

**U.S. Department of the Interior**  
**2012/2013 Annual Performance Plan &**  
**2011 Report (APP&R)**



**February 13, 2012**

## Table of Contents

Introduction .....	3
Cuts, Consolidations, and Savings.....	4
Reports Elimination.....	4
How to Read and Use the Annual Performance Plan & Report.....	4
Mission Area 1: Provide Natural and Cultural Resource Protection and Experiences.....	8
Mission Area 2: Sustainably Manage Energy, Water, and Natural Resources.....	53
Mission Area 3: Advance Government-to-Government Relationships with Indian Nations and Honor Commitments to Insular Areas .....	96
Mission Area 4: Provide a Scientific Foundation for Decision Making .....	148
Mission Area 5: Building a 21 <sup>st</sup> Century Department of the Interior.....	182
GAO High Risk List.....	220
Priority Goals.....	224
Program Evaluations .....	229
Appendix A – Acronym List .....	234

## Introduction

In January 2011, the Department of the Interior released its Strategic Plan for Fiscal Years 2011-2016, thereby providing a robust framework for performance for the Department for the next 5 years and laying the groundwork for implementation of the requirements of the GPRA Improvement Act. The Government Performance and Results Act Modernization Act of 2010 requires the creation of an Annual Performance Plan (APP) and continues the requirement for a report on the prior fiscal year accomplishments that was included in the Government Performance and Results Act.

The Department's Strategic Plan is considered to be compliant with the requirements of the GPRA Modernization Act of 2010, P.L. 111-352, including the identification of agency Priority Goals. However, the Priority Goals originally specified for FY 2012 in the Strategic Plan are being updated with those found in this document. Per the GPRA Modernization Act requirement to address Federal Goals in the agency Strategic Plan and Annual Performance Plan, please refer to Performance.gov for information on Federal Priority Goals and the agency's contributions to those goals, where applicable.

This 2012/2013 Annual Performance Plan and 2011 Report presents the Department's annual plan for Fiscal Years 2012 and 2013 defining the level of performance to be achieved in 2012 and 2013 and how the Department and its operating components will achieve the goals in its Strategic Plan. The Annual Plan presents the performance targets for FY 2012, the upcoming year, and 2013, the budget year; resources allocated; program contributions; challenges and risks; and finer level performance measures and milestones that support the Strategic Plan goals.

The 2011 Annual Performance Report provides a report of the progress made in FY 2011, the recently completed Fiscal Year relative to the Strategic Plan and prior performance reports. In order to take advantage of the opportunity to relate prior year performance with plans for the current year and budget year, the Annual Performance Plan and Report are combined in this document. Thus, the APP&R provides a holistic presentation of recent accomplishments, plans for programs underway in 2012, and a 2013 plan that ties to the FY 2013 President's budget. This document provides a comprehensive view of performance for all Departmental entities in a manner that allows an understanding of the integrated nature of operations in order to achieve the Department's performance goals.

The Department of the Interior's FY 2011-2016 Strategic Plan integrates the efforts of 70,000 employees working at over 2,400 locations delivering a programmatically diverse and complex set activities through five Mission Areas with 18 Strategic Goals and Strategies that serve as the organizing framework for the APP&R. The Strategic Plan also contains principles that pertain to the entire Department and guide ethical, accountable, and transparent operations. A graphic depiction of the Department of the Interior 2011-2016 Strategic Plan follows this Introduction. To view the complete Strategic Plan, please visit: [http://www.doi.gov/bpp/data/PPP/DOI\\_StrategicPlan.pdf](http://www.doi.gov/bpp/data/PPP/DOI_StrategicPlan.pdf).

## Priority Goals

In 2010 and 2011, the Department tracked performance of five high priority initiatives with Priority Goals, including Renewable Energy, Climate Change, Water Conservation, Youth Employment, and Safe Indian Communities. At the close of 2011, Interior evaluated the five existing goals. All five goals have been successful in driving performance of new or significantly modified programs and resulted in

significant accomplishments in areas that are a priority for the President. All five goals will be extended to drive performance in 2012 and 2013. The outcome for three of the goals have been increased to accelerate the benefits of performance and metrics will be maintained for two goals as these are programs that are expected to maintain performance despite reduced funding levels. A new goal has been added for 2012 and 2013 that is linked to improving the performance of oil and gas development programs that have been identified as high risks by the Government Accountability Office.

A full presentation of the Priority Goals can be found on page 224.

## **Program Evaluations**

The Government Performance and Results Act requires a listing of program evaluations conducted over the past year. A listing of these evaluations is provided on page 229.

## **Cuts, Consolidations, and Savings**

In accordance with the GPRA Modernization Act, the Department presents a set of lower priority program activities that are proposed for reduction or elimination. For the 2013 budget, these program activities are presented in the 2013 Cuts, Consolidations, and Savings (CCS) Volume of the President's budget. The volume can be found at: <http://www.whitehouse.gov/omb/budget>.

## **Reports Elimination**

As required in the GPRA Modernization Act, the Department of the Interior created an inventory of approximately 80 reports that are routinely required to be submitted to Congress. Of those reports, five were considered to potentially be no longer utilized or duplicative of other sources of information that are available to Congress. These reports included:

- The CALFED Annual Report; considered to be duplicative of the status information provided in the Department's annual budget request.
- Report on Personnel Detailed and Equipment Loaned by Federal Agencies to the Fish and Wildlife Service; considered to be potentially no longer useful to congressional committees.
- Report on Intent to Remove or Construct Cabins in the Alaska Wilderness; considered duplicative of the public notice process conducted prior to such actions being taken.
- Fisheries and Habitat Conservation activities report; which is considered to offer only limited information beyond a similar report produced by the Defense Department.
- The Royalty in Kind Program Report; considered to be no longer needed due to the December 8, 2009, Secretary of the Interior's decision to discontinue the program.

The Department has initiated consultation with its relevant congressional committees on these proposals to determine if these reports are still needed, and has received some comments. If the decision is made to move forward with the elimination of these reports, legislation would be developed and proposed for consideration by Congress.

## **How to Read and Use the Annual Performance Plan & Report**

The Annual Performance Plan and Report is organized by Strategic Plan Mission Area, Goal, and Strategy. Each Strategy consists of ten sections.

1. Mission Area, Goal, and Strategy - the APP&R is organized by Mission Area that is identified at the beginning of each section.
2. Key Funding Sources – this section contains estimates of funding dedicated to programs that support the goal and strategies. Actual funding estimates are shown for FY 2008, FY 2009, FY 2010, FY 2011, and projected spending for FY 2012 and FY 2013. The section also presents a trend line that displays the change in actual and projected funding over the 6-year period, FY 2008 through FY 2013. Funding trends for each bureau contributing to the goal and strategies are shown.
3. Key Program Contributors – this section identifies the bureau programs that significantly contribute to the outcome of the Strategy/Goal.
4. Overview of Program Contributions – this section provides information about the contributions of the programs that support the accomplishment of the Strategy or Goal.
5. Challenges and Risks – this section reports major challenges and risks associated with achieving the planned performance targets.
6. DOI Strategic Plan Performance Measures – this section reports metrics for the GPRA performance measures in the FY 2011-FY 2016 Strategic Plan. For each performance measure, actual performance is reported for FY 2008, FY 2009, FY 2010, and FY 2011. In addition, performance targets are provided for FY 2012, and FY 2013. A trend line is provided for each performance measure, displaying the trend in actual and projected performance over the 6-year period, FY 2008 through FY 2013. While the FY 2011 target is also displayed in the tables, those values are not included as a data point in the trends displayed.
7. Performance Assessment Through FY 2011 – this section interprets the trends in performance accomplishment for the Strategic Plan performance measures for the period of FY 2008 through FY 2011, explaining differences against the target with any anomalies and important aspects of the performance to ensure that readers have a good understanding of the Department’s efforts to achieve the Strategies and Goals.
8. Strategic Actions Planned during FY 2012 – this section contains a bulleted list of strategic actions planned during FY 2012 to attain the planned performance targets associated with the 2012 enacted appropriation, explaining any deviations from historical performance to ensure that readers have a good understanding of the Department’s efforts to achieve the Strategies and Goals.
9. Strategic Actions Planned during FY 2013 – this section contains a bulleted list of strategic actions planned during FY 2013 to attain the planned performance targets associated with the 2013 President’s budget, explaining any deviations from historical performance and from the FY 2012 plan to ensure that readers have a good understanding of the Department’s efforts to achieve the Strategies and Goals.
10. Bureau Supporting Performance Measures and/or Milestones – this section contains bureau-specific performance measures and/or milestones that support achievement of the Strategies and Goal. For each measure or milestone, actual data is provided for FY 2008, FY 2009, FY 2010, and FY 2011. Target data is provided for FY 2012 and FY 2013.

