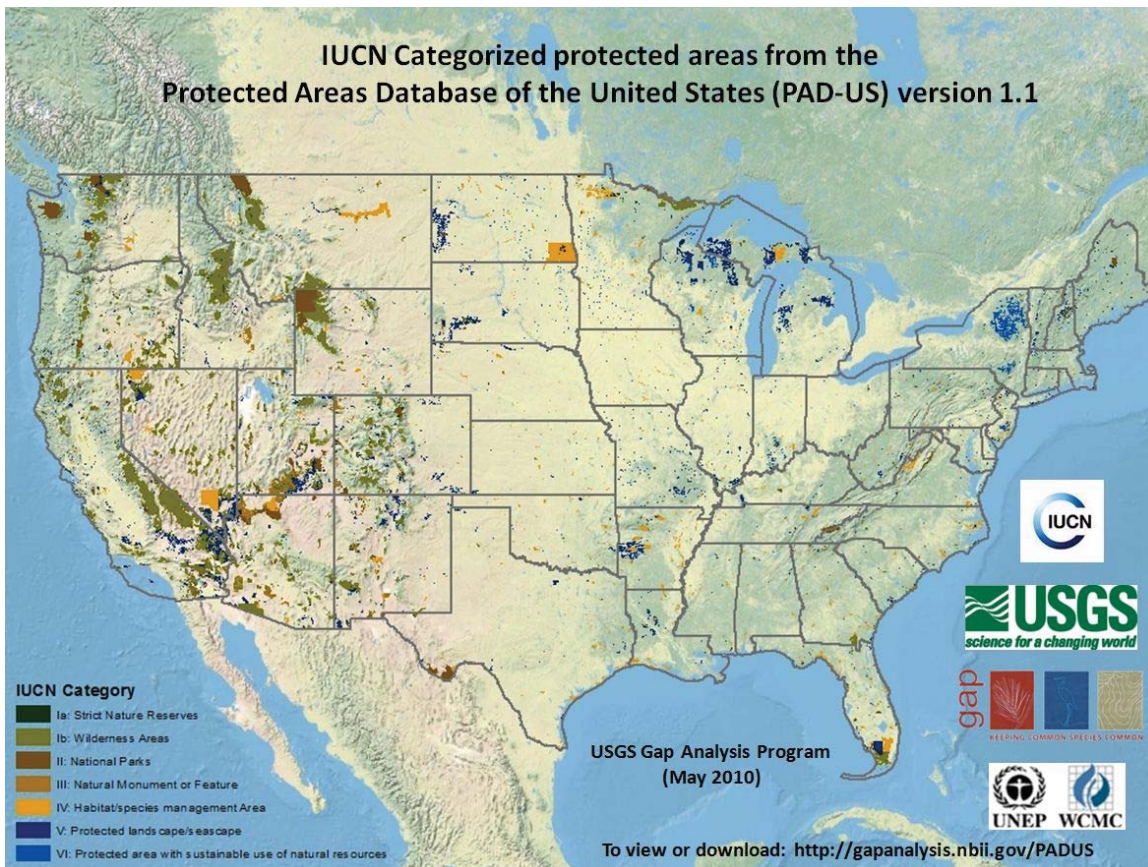


West Nile virus is carried by mosquitoes and transmitted to humans

GOAL #4

Develop a Comprehensive Science Framework for Understanding the Earth

The Department, through the USGS, will lead the effort to create a scientific framework that will provide knowledge of the ever-changing Earth. We will invest in cyber-infrastructure, nurture and cultivate programs in Earth systems science informatics, and participate in efforts to build and connect a global integrated science and computing platform. The USGS will gather, integrate, and present data in multi-dimensional ways to advance and refine our understanding of the Earth and its geologic and ecologic systems. Three-dimensional models of ground water aquifers and energy and mineral deposits in the subsurface will be generated to help identify prospective areas for exploration and utilization. We will produce vegetation maps to pinpoint areas with high risks of wildland fire occurrence. We will deliver high resolution geospatial databases and topographic map images to support public purposes and enhance resource management.



The Gap Analysis Program national land cover viewer identifies places in the country with sufficient good quality habitat to support wildlife. By identifying their habitats, GAP gives land managers, planners, scientists, and policy makers the information they need to make better-informed decisions when identifying priority areas for conservation.