# 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 21<sup>st</sup> 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 21<sup>ST</sup> CENTURY DEPARTMENT OF THE INTERIOR**

**Building a 21<sup>st</sup> 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**

**Mission Area 1: Provide Natural and Cultural Resource Protection and Experiences**



**Mission Area 1: Provide Natural and Cultural Resource Protection and Experiences**

**Goal #1: Protect America’s Landscapes**

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.

Strategy #2: Sustain fish, wildlife, and plant species by protecting and recovering the Nation’s fish and wildlife in cooperation with partners, including States.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
U.S. Fish and Wildlife Service	1,289,697	1,344,312	1,408,593	1,580,296	1,557,665	1,554,346	
National Park Service	492,424	547,573	547,870	517,165	501,478	486,154	
Bureau of Land Management	272,874	287,440	335,822	345,499	325,580	342,547	
Bureau of Reclamation	1,024	993	825	33,816	29,014	22,656	
Office of Surface Mining Reclamation and Enforcement	223,950	219,717	262,742	270,889	332,899	334,148	
<b>Total Funding for Mission Area 1, Goal 1, Strategies 1 and 2</b>	<b>2,279,969</b>	<b>2,400,035</b>	<b>2,555,852</b>	<b>2,747,665</b>	<b>2,746,636</b>	<b>2,739,851</b>	

### Key Program Contributors

The following programs within participating bureaus significantly contribute to the strategies and the outcome of the strategic goal.

**Fish and Wildlife Service:** National Wildlife Refuge System, Fisheries and Habitat Conservation, Wildlife and Sport Fish Restoration, Environmental Contaminants, Endangered Species Program, Migratory Birds Program, International Affairs, and North American Waterfowl Management Act.

**National Park Service:** Operation of the National Park System, Park Management; Construction; Federal Land Acquisition; and Federal Land Acquisition Administration.

**Bureau of Land Management:** Land Resources, Healthy Landscapes, Wildlife and Fisheries Management, Threatened and Endangered Species, and Land and Resource Information Systems.

**Bureau of Reclamation:** Water and Related Resources Program.

**Office of Surface Mining Reclamation and Enforcement:** Abandoned Mine Land Program.

### Overview of Program Contributions

**Scope:** Protecting America's landscapes and resources is among DOI's high priority conservation outcomes, including the President's America's Great Outdoors initiative and continuing robust management of Priority Goals that drive performance of key Presidential priorities for the New Energy Frontier, Youth in the Great Outdoors, Water Conservation, and Cooperative Landscape Conservation. Program activities are directed toward preserving and maintaining the lands, waters, and wildlife of the Nation's public lands, embodied in wildlife refuges, national parks, and BLM lands. For FWS, these activities extend off public lands to protect and recover resources that are on private lands.

The Department strives to preserve the lands and waters already in desired condition, while improving the condition of some additional lands and waters by cleaning up contaminants, eradicating or containing invasive plants and animals, removing human alterations, and restoring to a healthy desired condition to the extent possible. These results are achieved through DOI-administered programs and through partnership efforts and in collaboration with others.

**Results:** Historically, the Department has been able to maintain approximately 70 percent of the public lands in desired condition and more than 90 percent of DOI-managed waters in desired condition, where lands and waters have been assessed and the condition is known. Due to the existing stewardship responsibilities to maintain land in desired condition in the face of increasing development, climate change, and expanding invasive species; the expansion of lands under DOI control; and the high cost of remediation actions, the Department is limited in its ability to restore degraded lands and waters, improving approximately 6 percent of lands and slightly more than 1 percent of waters over the past 5 years. Similarly, efforts to eradicate or control invasive species have enabled the Department to control only approximately 1 percent of acres known to be infested with invasive plants, while the ability to control invasive animals has been steady at a low percentage. Factors contributing to the high cost of remediation of lands, waters, and wildlife include the remoteness and inaccessibility of public lands, the degree

of damage caused by factors such as contamination and development, the pervasiveness and reproductive speed of invasive species, the need to preserve the existing desirable features while removing the undesirable elements, and the labor intensive nature of most remedial actions. The Department prioritizes the maintenance of the lands and waters already in desirable condition and provides as much remaining resources as possible to bringing additional lands and waters into desirable condition.

Sustaining fish, wildlife, and plant species, by preserving the natural biodiversity of ecosystems and preventing as many species as possible from becoming threatened or endangered is a key aspect of protecting America's landscapes. With assistance from others through a broad network of partnerships, the Fish and Wildlife Service manages programs that focus on protecting fish and aquatic animals, migratory birds, and threatened and endangered species. The percentage of fish species that are managed to self-sustaining levels has declined over the past 5 years from 30 percent to 8 percent; however, the number of fish species being managed has increased significantly over that same time period and external factors, including harvest and climate, have greatly impacted the Nation's fisheries. New performance information has led FWS to redefine "self-sustaining" levels for aquatic species, resulting in the reclassification of some species as not self-sustaining. Success has been achieved in the management of migratory bird species with healthy and sustaining levels increasing from 62 percent of migratory bird populations in 2008 to 72 percent today. This increase took place while 100 species were added to the legal definition of migratory birds. FWS has been able to achieve stunning successes in the recovery and delisting of individual charismatic species, such as bald eagles and timber wolves. Meaningful indicators of success more broadly in the management of threatened and endangered species show mixed information, including a significant increase over the past few years in the number of recovery actions undertaken and a continuing gradual decline in the number of acres of habitat restored or enhanced on BLM lands that support threatened or endangered species.

**Fish and Wildlife Service:** FWS efforts to protect America's landscapes take place in a diverse number of programs that work cooperatively to achieve outcomes.

- The Refuge System restores tens of thousands of wetland, open water, and upland acres annually. Refuges will continue building the landscape-scale, long-term inventory and monitoring network begun in 2010.
- The Habitat Conservation Partners program plans to achieve explicit population and habitat objectives established at landscape scales for species considered most vulnerable and sensitive to environmental change.
- The Endangered Species program administers the Endangered Species Act in coordination with partners, conserving the ecosystems upon which endangered and threatened species depend. The program coordinates and provides recovery plans to guide specific tasks that are completed by other FWS programs and other Federal agencies in order to protect and restore listed species.
- The Fisheries and Aquatic Resource Conservation Program conserves, restores, and manages fish and aquatic Federal trust species and the aquatic communities and habitats upon which they depend in partnership with others. The Fisheries Program conducts population and habitat assessment and monitoring, captive propagation/stocking, applied research, and manages refugia for aquatic threatened and endangered species.

- The Migratory Bird Conservation and Management Program coordinates with partners in the development and implementation of focal species conservation strategies, and supports international partnerships to expand and manage shared continental-scale migratory bird resources.
- The International Affairs Program promotes coordinated domestic and international strategies to protect, restore, and enhance the world's diverse wildlife and their habitats, with a focus on species of international concern.

**National Park Service:** A wide range of NPS programs contribute to the achievement of the goal of protecting America's landscapes, including the operation of 397 national park units, complemented by Service-wide programs dedicated to endeavors such as (but not limited to):

- the control of invasive plants and animals;
- the protection of endangered species;
- the provision of subject matter expertise and resources necessary for sound, science-based management of park natural resources; and
- the coordination of efforts with partners to leverage available resources to maximum effect.