STRATEGY #1

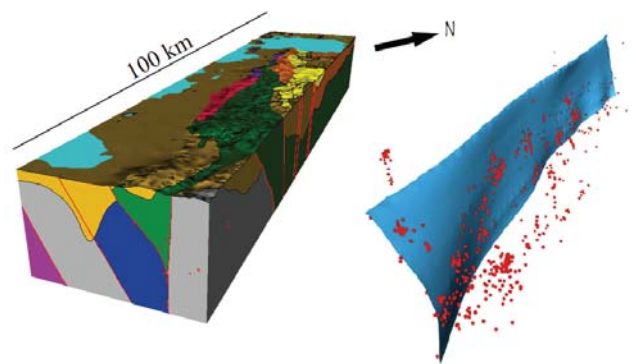
Develop an integrated data framework that is used to guide science-based stewardship of natural resources.

Conscientious stewardship of our Nation’s resources begins with policy and decision making that is informed by and grounded in the natural sciences. Central to the improvement in decision making is the accessibility of data and information across multiple disciplines, geographic, temporal, and political boundaries. The Department’s bureaus, and USGS in particular, serve as world leaders and partners in natural science monitoring, assessing, and researching – having the reputation of being the “authoritative source” of a wealth of data sets collected through long-standing research programs. These data provide immeasurable value in the understanding of complex natural processes – a key to effective decision making.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|-------------|
| USGS | Percent of on-line natural resource products available via National Biological Information Infrastructure whose utility is validated through user interactions and downloads. | 15% |

STRATEGY #2 Generate geologic maps and models for sustaining resources and protecting communities.

The Department’s science arm, USGS, produces accurate geologic maps and three-dimensional geologic frameworks that provide indispensable data for sustaining and improving the quality of life and economic vitality of the Nation. Geologic maps and research are foundational for exploring, developing, and preserving mineral, energy, and water resources; evaluating and planning for land management and environmental protection; supporting the Department’s land management decisions, reducing losses from natural hazards, including earthquakes, volcanoes, landslides, and other ground failures; mitigating effects of coastal and stream erosion; placement of critical infrastructure and facilities; and conducting basic earth science research. The geologic maps and interpretive products produced through the USGS and its state partners are served through the National Geologic Map Database, which is an authoritative and comprehensive data source for the general public, scientists, and decision makers.



3-D geologic models, such as this portrayal of the Hayward fault zone in California, aid scientists and local planners to reduce the impact of earthquakes.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|--|-------------|
| USGS | Percent of the U.S. that is covered by at least one geologic map available to the public through the National Geologic Map Database. | 56% |



STRATEGY #3

Advance the Earth science application of geospatial information.

For the Department, the USGS organizes, maintains, and publishes The National Map, a set of databases of geospatial data of the Nation’s topography, natural landscape, and built environment. Updating high-resolution geospatial databases and topographic map images takes place on a three-year cycle. These products and services are used to support public purposes such as resource management, climate and environment, infrastructure and human services, energy, disaster response, and public safety.

Department of Defense and Emergency Response personnel work with USGS map products in New Orleans disaster assistance operations.

| Bureau Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|-------------|
| USGS | Percent of the area of 48 states and DC published as high-resolution base geospatial databases and topographic map images that depict current geospatial information. | 67% |

MISSION AREA 5 BUILDING A 21ST CENTURY DEPARTMENT OF THE INTERIOR

The Department’s vision for a 21st Century Interior includes a highly skilled workforce that reflects the diversity of the Nation, optimization of youth engagement throughout the Department’s programs, sustainable operations, and effective and efficient management. Attainment of the Department’s strategic goals will be facilitated by the cross-cutting efforts that are highlighted here. Success in these areas will be assessed with representative performance metrics geared to specific outcomes for youth stewardship and engagement, building a 21st Century workforce, sustainability, information technology, and acquisition and real property management.



Baca Dlo'ay azhi Consolidated School on Navajo reservation, Prewitt, New Mexico. First DOI LEED certified building, 2004

Building a 21st Century Workforce

Our ability to maintain a highly effective organization that meets the needs of the Nation is challenged by a highly decentralized organization, which employs significant numbers of employees and volunteers at the local level and a variety of models for service delivery that are unique to Interior’s nine bureaus and multiple offices. Over 70,000 employees, including a cadre of seasonal employees, and over 280,000 volunteers perform a spectrum of duties that require highly skilled and unique disciplines to conduct specialized activities such as firefighting, inspection of oil and gas operations, management of wild horse and burros, migratory bird aerial surveys, wildlife disease necropsy, and others.

The Department benefits from a workforce that is passionate about the mission, dedicated to public service, and highly skilled and knowledgeable. These are the Department’s greatest asset. They are challenged by factors including an aging workforce and the demands of technology and knowledge management. Interior is focusing on the improvement of key areas that will strengthen workforce management capabilities including recruitment, retention, and development. Activities underway include workforce assessment and planning and hiring reforms to reduce the time it takes to bring employees on board.

Interior’s vision for a highly skilled workforce that reflects the diversity of the Nation includes a new inclusivity strategy that uses multiple cultural backgrounds as tools for competition and workforce development. Differences in background, thought, education, and experience contribute to the varied perspectives in the workplace and create a dynamism for higher performance and success in achieving mission goals.

| Office Reporting | Supporting Performance Measures | 2016 Target |
|------------------|--|-------------|
| PHR | The amount of time it takes to hire an employee. | 80 days |

Youth Stewardship and Engagement

Youth engagement is a key component of the Department’s vision with benefits that are far reaching. Youth involvement in Interior’s stewardship agenda infuses energy and new thinking, educates a generation that has lost touch with nature in values surrounding conservation, and has the potential to improve the health of younger generations. It also has important economic benefits. According to the Department of Labor’s Bureau of Labor Statistics, the proportion of young people employed in July 2010 was 48.9 percent, the lowest July rate on record – record keeping began in 1948. To focus on this issue, the Department has a priority goal to increase employment for young people by 50 percent by the end of 2012.

The Department is also working with others to expand the benefits of these activities, including working with the Departments of Labor (DOL) and Agriculture and the Environmental Protection Agency to leverage Federal funding for youth employment on our public lands. Specifically, the Office of Youth is working with DOL to leverage Workforce Investment Act funding to support summer youth employment, and with EPA on funding for a Native youth employment program in FWS fish hatcheries.



America's Great Outdoors Youth Listening Session, Los Angeles, California



California Conservation Corps Members, Kings Canyon National Park, Three Rivers, California

PRIORITY GOAL HIRE OR TEMPORARILY ENGAGE INDIVIDUALS AGED 15-25

| Office Reporting | Supporting Performance Measures | 2012 Target |
|------------------|---|-------------|
| PYGO | Increase (from 2009 levels) in the employment of youth between the ages of 15-25 in the conservation mission of the Department. | 50% |

Sustainability of Interior's Operations

Earlier this year, the Department completed a Strategic Sustainability Performance Plan mapping out strategies to reduce Interior's environmental footprint over the coming years with a goal to incorporate sustainable practices throughout and more effectively utilize resources and protect the environment.

The Department is complying with the requirements of *Executive Order 13514, Federal Leadership in Environmental, Energy, and Economic Performance* by aligning sustainability goals with mission goals and focused strategies to reduce greenhouse gas emissions, build and rehabilitate facilities using sustainability principles, and reducing water consumption. The Department's Sustainability Council links the efforts of employees in the field with senior management's efforts to modify policies and practices in order to foster an inclusive and transparent process to promote sustainability including inviting employees to submit their ideas for improving sustainable practices.



Recycling, Alaska Maritime NWR, Homer, Alaska

| Offices Reporting | Supporting Performance Measures | 2016 Target |
|-------------------|--|-------------|
| PAM | Increase alternative fuels use by 10% annually relative to the FY 2005 baseline. | 185% |
| PAM | Reduce energy intensity by 3% annually relative to the FY 2003 baseline. | 33% |
| PEP | Percent increase of square footage that meets EO 13514 sustainable building goals. | 10% |

Dependability and Efficiency of Information Technology



Information technology is a key tool that supports the accomplishment of mission goals; technology can significantly advance the effectiveness and efficiency of programs and help employees to be more productive. Information technology can also help Interior to address increasingly complex challenges in managing a large and geographically dispersed organization. Interior's vision is developing and providing the right mix of information technology products and services at a lower cost while delivering greater service to employees and customers.