**Bureau of Land Management:** The Land Resources Activity improves land and water health for the purpose of ensuring healthy ecological diversity, while maintaining, and restoring, land and water resources. With an extensive network of lands and resources to manage, BLM integrates management of public land resources on a landscape basis, providing renewable resources, commercial and recreational uses, and aesthetic benefits through healthy forests, flourishing rangeland ecosystems, functioning watersheds, and thriving riparian habitat. A cross-section of discrete activities includes

- On-the-ground projects that contribute to the recovery of listed species.
- The Wildlife and Fisheries Management Activity maintains and restores fish, wildlife, and their habitats, conducts inventories of fish and wildlife resources, and develops cooperative management plans, while allowing access for environmentally responsible recreation and commercial uses.
- Programs emphasize on-the ground and in-the-water actions that measurably increase the health of fish and wildlife populations and reduce the need to federally-list species of fish and wildlife.
- The Threatened and Endangered Species Program recovers federally-listed species by maintaining, restoring, and/or monitoring habitat for listed and rare species.

**Bureau of Reclamation:** Reclamation maintains and restores uplands, wetlands, and streams under its jurisdiction, by controlling invasive plants and conducting restoration to create habitats that support sustainable fish and wildlife populations.

- Reclamation controls "known invasive plant infestations" where the presence of aquatic and riparian invasive plant species may affect the delivery of water and production of hydroelectric power. This includes treatments on non-Reclamation lands and waters or as required by local, State, or Federal rules or regulations.

- Reclamation assists in the recovery of federally-listed species, proposed and candidate species, including resident and migratory species affected by Reclamation actions. Recovery activities are guided by recovery plans. Work is focused on monitoring species, restoring habitat, removing fish barriers, and enhancing stream flows.

**Office of Surface Mining Reclamation and Enforcement:** OSM works with States and Tribes to reclaim abandoned coal mine sites, providing grants to States and Tribes to complete projects in an established inventory of prioritized abandoned mine land sites. OSM provides funding to States and Tribes to accomplish the reclamation work identified in the inventory through Abandoned Mine Land grants. To support the grant funding, OSM collects a reclamation fee from active mining operations and deposits those fees into the Abandoned Mine Reclamation Fund (AML Fund). Grant funding currently is distributed to States and Tribes through mandatory appropriations based on a specific allocation formula. Reclamation projects are selected from the inventory and updates for completed and new sites are made on a periodic basis. Sites identified as Priority 1 or 2 (high priority) are those hazardous to the public and/or environment.

### Challenges and Risks

- Competing uses of the Nation's public lands require balanced management of lands and resources, extensive planning and public outreach processes, and often entail significant litigation. All of these add to the cost and complexity of these programs.
- Environmental monitoring and the development of adaptation strategies for fish and wildlife and their habitats is increasingly needed to respond to the complexities caused by multiple effects such as urban growth and increasing demands on public lands, resource development and competing public demand for preservation, increasing water variability and drought in some areas of the country, and the introduction and spread of invasive species.
- Increasing disengagement of the Nation's youth from the outdoors and the need for recreational programs that are modern and appeal to new generations and provide education about the need to preserve and protect fish and wildlife resources.
- Development, invasive species, and fragmented land ownership result in a fragmentation of habitat for species, thereby emphasizing the need for increased cooperation and collaboration among Federal, State, and local decisionmakers.
- The pervasiveness and spread of invasive species require treatment efforts and solutions beyond those currently available, creating an urgency in scientific and research programs.
- Increasingly more unpredictable budget outcomes and delays in annual appropriations impact certainty and impact planning to conduct and complete restoration projects and invasive species control projects.
- The Abandoned Mine Land Reclamation Program requires legislative changes to enable improvements in mandated funding allocation methodologies to ensure funding is dedicated to priority abandoned coal reclamation sites.
- Inconsistent availability of funds can disrupt continuity of program operations.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
<i>Strategy 1: Improve land and water health by managing wetlands, uplands, and riparian areas that comprise our national parks, wildlife refuges, and BLM lands.</i>									
Percent of DOI riparian (stream/shoreline) miles that have achieved desired conditions where condition is known and as specified in management plans	DOI	90.8%	94.4%	92.8%	92.8%	92.9%	92.9%	93.0%	
		247,909	494,995	497,319	497,368	497,873	498,070	498,619	
		273,093	524,199	535,995	535,947	535,947	536,324	536,324	
	BLM	89.5%	90.8%	85.2%	85.2%	85.5%	85.5%	85.8%	
		128,310	130,146	131,976	131,976	132,466	132,466	133,000	
		143,290	143,290	154,976	154,976	154,976	154,976	154,976	
	FWS	96.8%	97.4%	97.3%	97.4%	97.4%	97.3%	97.3%	
		65,168	310,137	310,066	310,067	310,067	310,004	310,005	
		67,348	318,454	318,519	318,471	318,471	318,510	318,510	
	NPS	87.2%	87.6%	88.4%	88.5%	88.5%	88.5%	88.5%	
		54,431	54,712	55,277	55,325	55,340	55,600	55,614	
		62,455	62,455	62,500	62,500	62,500	62,838	62,838	

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Percent of DOI acres that have achieved desired conditions where condition is known and as specified in management plans	DOI	67.6%	68.7%	72.7%	70.5%	83.7%	77.0%	78.5%	
		260,199,936	263,419,255	315,877,213	268,416,198	318,874,261	332,561,482	339,390,742	
		385,005,230	383,166,319	434,431,820	380,879,726	380,879,726	432,178,434	432,178,434	
	BLM	56.7%	58.2%	59.0%	60.7%	60.7%	66.1%	68.8%	
		145,082,806	147,325,000	149,206,024	150,426,000	150,426,000	163,846,740	170,652,000	
		256,000,000	253,000,000	253,000,000	248,000,000	248,000,000	248,000,000	248,000,000	
	FWS	91.7%	91.4%	93.8%	90.6%	141.5%	93.8%	93.8%	
		87,299,000	88,066,834	138,479,026	89,798,035	140,205,769	140,421,921	140,421,921	
		95,228,183	96,389,272	147,612,442	99,084,297	99,084,297	149,722,119	149,722,119	
	NPS	82.4%	83.0%	83.4%	83.4%	83.6%	82.1%	82.2%	
		27,818,130	28,027,421	28,192,163	28,192,163	28,242,492	28,292,821	28,316,821	
		33,777,047	33,777,047	33,819,378	33,795,429	33,795,429	34,456,315	34,456,315	



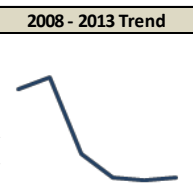
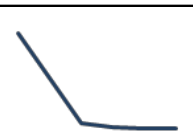
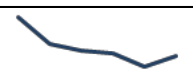
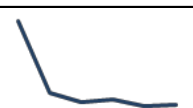

## Protect Natural and Cultural Resources

## Protect America's Landscapes

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Percent of baseline acres infested with invasive plant species that are controlled	DOI	2.0%	1.5%	1.5%	1.6%	1.2%	0.9%	0.9%	
		792,638	575,691	598,650	621,352	460,814	358,545	358,155	
		38,943,435	39,690,434	39,888,652	39,823,762	39,823,762	39,775,989	39,775,791	
	BOR	95.5%	95.5%	100.9%	95.9%	163.4%	95.9%	95.9%	
		6,452	5,955	6,456	6,042	10,290	6,357	6,167	
		6,754	6,237	6,398	6,299	6,299	6,630	6,432	
	BLM	1.2%	1.2%	1.2%	1.3%	0.9%	0.6%	0.6%	
		436,698	411,388	433,905	450,000	333,177	205,000	205,000	
		35,000,000	35,762,000	35,762,000	35,762,000	35,762,000	35,762,000	35,762,000	
	FWS	14.7%	6.4%	5.6%	6.1%	3.9%	5.2%	5.2%	
		341,467	146,938	140,935	147,957	95,621	125,949	125,949	
		2,329,450	2,312,632	2,508,387	2,442,235	2,442,235	2,409,758	2,409,758	
	NPS	0.5%	0.7%	1.1%	1.1%	1.3%	1.3%	1.3%	
		8,021	11,410	17,354	17,353	21,726	21,239	21,039	
		1,607,231	1,609,565	1,611,867	1,613,228	1,613,228	1,597,601	1,597,601	