To realize this vision, the Department is implementing a series of technology innovations and efficiencies to deliver improved services at a lower cost, including consolidation of infrastructure and shifting commodity technology services from in-house delivery mechanisms to capable external providers. These efforts will yield benefits in improved sustainability, reduced carbon footprint, and energy and efficiency savings.

| Office Reporting | Supporting Performance Measures | 2016 Target |
|------------------|--|-------------|
| PIO | Percent change in operating costs (as percentage of total IT spending as reported in Exhibit 300) and energy consumption by consolidating and centralizing the information technology infrastructure across the Department, as measured by the reduction in the number of data center facilities, servers, and telecom (data) circuits from the baseline (FY2010). | -4% |
| PIO | Percent change in number of DOI data centers from FY 2010 base of 426 to 173. | -59% |
| PIO | Transition all DOI employees to a unified messaging and collaboration solution (e.g., email, collaboration, virtual meeting, etc.). | 100% |

Improving Acquisition and Real Property Management

Interior's programs utilize the skills and services of the private sector with approximately \$2.7 billion annually in contracted work and including over 50 percent of this work performed by small businesses. The mission goals of the Department are significantly advanced through effective management of contracts in a manner that reduces risk, and achieves desired results that cost less. Through a combination of innovative procurement methods, the Department is focused on the achievement of goals that will leverage purchasing power, promote efficient business practices, and focus on development and retention of a skilled acquisition workforce.

Interior owns and operates 47,000 buildings and 112,000 structures including the iconic monuments and memorials on the National Mall in Washington, D.C., Hoover Dam straddling the border of Arizona and Nevada, and Bureau of Indian Education schools. These assets are treasured for their cultural and historic significance; scenic, recreational, and environmental values; functional purposes like water control; and in some cases the revenues they provide. The Department's asset management programs focus on the proper stewardship of these assets and proper upkeep and maintenance to support mission goals based on the use of condition indices and on incorporating initiatives to promote the effective operation and management of facilities, including the disposal of excess assets.



Folsom Dam



Albright Visitor Center, Yellowstone NP



White Rim Road, Canyonlands NP, Utah

| Office Reporting | Supporting Performance Measures | 2016 Target |
|------------------|---|-------------|
| PAM | Percent reduction in high risk acquisitions. | 10% |
| PAM | Percent of assets targeted for disposal that were disposed during the fiscal year. | 100% |
| PAM | Overall condition of buildings and structures, as measured by the Facility Condition Index (FCI), that are mission critical, as measured by the Asset Priority Index (API), with emphasis on improving the condition of assets with critical health and safety needs. | 0.10 |

INTERIOR PRINCIPLES

Interior operates based on a set of key principles and tenets that guide the efforts of the Department's 70,000 employees and serve as the standard of operations. Throughout Interior's organization, the pursuit of these principles ensures that we achieve the highest of ideals while performing our mission.

Ensuring High Ethical Standards

Key to maintaining public trust and confidence in the integrity of government is adherence to high ethical standards and ensuring that government business is conducted with impartiality and integrity. The Department will embody this principle and will follow the law and hold people accountable. Accountability is a key theme – we expect to be held accountable. Interior will not tolerate the types of lapses that detract and distract from the good, honest service to the American people that this Department provides every day. The Department's decisions will be based on sound science and the best interest of the public. The Department will promote and support transparency, accountability, and efficiency.



Department of the Interior Headquarters, Washington, DC

Make Interior the Best and Most Inclusive Place to Work in America

The Department's workforce should be reflective of the Nation's diversity of cultures and talents. The Department will foster an environment that is open and accepting of individual differences and that encourages employees to maximize their potential and to exhibit a commitment to provide quality service. The Department will confront challenges to ensure that policies, practices, and systems do not benefit any one group over another and that the differences that each employee brings to the Department are respected and can enhance the organization's capacity, service, and adaptability.

Financial Integrity and Transparency

The Department will uphold its responsibilities for effective financial operations and accountability including high quality and timely reporting, robust internal controls, clean audits without material weaknesses, and effective follow-up on audit and internal control findings. Interior will effectively utilize the Financial and Business Management System, optimizing functionality and minimizing risk, to consistently and efficiently manage the execution of budgets, reconcile budgetary and financial information, and maintain accountability for resources. Throughout these processes, transparency will be a core value.

In conjunction with the Strategic Plan and Priority Goals, the Department will utilize budgetary, financial, and performance information to ensure high performing programs and cost effective and efficient program delivery.

Safety, Security, and Preparedness

One of the Department's top priorities is safety, security, and preparedness. Interior will uphold its responsibilities for protecting, lives, resources, and property through a wide variety of program areas, including law enforcement, health and safety, security, and emergency management.

Interior has the third largest contingent of Federal law enforcement officers in the Executive Branch. These 3,500 officers patrol vast acres of public lands, national parks, wildlife refuges, and Indian communities and protect natural, cultural, and heritage resources from illegal activities. The Department is responsible for protecting critical infrastructure including dams and national monuments, and icons. The Department also coordinates with law enforcement partners to assist in the protection of assets that Interior does not own including infrastructure in the Outer Continental Shelf, the Trans-Alaska pipeline, and gas transmission lines. Lastly, the Department supports the National Response Framework and other requirements maintaining a robust capability to monitor, respond to, and recover from human-caused and natural catastrophic disasters and other emergencies. The Department's all-hazards preparedness and recovery programs ensure that employees are trained and equipped to respond and provide assistance to communities, protect natural and cultural resources, and provide leadership in restoration activities.



Pu'uhonou o Hōnaunau National Historical Park, Hawaii. Step back in time to a sanctuary where traditional Hawaiian lifestyle is preserved. Ancient temples and ki'i (wooden images) whisper stories from the past. This place provided refuge to Hawaiians who came here.

Promoting Small and Disadvantaged Business

The Department promotes the use of small and disadvantaged businesses in its execution of a \$2.7 billion annual portfolio of contracting and as a result is able to contract with small business for over 50 percent of this amount. The Department's program managers, acquisition specialists, and small business advocates promote the use of small businesses; conduct outreach with small businesses to inform them of upcoming contracting opportunities; and provide advice and counseling about the contracting process.

Respect Indian Cultures

The Department's new Strategic Plan recognizes the importance of the government-to-government relationship with tribes with the creation of a new mission goal to focus on Indian-related issues and programs. The Department will continue to encourage tribal management of resources and self-determination; consultation and support for effective management of the tribal trust; and the need to uphold commitments to tribes and Indian communities. Building cooperation will be an important aspect of these principles, including respect for Indian cultures of the 565 Indian tribes, the importance of the subsistence lifestyle practiced by Indians, and the need to consider and incorporate traditional knowledge in decision making.



Consultation is a key component of respecting Indian cultures and supporting the government-to-government relationship. The Department upholds the President's *Executive Order 13175 Consultation and Coordination with Indian Tribal Governments*. All of the Department's bureaus and offices will operate under a policy consistent with the Executive Order that considers the impacts of policies, processes, rulemaking, and legislation regarding tribes and tribal communities. Implementation of a robust policy will strengthen the government-to-government relationship with tribes and help to achieve the Strategic Plan goal.

Empowering Native Hawaiian Communities

For almost 100 years the Department has been involved in Native Hawaiian issues. Two Public Laws, 108-199 and 104-42, shape the Department's relationship with Native Hawaiians and Hawaiian matters, which are coordinated by the Office of Hawaiian Relations. Interior upholds principles that are relevant to Hawaii in three areas: preservation of Native Hawaiian culture and cultural resources; support for self-governance and self-determination; and promotion of homestead opportunities, economic self-sufficiency, and social well being.

International Engagement and Leadership

Interior participates in the United States' efforts to address climate change; protect biodiversity; sustainably manage energy, water, and natural resources; empower indigenous communities; protect cultural heritage; and ensure sound science as the basis for decision making. The resources for which Interior is responsible cross jurisdictional boundaries and Interior is a key player in the international community confronting the exploitation of natural resources, trade in wildlife, spread of invasive species, and in a multiplicity of scientific issues. The Department is committed to maintaining its relevance and will engage in international efforts as a core mission responsibility, consistent with its unique expertise and mandate.