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Percent of invasive animal species populations that are controlled <sup>1</sup>	DOI	7.6%	8.8%	8.4%	8.5%	8.7%	14.8%	14.8%	
		393	417	399	406	416	439	441	
	BLM	5,173	4,723	4,733	4,760	4,760	2,976	2,976	
		n/a	n/a	n/a	n/a	n/a	7.6%	7.6%	
		n/a	n/a	n/a	n/a	n/a	15	15	
	FWS	n/a	n/a	n/a	n/a	n/a	198	198	
		6.5%	7.6%	7.4%	7.6%	7.6%	16.0%	16.0%	
		283	298	285	292	292	295	295	
	NPS	4,367	3,900	3,844	3,849	3,849	1,847	1,847	
		13.6%	14.5%	12.8%	12.5%	13.6%	13.9%	14.1%	
		110	119	114	114	124	129	131	
		806	823	889	911	911	931	931	
	Number of DOI riparian (stream/shoreline) miles restored to the condition specified in management	DOI	827	862	1,812	863	831	854	838
BLM			767	779	1,734	788	749	788	749
FWS		53	72	63	58	65	47	47	
NPS		6.9	10.9	15.3	17.2	16.9	18.5	19.5	
FWS		65,115	310,032	310,003	310,009	310,009	309,958	309,958	
Number of DOI acres restored to the condition specified in management plans	DOI	1,131,302	1,702,516	1,429,298	1,098,325	1,010,239	598,164	599,447	
		BLM	1,000,156	950,157	1,136,759	950,000	848,477	485,119	
	FWS	127,201	741,450	278,154	133,514	145,429	95,045	95,045	
	NPS	3945	10,909	14,385	14,811	16,333	18,000	18,402	
	FWS	87,171,799	87,353,705	138,200,872	89,664,521	140,060,340	140,326,876	140,326,876	

<sup>1</sup> The change seen in 2012 and 2013 projections is a technical change to the measure. After further review, a large number of invasive animals (insects) associated with the Guam National Wildlife Refuge have been reclassified to show a much smaller number of invasives (a decrease of almost 2,000 species). Most of the identified insect species, although non-native, do not meet the criteria to be included in the metric, as they are unlikely to cause economic or environmental harm, or harm to human health.

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Number of non-DOI riparian (stream/shoreline) miles restored, including through partnerships, as specified in plans or agreements that involve DOI	DOI	9,796	11,054	3,334	614	919	632	872	
	FWS	9796	11054	3334	614	891	604	844	
	BOR	n/a	n/a	n/a	establish baseline	28	28	28	
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	FWS	20,500	11,296	1,975	868	1,274	930	951	
Number of non-DOI acres restored, including through partnerships, as specified in plans or agreements that involve DOI	FWS	1,410,792	815,776	683,614	587,638	614,260	330,274	574,066	
Number of non-DOI acres managed or protected to achieve desired condition, including through partnerships, as specified in plans or agreements that involve DOI	FWS	18,243,784	3,058,915	1,247,667	857,215	1,897,097	538,248	700,332	
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. (Calculated equivalent acres)	OSM	9,909	5,838	16,565	11,000	10,836	11,000	13,000	

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
<b>Strategy 2: Sustain fish, wildlife and plant species by protecting and recovering the Nation’s fish and wildlife in cooperation with partners, including States.</b>									
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	FWS	29.3%	11.6%	7.6%	7.5%	8.0%	8.6%	8.6%	
		48	17	16	16	17	20	20	
		164	146	211	213	213	233	233	
Percent of migratory bird species that are at healthy and sustainable levels	FWS	62.3%	62.3%	72.0%	72.1%	72.1%	72.1%	72.1%	
		568	568	725	726	726	726	726	
		912	912	1,007	1,007	1,007	1,007	1,007	
Percent of threatened and endangered species that have improved based on the latest 5-year review recommendation	FWS	N/A	N/A	N/A	Establish Baseline	4.5%	4.2%	4.2%	
		N/A	N/A	N/A	Establish Baseline	39	44	44	
		N/A	N/A	N/A	Establish Baseline	861	1,037	1,037	
Percent of threatened and endangered species recovery actions implemented	FWS	N/A	N/A	N/A	Establish Baseline	62.8%	64.5%	62.7%	
		N/A	N/A	N/A	Establish Baseline	24,072	21,699	24,024	
		N/A	N/A	N/A	Establish Baseline	38,316	33,616	38,316	
Number of threatened and endangered species recovery activities implemented	DOI	N/A	N/A	N/A	Establish Baseline	4,232	4,324	4,178	
	BLM	N/A	N/A	N/A	Establish Baseline	1328	1500	1500	
	FWS	N/A	N/A	N/A	Establish Baseline	2812	2732	2588	
	BOR	N/A	N/A	N/A	Establish Baseline	92	92	90	
Number of international species of management concern whose status has been improved in cooperation with affected countries	FWS	271	298	284	259	283	247	247	

### Performance Assessment through FY 2011

With a few exceptions, trends for the majority of the land and water health performance measures were relatively level over the past four years. Resources for land and water health and wildlife management were relatively constant during the period, enabling consistent levels of effort from year to year in carrying out the work plans of the various programs supporting these strategies.

- The percent of stream and shoreline miles in desired condition remained consistently above 90 percent
- The percent of acres in desired condition ranged from 68 percent to 84 percent over the 4-year period, where lands and waters have been assessed and the condition is known
- Fish species of management concern managed to self-sustaining levels are at approximately 8 percent
- Migratory bird species at healthy and sustainable levels are at approximately 72 percent
- The percent of invasive animals controlled was 8 percent on average, whereas the percent of invasive plants controlled averaged 1-2 percent

Where performance appears to increase and decrease over the period, or may spike in a particular year, these fluctuations are often the result of funding changes. In 2010, BLM's budget increased significantly for the Cooperative Landscape Conservation and the Youth in the Great Outdoors Initiatives, allowing additional efforts to be undertaken in several programmatic areas. FWS expended emergency supplemental funding in 2009 to address damages from Hurricane Katrina and several devastating wildfires, resulting in habitat improvements. Land and shoreline restoration efforts are particularly responsive to these types of influxes.

Performance of a few measures appears to have increased or decreased over the past four years; however, the change is the result of redefinitions of the activities being monitored.

- The number of DOI acres managed and the number of DOI acres protected to maintain desired condition rose dramatically in 2010 over 2009 levels; however, this was due to the addition of millions of acres of new refuge territory in the Pacific, which was deemed to be in desired condition at the time it was added to the Refuge System.
- The percent of migratory bird species that are at healthy and sustainable levels increased significantly from 2009 to 2010, due to the 2010 update to the List of Migratory Birds published in the Code of Federal Regulations, which redefined the number of bird species categorized as "migratory" birds, thereby changing both the number of species and the number at healthy and sustainable levels.
- Similar redefinitions caused the apparent decrease in performance for fish species of management concern managed to sustainable levels, which suffered apparent declines in performance, when the criteria for "self-sustaining" was reevaluated in 2009 and the definition of "species of management concern" was reevaluated in 2010.

The amount of resources addressing these activities is constant from year to year, and the relative performance is consistent from year to year when taken in context.

Despite some variation, the overall trend for lands reclaimed from past coal mining is generally upward. These results are due to increased mandatory grant funding to reclaim priority abandoned coal sites in uncertified states and are expected to continue commensurate with mandatory funding and as reclamation projects move through the multi-year design, engineering, and construction process.