Prince Kuhio, the U.S. delegate who championed the Hawaiian Homes Commission Act, 1921.

STRATEGIC PLAN FRAMEWORK

PROVIDE NATURAL AND CULTURAL RESOURCE PROTECTION AND EXPERIENCES

Protect America's Landscapes

- ▶ Improve land and water health by managing wetlands, uplands, and riparian areas
- ▶ Sustain fish, wildlife, and plant species by protecting and recovering the Nation's fish and wildlife

★ *Climate change vulnerability assessments and related adaptation*

Protect America's Cultural and Heritage Resources

- ▶ Protect cultural and historical assets and related resources

Provide Recreation and Visitor Experience

- ▶ Enhance the enjoyment and appreciation of our natural and cultural heritage

Manage the Impacts of Wildland Fire

- ▶ Establish fire-adapted ecosystems
- ▶ Adapt communities to wildfires
- ▶ Respond to wildfires

SUSTAINABLY MANAGE ENERGY, WATER, AND NATURAL RESOURCES

Secure America's Energy Resources

- ▶ Ensure environmental compliance and safety of energy development
- ▶ Develop renewable energy potential

★ *Increase approved capacity for renewable energy development*

- ▶ Manage conventional energy development
- ▶ Account for energy revenues

Manage Water for the 21st Century

- ▶ Conserve water

★ *Enable increased water conservation capability*

- ▶ Improve reliability of water delivery
- ▶ Improve infrastructure and operation efficiency of tribal water facilities

Sustainably Manage Timber, Forage, and Non-energy Minerals

- ▶ Manage timber and forest product resources
- ▶ Provide for sustainable forage and grazing
- ▶ Manage non-energy mineral development

ADVANCE GOVT-TO-GOVT RELATIONSHIPS WITH INDIAN NATIONS AND HONOR COMMITMENTS TO INSULAR AREAS

Meet Our Trust, Treaty, and Other Responsibilities to American Indians and Alaska Natives

- ▶ Protect Indian treaty and subsistence rights
- ▶ Fulfill fiduciary trust
- ▶ Strengthen tribal judicial systems
- ▶ Manage and develop resources assets
- ▶ Create economic opportunity
- ▶ Strengthen Indian education
- ▶ Make communities safer

★ *Reduce violent crime through strategic deployment*

- ▶ Support self-governance and self-determination
- ▶ Manage for protection of water rights

Empower Insular Communities

- ▶ Improve quality of life
- ▶ Create economic opportunity
- ▶ Promote efficient and effective governance

Ensuring High Ethical Standards / Make Interior the Best and Most Inclusive Place to Work in America / Financial Integrity and Transparency / Safety, Security, and Preparedness / Promoting Small and Disadvantaged Business / Respect Indian Cultures / Empowering Native Hawaiian Communities / International Engagement and Leadership

INTERIOR PRINCIPLES

Mission Area

Goal

▶ Strategy

★ *Priority Goal*

PROVIDE A SCIENTIFIC FOUNDATION FOR DECISION MAKING

Ensure the Quality & Relevance of Science Products to Partners & Customers

- ▶ Ensure overall customer satisfaction

Provide Science for Sustainable Resource Use, Protection, and Adaptive Management

- ▶ Identify and predict ecosystem changes
- ▶ Identify and model causes and impacts of changes to the Earth and ocean systems
- ▶ Assess and forecast climate change and its effects
- ▶ Monitor and assess water availability and quality
- ▶ Assess national and international energy and mineral resources

Provide Scientific Data to Protect and Inform Communities

- ▶ Monitor and assess natural hazards risk and resilience
- ▶ Identify the connection between the natural environment and wildlife and human health

Develop a Comprehensive Science Framework for Understanding the Earth

- ▶ Develop an integrated data framework that is used to guide science-based stewardship of natural resources
- ▶ Generate geologic maps and models for sustaining resources and protecting communities
- ▶ Advance the Earth science application of geospatial information

BUILDING A 21ST CENTURY DEPARTMENT OF THE INTERIOR

Building a 21st Century Workforce

- ▶ Hiring reform

Youth Stewardship and Engagement

- ★ *Hire or temporarily engage individuals aged 15-25*

Sustainability of Interior's Operations

- ▶ Use of alternative fuels
- ▶ Reduce energy intensity
- ▶ Sustainable buildings

Dependability and Efficiency of Information Technology

- ▶ Reduce IT infrastructure
- ▶ Decrease operational expense

Improving Acquisition and Real Property Management

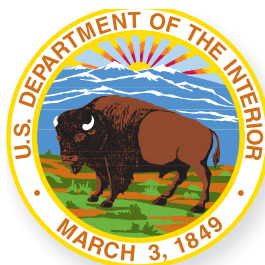
- ▶ Reduce high-risk acquisitions
- ▶ Reduce unneeded real property assets
- ▶ Overall condition of building per facility condition index

Mission Area

Goal

▶ Strategy

★ *Priority Goal*



Ensuring High Ethical Standards / Make Interior the Best and Most Inclusive Place to Work in America / Financial Integrity and Transparency / Safety, Security, and Preparedness / Promoting Small and Disadvantaged Business / Respect Indian Cultures / Empowering Native Hawaiian Communities / International Engagement and Leadership

INTERIOR PRINCIPLES

ACRONYMS FOR DOI BUREAUS AND OFFICES

| | |
|---------------|---|
| BLM | Bureau of Land Management |
| BOEMRE | Bureau of Ocean Energy Management, Regulation and Enforcement |
| BOR | Bureau of Reclamation |
| FWS | Fish and Wildlife Service |
| IA | Indian Affairs |
| | BIA Bureau of Indian Affairs |
| | BIE Bureau of Indian Education |
| NPS | National Park Service |
| OIA | Office of Insular Affairs |
| PMB | Office of Policy, Management and Budget |
| | PAM Office of Acquisition and Property Management |
| | PIO Chief Information Officer |
| | PHR Office of Human Resources |
| | PYGO Office of Youth in the Great Outdoors |
| | PNH Office of Native Hawaiian Relations |
| | PSD Office of Small and Disadvantaged Business Utilization |
| | PWF Office of Wildland Fire Coordination |
| | PEP Office of Environmental Policy and Compliance |
| | ONRR Office of Natural Resources Revenue |
| OST | Office of the Special Trustee for American Indians |
| OSMRE | Office of Surface Mining Reclamation and Enforcement |
| USGS | U.S. Geological Survey |



For further information, visit the Department of the Interior website at:

www.doi.gov

or contact

U.S. Department of the Interior
Office of Planning & Performance Management

1849 C Street NW
MS 4361-MIB
Washington, DC 20240
202-208-1818

UNITED STATES DEPARTMENT OF THE INTERIOR

Office of the Secretary

Bureau of Land Management

Bureau of Ocean Energy Management, Regulation and Enforcement

Office of Surface Mining Reclamation and Enforcement

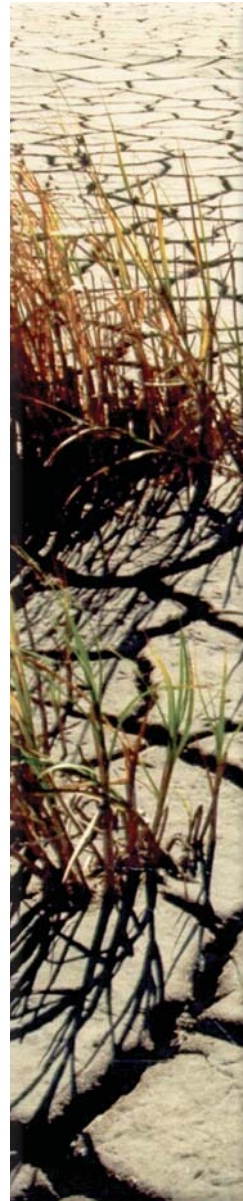
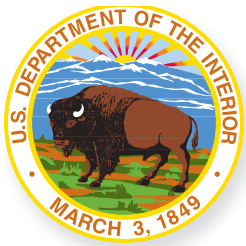
U.S. Geological Survey

Bureau of Reclamation

Fish and Wildlife Service

National Park Service

Indian Affairs



Visit us on the web at www.doi.gov