One area with notable downward trends in performance is the restoration and maintenance of non-DOI acres and shoreline miles by partners and collaborators. In all cases, these efforts have decreased from 2008 levels. The 2008 accomplishments were at an elevated level due to a large amount of habitat conserved in Alaska reported in 2008, and have trended downward over the 4-year period since then. This is generally due to declining resources available to State and local governments and non-profit organizations to fund these types of efforts.

The Department either met or exceeded the FY 2011 targeted performance for fifteen of the nineteen performance measures for Goal 1. For the four measures where performance did not meet the expected target, adverse weather conditions generally were the primary complication causing the programs to miss their target. The number of riparian miles restored to desired condition fell short by 32 miles, largely due to high water from late winter storms and a longer than anticipated winter. The number of acres restored to desired condition was short by 88,000 acres in FY 2011, primarily because of constraints from grazing litigation. Projects will be rescheduled as progress is made in resolving litigation and permit renewals. Weather was again the major deterrent in the lower than expected percent of acres infested with invasive plants being controlled. Applying herbicides, physically removing invasive plants, and other remediation measures depend upon reasonable weather conditions; however, severe droughts in the Southeast and Southwest, flooding in the upper Midwest, flooding and cold wet conditions in the West, combined with wildfires in some locations, resulted in projects being cancelled or delayed. Untreated areas are being considered for the FY 2012 program of work; however, planning for the foreseeable future is also being adjusted to anticipate greater extremes of weather in many parts of the country. Significant progress was made in the reclamation of land and surface water acres from the effects of natural resource degradation from past coal mining. The Abandoned Mine Land program restored 99 percent of the polluted residential/recreational water, dangerous high walls, impoundments, spoil areas, and other water problems that were planned for FY 2011. The targeted one percent not achieved was an approximation and has no net effect on the overall program or activity performance.

### Strategic Actions Planned during FY 2012

The Department's land and resource management programs expect to continue at roughly the 2011 level to maintain and protect public lands and waters and wildlife species. Funding for these programs is slightly higher than the 2011 levels. As shown in the previous table, most of the outcome performance metrics for these efforts show a continuation of current levels in the amount of acres and riparian miles maintained in desired condition and continued maintenance at comparable levels for fish and migratory birds, and most monitoring, assessment, management, restoration, and reclamation efforts will be conducted at levels comparable with 2011. A few of the metrics reflect anticipated declines in the level of performance, most notably the invasive plants and acres restored. These are highly labor intensive efforts, with significant costs in materials and equipment, and tend also to be highly reflective of the location, terrain, and difficulty of the projects. Although



bureaus plan to maintain current agreements with external partners and stakeholders to continue collaborative efforts, partners are experiencing increasing difficulties in generating resources for these efforts comparable to past years, which is reflected in the declining performance for non-DOI managed lands and waters.

### **Fish and Wildlife Service**

- Continue traditional refuge management activities to maintain habitats and species, such as water level manipulation, prescriptive grazing, and selective timber harvesting.
- Treat approximately 250,000 acres infested with invasive plants, including the continuing operation of five Invasive Species Strike Teams operating across the country, focusing on early detection and rapid response to recent infestations.
- Begin a series of Water Resource Inventory and Analyses to better understand how water quality and quantity affect wildlife and habitat on refuges.
- Conduct ecosystem restoration efforts in the Chesapeake Bay, California Bay Delta, and Gulf Coast ecosystems.
- Expand private landowner partnerships to restore priority wetlands, grassland, and upland habitat that will benefit high-priority fish and wildlife dependent on private lands.
- Collaborate with States and other partners, to conduct conservation actions and establish agreements that reduce the number of species-at-risk for listing.
- Build partnerships to help implement approximately 65 percent of the planned recovery actions (including habitat restoration, captive propagation, and reintroduction) for all listed species.
- Work with partners to develop and implement conservation plans that will contribute to improving the health and sustainability of over 1,000 native migratory bird species and their habitats.
- Strengthen, through training and outreach provided by the Wildlife Without Borders initiative, the capacity of people throughout the globe to manage and sustain native wildlife populations and their habitats.
- Continue Federal land acquisition efforts to procure additional lands and conservation easements to supplement existing national wildlife refuges and provide funds for investment in collaborative land acquisition with the Bureau of Land Management, the National Park Service, and U.S. Forest Service in interagency focal areas, including Crown of the Continent, Longleaf Pine landscapes, urban areas, and other shared interest locations.
- Continue Cooperative Endangered Species Conservation Fund grants to voluntary conservation projects for candidate, proposed, and listed species on non-Federal lands to support the development of habitat conservation plans, land acquisition for habitat conservation, and grants to States for public education and outreach, habitat restoration, species status surveys, and captive propagation.

### **National Park Service**

- Initiate and complete a variety of projects strategically focusing resources toward the Service's most critical high-priority natural resource needs in parks.
- Monitor and assess the health of park resources and develop and implement measures to maintain and improve their condition.
- Foster interdisciplinary, inter-park, and interagency collaboration and cooperative, coordinated approaches to natural resources management and protection.
- Manage and protect the natural resources of the national park system and associated ecosystems by controlling invasive plants and animals; protecting threatened and endangered species; restoring disturbed lands and riparian areas; and preserving natural scenery, air and water quality, and geological, paleontological, and marine resources; and providing simultaneously for their enjoyment by current visitors and their preservation for the enjoyment of future visitors.
- Continue efforts to procure additional lands within existing national park units and provide funds for investment in collaborative land acquisition with the Bureau of Land Management, the Fish and Wildlife Service, and U.S. Forest Service in interagency focal areas, including Crown of the Continent, Longleaf Pine landscapes, the Everglades and South Florida, and other shared interest locations.

### **Bureau of Land Management**

- Conduct eco-regional assessments to identify conservation, development, and restoration opportunities. These strategies will help guide where land health evaluations will be conducted.
- Work with the Rapid Eco-regional Assessment process to identify riparian areas for conservation and restoration.
- Set quantifiable objectives for riparian vegetation and coordinate riparian restoration with strategies developed from the Healthy Landscapes focal areas.
- Begin creating a "land treatments module" to document where treatments take place on the landscape and the effectiveness of those treatments.
- Increase efforts to assess, monitor, and report on riparian/wetland conditions and the effectiveness of how BLM manages use authorizations and resource sustainability.
- Protect ecologically diverse and important plant and animal communities on BLM lands.
- Develop, implement, and maintain emergency response (i.e., oil and chemical spill) contingency plans.
- Identify parties responsible for contamination on public lands and either seek their assistance in remediating the site or recover costs.
- Standardize and integrate data across landscapes and jurisdictions to gain a fuller understanding of changes to wildlife populations across geographic regions and better coordinate actions to mitigate species declines.
- Consistent with BLM policy direction, work closely with State fish and wildlife agencies on wildlife resource issues, in particular in support and implementation of State Wildlife Action Plans, which establish broad-scale wildlife priorities and identify the species of greatest conservation need as well as the habitats necessary for their protection.

- Through the Cooperative Landscape Conservation Initiative and the BLM's Healthy Landscapes program, help assess, manage, and provide for the conservation of critical resources at a broad scale as a result of eco-regional assessments and landscape conservation cooperative efforts and products. The Threatened and Endangered Species Program will provide support for the initiative by assisting with the initiation of eco-regional assessments and assisting with the documentation of listed species occurrence, distribution, and critical habitat data on BLM lands, and through assisting with both internal and interagency efforts.
- Continue to focus on the primary goal of completing actions that lead to the recovery of listed species on BLM-administered lands through the Endangered Species Recovery Fund, which funds projects on BLM lands that will lead to down-listing, de-listing, or removal from the candidate species list within 1-3 years of implementing the project.
- Continue Federal land acquisition efforts to procure additional lands to supplement the National Landscape Conservation System, National Historic Trails, National Wild and Scenic Rivers, and special resource management areas, and to provide funds for investment in collaborative land acquisition with the National Park Service, the Fish and Wildlife Service, and U.S. Forest Service in interagency focal areas, including Crown of the Continent, Pacific Northwest, Southern Rockies, and other shared interest locations.

### **Bureau of Reclamation**

- Look at efficient management of invasive plants and their impact to project operations.
- Implement Endangered Species Act recovery implementation activities identified in approved recovery plans.
- Conduct riparian restoration on non-DOI lands in partnership with others.

### **Office of Surface Mining Reclamation and Enforcement**

- Provide grant funding and monitor and assess the use of the funds provided to States and Tribes.
- Review new additions to the abandoned mine land inventory.
- Reclaim sites to reduce the potential for exposure of hazards to the public and environmental degradation.
- Provide technical support and assistance to States and Tribes to assist them address issues arising from reclamation of sites.
- Submit legislative proposal to improve the AML grant allocation process and eliminate funding to States that have certified the completion of abandoned coal sites.

### **[Strategic Actions Planned during FY 2013](#)**

The Department's land and resource management programs are planning to maintain program operations largely consistent with FY 2012 plans. Strategic actions planned for 2013 reflect a continuation of 2012 efforts with a slight increase in funding over 2012 levels.

### **Fish and Wildlife Service**

- FWS will conduct traditional refuge management activities and will reduce intensive wildlife and habitat management practices.

- Treat approximately 275,000 acres infested with invasive plants, including operation of five Invasive Species Strike Teams operating across the country, focusing on early detection and rapid response to recent infestations.
- Complete a series of Water Resource Inventory and Analyses over the next few years to better understand how water quality and quantity affect wildlife and habitat on refuges.
- Expand efforts to establish a robust inventory and monitoring system to provide local managers and staff on the refuges with standardized, peer-reviewed scientific protocols and data on environmental parameters, such as sea level rise, drought, shifting temporal and spatial patterns of wildlife migration, habitat loss, disease, and invasive species to evaluate the effects of management actions.
- Conduct ecosystem restoration efforts in the Klamath basin, Chesapeake Bay, California Bay Delta, and Gulf Coast ecosystems.
- Reduce Alaska subsistence efforts.
- Expand efforts to control the invasive Asian Carp through development of a comprehensive early detection and surveillance program by establishing eDNA lab(s) at Regional Fish Technology Centers and support for other monitoring, prevention, and control actions identified in the Asian Carp Control Strategy Framework.
- Expand private landowner partnerships to restore priority wetlands, grassland and upland habitat that will benefit high-priority fish and wildlife dependent on private lands. Efforts will focus on increasing the percent of self-sustaining Federal trust species populations in priority focus areas by reducing habitat fragmentation and the availability of water for wildlife.
- Increase capacity in the implementation of the Coastal Barrier Resources Act, including reviewing alleged Coastal Barrier Resources System (CBRS) mapping errors and producing revised draft maps for Congress; conducting a “five-year review” to adjust the CBRS boundaries for erosion and accretion; and improving efficiencies and timeliness.
- Facilitate the development of cleaner renewable energy sources that are protective of fish and wildlife by conducting environmental reviews and effectively participating in landscape-level siting initiatives to guide development and speedy review of industry proposals while conserving trust species of concern, including endangered species.
- Begin a new cross-programmatic partnership approach to complete planning, restoration, and management actions addressing current threats to endangered species on and around wildlife refuges. Internal partners include Refuges, Fisheries, Endangered Species, Partners for Fish and Wildlife, and Migratory Birds, in consultation with the Landscape Conservation Cooperatives to consider proposals for endangered species recovery projects on refuges and surrounding ecosystems.
- Implement court approved settlement agreements and a multi-year work plan to address the backlog of petition findings and listing determinations for candidate species and publish proposed listing determinations or not-warranted findings for no fewer than 130 candidate species by the end of FY 2013.
- Collaborate with States and other partners, to conduct conservation actions and establish agreements that reduce the number of species-at-risk for listing.

- Build partnerships to help implement approximately 65 percent of the planned recovery actions (including habitat restoration, captive propagation, and reintroduction) for all listed species.
- Work with partners to develop and implement conservation plans that will contribute to improving the health and sustainability of over 1,000 native migratory bird species and their habitats.
- Strengthen, through training and outreach provided by the Wildlife Without Borders initiative, the capacity of people throughout the globe to manage and sustain native wildlife populations and their habitats.
- Operate 14 Landscape Conservation Cooperatives (LCCs) to deliver priority conservation outcomes as defined by partners. Develop priority partnerships at more established LCCs to benefit fish, wildlife, plants, and their habitats.
- Continue Federal land acquisition efforts to procure additional lands, conservation easements, and hunting and fishing access easements to supplement existing national wildlife refuges and provide funds for investment in collaborative land acquisition with the Bureau of Land Management, the National Park Service, and U.S. Forest Service in interagency focal areas, including Crown of the Continent, Longleaf Pine landscapes, and the Greater Yellowstone Landscape.
- Continue Cooperative Endangered Species Conservation Fund grants to voluntary conservation projects for candidate, proposed, and listed species on non-Federal lands to support the development of habitat conservation plans, land acquisition for habitat conservation, and grants to States for public education and outreach, habitat restoration, species status surveys, and captive propagation.

### **National Park Service**

- Conduct natural resources conservation and protection, including but not limited to the preservation of natural scenery, air, and water quality and geological, paleontological, and marine resources; the control of invasive plants and animals; the protection of threatened and endangered species; and the restoration of disturbed lands and riparian areas.
- Complete a variety of projects strategically focusing resources toward the Service's most critical high-priority natural resource project needs in parks.
- Protect and preserve additional lands within authorized park boundaries containing irreplaceable resources, for the enjoyment of current and future visitors, and provide funds for investment in collaborative land acquisition with the Bureau of Land Management, the Fish and Wildlife Service, and U.S. Forest Service in interagency focal areas, including Crown of the Continent, Longleaf Pine landscapes, and the Greater Yellowstone Landscape.
- Improve the health of natural resources at Everglades National Park through work on the Modified Water Delivery System; conduct efforts to eliminate hazardous pollution currently threatening Jewel Cave National Monument; and conduct restoration efforts on the Elwha River ecosystem at Olympic National Park.
- Foster interdisciplinary, inter-park, and interagency collaboration and cooperative, coordinated approaches to natural resources management and protection.

### **Bureau of Land Management**

- Implement broad-scale conservation activities to ensure the long-term sustainability of sage-grouse and the species that are dependent on sagebrush for their survival, by incorporating conservation measures into as many as 98 land use plans and conducting additional inventory, monitoring, and mapping efforts and on-the-ground restoration projects.
- Conduct eco-regional assessments to identify conservation, development, and restoration opportunities. These strategies will help guide where land health evaluations will be conducted.
- Work with the Rapid Eco-regional Assessment process to identify riparian areas for conservation and restoration.
- Set quantifiable objectives for riparian vegetation and coordinate riparian restoration with strategies developed from the Healthy Landscapes focal areas.
- Create a “land treatments module” to document where treatments take place on the landscape and the effectiveness of those treatments.
- Assess, monitor, and report on riparian/wetland conditions and the effectiveness of how BLM manages use authorizations and resource sustainability.
- Protect ecologically diverse and important plant and animal communities on BLM lands.
- Develop, implement, and maintain emergency response (i.e., oil and chemical spill) contingency plans.
- Identify parties responsible for contamination on public lands and either seek their assistance in remediating the site or recover costs.
- Standardize and integrate data across landscapes and jurisdictions to gain a fuller understanding of changes to wildlife populations across geographic regions and better coordinate actions to mitigate species declines.
- Consistent with BLM policy direction, work closely with State fish and wildlife agencies on wildlife resource issues, in particular in support and implementation of State Wildlife Action Plans, which establish broad-scale wildlife priorities and identify the species of greatest conservation need as well as the habitats necessary for their protection.
- Through the Cooperative Landscape Conservation Initiative and the BLM's Healthy Landscapes program, help assess, manage, and provide for the conservation of critical resources at a broad scale as a result of eco-regional assessments and landscape conservation cooperative efforts and products. The Threatened and Endangered Species Program will provide support for the initiative by assisting with the initiation of eco-regional assessments and assisting with the documentation of listed species occurrence, distribution, and critical habitat data on BLM lands, and through assisting with both internal and interagency efforts.
- Focus on the primary goal of completing actions that lead to the recovery of listed species on BLM-administered lands through the Endangered Species Recovery Fund, which funds projects on BLM lands that will lead to down-listing, de-listing, or removal from the candidate species list within 1-3 years of implementing the project.
- Continue Federal land acquisition efforts to procure additional lands to supplement the National Landscape Conservation System, National Historic Trails, National Wild and Scenic Rivers, and special resource management areas, and to provide funds for investment in



collaborative land acquisition with the National Park Service, the Fish and Wildlife Service, and U.S. Forest Service in interagency focal areas, including Crown of the Continent and the Greater Yellowstone Landscape.

### **Bureau of Reclamation**

- Look at efficient management of invasive plants and their impact to project operations.
- Implement Endangered Species Act recovery implementation activities identified in approved recovery plans.
- Conduct riparian restoration on non-DOI lands in partnership with others.

### **Office of Surface Mining Reclamation and Enforcement**

- Allocate grant funding and monitor and assess the State and tribal use of the funds provided.
- Review new additions to the abandoned mine land inventory.
- Reclaim sites to reduce the potential for exposure of hazards to the public and environmental degradation.
- Provide technical support and assistance to States and Tribes to help address issues arising from reclamation of sites.
- Support legislative proposal to improve the AML grant allocation process and eliminate funding to States that have certified the completion abandoned coal sites.

Supporting Performance Measures





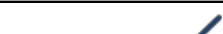

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
<b><i>Strategy 1: Improve land and water health by managing wetlands, uplands, and riparian areas that comprise our national parks, wildlife refuges, and BLM lands.</i></b>							
Wild Horse and Burro Management Areas: Cumulative of number of Herd Management Areas (HMAs) achieving appropriate management levels. (BLM)	BLM	55% 109/199	44% 78/180	41% 74/179	39% 70/179	35% 63/179	32% 57/179
Percent of Resource Management plans completed within four years of start. (BLM)	BLM	45% 27/59	44% 28/63	39% 28/71	41% 28/69	51% 35/69	46% 39/85
Percent of DOI riparian (stream/shoreline) miles restored to the condition specified in management plans (NPS)	NPS	0.50% 6.9/ 1,390	0.78% 10.9/1,390	1.10% 15.3/1,390	1.24% 17.2/ 1,388.77	1.31% 18.2/ 1,388.77	1.31% 18.2/ 1,388.77
Percent of DOI acres restored to the condition specified in management plans (NPS)	NPS	1.54% 3,945/ 255,348	4.26% 10,909/ 255,787	5.62% 14,385/ 255,827	5.8% 14,811/ 255,526	6.0% 15,261/ 255,526	6.0% 15,304/ 255,526

**Mission Area 1: Provide Natural and Cultural Resource Protection and Experiences**

Goal #2: Protect America’s Cultural and Heritage Resources

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

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
U.S. Fish and Wildlife Service	8,198	8,384	8,725	9,680	9,535	9,523	
National Park Service	491,159	536,109	594,104	569,366	579,971	549,753	
Bureau of Land Management	43,633	47,275	48,562	50,490	48,284	49,241	
Bureau of Reclamation	859	865	766	939	1,018	1,028	
Bureau of Indian Affairs	256	256	256	233	256	1,535	
<b>Total Funding for Mission Area 1, Goal 2, Strategy 1</b>	<b>544,105</b>	<b>592,889</b>	<b>652,413</b>	<b>630,708</b>	<b>639,064</b>	<b>611,080</b>	

Key Program Contributors

The following programs within participating bureaus significantly contribute to the outcome of the strategic goal and strategy for protecting America’s cultural and heritage resources.

**Fish and Wildlife Service:** National Wildlife Refuge System and National Fish Hatchery System.

**National Park Service:** Operation of the National Park System, Park Management.

**Bureau of Land Management:** Cultural Resources Management, Heritage Resources Program, Wilderness Management, and Recreation Resources Management.

**Bureau of Reclamation:** Water and Related Resources.

**Indian Affairs:** Environmental and Cultural Resources Management, Museum Property Program, and Office of Facilities Management and Construction.

### Overview of Program Contributions

The Department of the Interior is responsible for the protection of a large, diverse, and scientifically important collection of cultural and historical resources. The Department ensures that significant cultural and historic resources are protected, experienced by visitors, and interpreted.

Primary areas of focus include the preservation and protection of archaeological sites, cultural landscapes, historic and prehistoric structures, and museum collections. Archaeological preservation efforts aim to maintain the integrity and improve the condition of archaeological resources; preserve and protect archaeological sites, collections, and records; and make information available to a range of public and professional constituencies. Cultural landscape management involves identifying the type and degree of change that can occur while maintaining the historic character of the landscape. The preservation and protection of historic and prehistoric structures involves two basic concerns: slowing the rate at which historic material is lost and maintaining historic character.

The Department has identified more than 100,000 archaeological and historical sites (areas with physical evidence of human habitation) on the lands it manages, with more likely yet to be discovered. The Department's museum collections consist of more than 140 million objects maintained in Departmental facilities or on loan to hundreds of non-Federal repositories, such as qualified museums and academic institutions, for scientific study, public viewing, and long-term preservation.

In addition to the physical management of sites, structures, and collections, the Department carries out other important functions as part of its cultural and heritage resources management.

- Consultations are conducted with Indian Tribes and Alaska Natives on a regular basis concerning the potential effects on traditional tribal activities or places of special meaning by proposed actions on DOI lands that may impact a property of cultural or religious significance.
- The Department also works with Tribes to prosecute vandalism and destruction of Native American archaeological and historical sites and to repatriate Native American human remains and cultural items under the Native American Graves Protection and Repatriation Act.
- The other major function performed by the bureaus in support of this goal involves enhancing and developing partnerships with communities, volunteers, and youth to promote public stewardship engagement in managing and protecting the Nation's heritage resources.

**Fish and Wildlife Service:** The Refuge Visitor Services Program ensures that significant cultural and historic resources are protected, experienced by visitors, and interpreted in accordance with authorizing legislation and policies, including regulatory field surveys, archaeological investigations, site evaluations, and mitigation. Cultural and historical resources include archaeological sites (both prehistoric and historic, and their associated documentation), buildings and structures, landscapes, objects, and historic documents.

**National Park Service:** A wide range of NPS programs contribute to the achievement of the goal of protecting America's cultural and heritage resources, including the operations of the Nation's 397 national park units, complemented by Service-wide programs dedicated to endeavors such as (but not limited to) the preservation of historic and prehistoric structures; the protection of cultural landscapes and archaeological sites; the provision of subject matter expertise and resources necessary for sound, science-based and culturally sensitive management of park cultural resources; and the coordination of efforts with partners to leverage available resources to maximum effect. Cultural resource stewardship programs and associated park-level actions and projects maintain and improve the condition of cultural and historic resources and ensure their availability for visitor enjoyment and scholarly access.

**Bureau of Land Management Cultural Resources Management program:**

- Protects, stabilizes, restores, and interprets important cultural and historical properties and paleontological localities on public lands, as well as the associated museum collections, documentation, and GIS data;
- Conducts consultation with Indian Tribes and Alaska Natives concerning the potential effects on tribal activities and places of special meaning by proposed actions on BLM land that may impact a property of cultural or religious significance; and
- Enhances and develops partnership, volunteer, and youth opportunities to promote public investment in management of the Nation's heritage resources.

The BLM also conserves, protects, and restores national trails and wild and scenic rivers to promote preservation, public access, and travel for public enjoyment and appreciation. The Wilderness Management program consists of some of the BLM's most pristine lands and is the largest component of the National Landscape Conservation System in terms of acres and numbers of units.

**Bureau of Reclamation:** Reclamation manages cultural resources under its jurisdiction as mandated by Section 110 of the National Historic Preservation Act, which includes identifying sites, buildings, and structures for nomination to the National Register of Historic Places; adaptive reuse of historic buildings and structures; historic properties interpretation; and programs to preserve, protect, and stabilize historic properties. Activities include administration of contracts for cultural resource inventory, evaluation, and salvage; resource permit applications; review of National Environmental Policy Act documents; and Section 110 cultural resources surveys on Reclamation lands. Reclamation continues to identify Native American Graves Protection and Repatriation Act collection items, consult with Tribes, and repatriate NAGPRA items to appropriate Native American Tribes.

**Indian Affairs:** Indian Affairs provides expert assistance and advice on all matters involving environmental and cultural resources laws which apply to Indian trust or restricted lands and Federal facilities owned or operated by BIA or BIE. The Cultural Resources Programs provide expert advice and guidance on statutory requirements and manage nearly seven million archaeological, historical, and ethnographic objects, as well as artwork and archives held in more than 170 repositories nationwide, including museums and universities, state historical societies, Federal offices, and Bureau of Indian Education schools.

### Challenges and Risks

- All of the Nation's heritage assets – archaeological sites, cultural landscapes, historic and prehistoric structures, and museum artifacts – are subject to deterioration and degradation over time. Most structures and artifacts require extraordinary measures to maintain their structural and historic integrity from the impacts of age; weather; exposure to sun, water, and wind; wear and tear from handling; and theft, destruction, and vandalism.
- Preservation and protection of cultural and historic assets requires a higher level of annual investment than the maintenance of more current structures and equipment.
- The number of archaeological sites, historic structures, and museum collections increases as more lands and properties are acquired, inventoried, and assessed.
- Expertise in these areas is a skill that is in high demand but difficult to retain.
- There is insufficient information about the composition and condition of collections being held in non-Federal institutions.
- Many of the historic and archaeological resources are geographically dispersed on lands and in locations that are not easy to access, requiring law enforcement and other protection measures that are not readily available or available on a continuous basis.
- These resources are vulnerable to theft, destruction, and vandalism as a result of urban and suburban encroachment and easier accessibility to once remote public lands by well-equipped hikers and off-highway vehicle users.
- Development activities require the use of skilled staff for reviews to ensure conformance with Section 110 of the National Historic Preservation Act.
- Government Accountability Office and the Office of Inspector General recommendations require additional consultation with Tribes; increased identification and curation of artifacts and specimens recovered from public lands; upgrading preservation and documentation for accountability; and ensuring access and use for research and public benefit. There is presently no centralized source of information about the status of these efforts across the multiple bureaus and offices that have responsibility for these programs, and the responsibilities are widely dispersed within bureaus.



Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy 1: Protect and maintain the Nation's most important historic areas and structures, archeological sites, and museum collections.									
Percent of archaeological sites in DOI inventory in good condition	DOI	57.5%	59.2%	61.6%	60.2%	63.7%	63.6%	63.7%	
		81,643	85,934	91,305	89,037	100,373	100,896	101,310	
		142,108	145,270	148,312	147,847	157,654	158,602	158,958	
	BIA	90.2%	80.0%	77.3%	77.3%	77.3%	77.3%	77.3%	
		46	48	51	51	51	51	51	
		51	60	66	66	66	66	66	
	BLM	83.0%	83.2%	83.5%	82.7%	84.5%	85.0%	85.0%	
		47,537	48,980	52,620	51,123	60,521	60,897	61,200	
		57,273	58,837	62,987	61,837	71,644	71,644	72,000	
	FWS	14.9%	14.8%	22.1%	19.8%	19.8%	19.7%	19.7%	
		2,765	2,796	3,216	2,900	2,906	2,911	2,911	
		18,524	18,849	14,563	14,669	14,669	14,813	14,813	
	NPS	47.2%	50.5%	50.1%	49.1%	51.8%	51.4%	51.5%	
		31,295	34,110	35,418	34,963	36,895	37,037	37,148	
		66,260	67,524	70,696	71,275	71,275	72,079	72,079	
Percent of historic structures in DOI inventory in good condition	DOI	50.8%	53.0%	52.3%	52.3%	54.2%	54.7%	54.8%	
		15,548	16,390	16,571	16,652	16,006	16,007	16,050	
		30,586	30,948	31,690	31,863	29,529	29,282	29,283	
	BIA	45.0%	17.1%	19.9%	19.9%	18.3%	19.9%	19.9%	
		63	19	29	29	30	29	29	
		140	111	146	146	164	146	146	
	BLM	50.3%	49.2%	49.2%	49.3%	48.3%	47.9%	48.0%	
		182	187	192	197	193	195	196	
		362	380	390	400	400	407	408	
	FWS	5.7%	4.3%	5.3%	5.5%	5.6%	6.3%	6.3%	
		127	120	119	125	127	127	127	
		2,219	2,759	2,249	2,254	2,254	2,018	2,018	
	NPS	54.5%	58.0%	56.2%	56.1%	58.6%	58.6%	58.8%	
		15,176	16,064	16,231	16,301	15,656	15,656	15,698	
		27,865	27,698	28,905	29,063	26,711	26,711	26,711	

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Percent of collections in DOI inventory in good condition	DOI	37.3%	38.2%	42.0%	42.7%	44.4%	43.5%	43.7%	
		1,098	1,123	1,119	1,138	1,183	1,165	1,170	
		2,945	2,942	2,664	2,667	2,667	2,676	2,677	
	BIA	53.2%	55.9%	34.7%	39.9%	54.9%	39.9%	39.9%	
		99	104	60	69	95	69	69	
		186	186	173	173	173	173	173	
	BOR	46.5%	54.7%	57.3%	55.6%	63.0%	60.8%	60.8%	
		46	47	47	45	51	48	48	
		99	86	82	81	81	79	79	
	BLM	74.8%	74.3%	75.2%	76.8%	83.1%	82.8%	83.0%	
		101	104	106	109	118	120	122	
		135	140	141	142	142	145	147	
	FWS	29.9%	30.3%	35.4%	35.4%	35.5%	35.5%	35.5%	
		658	669	689	690	692	695	694	
		2199	2205	1947	1948	1948	1955	1954	
	NPS	59.5%	61.2%	67.6%	69.7%	70.3%	71.9%	73.1%	
		194	199	217	225	227	233	237	
		326	325	321	323	323	324	324	

**Performance Assessment through FY 2011**

The Department’s protection of cultural and heritage resources has trended slightly upward over the 4-year period of 2008 to 2011 for archaeological sites and museum collections, with the percentage of archaeological sites in good condition increasing from 57 percent to 64 percent and the percentage of museum collections in good condition increasing from 37 percent to 44 percent. The addition of new archaeological sites or new collections to the inventories causes fluctuations in performance; however, the level of effort expended by the bureaus has increased over the period, with incremental improvements in efficiencies and processes resulting in gradual increases each year in the amount of the inventories brought into good condition. Several bureaus have focused efforts on this area. The Department exceeded its FY 2011 targets for archaeological sites and museum collections in good condition, improving the condition of more of those resources than originally anticipated.

Similarly, efforts to maintain historic structures in good condition have remained relatively level over the 4-year period. Historic structures continuously deteriorate over time, even immediately after being brought into good condition. Also, the continual identification of new historic structures and addition of those to the inventory increases the number of structures in need of improvement, since most recently acquired structures are not in good condition when they are added to the inventory. For example, 18 new historic structures were added to the Indian Affairs inventory, only one of which was in good condition, thereby lowering the overall rating of the inventory.

Funding levels for construction and maintenance programs have declined somewhat in recent years. In addition, the repeated short-term continuing resolutions during the first half of FY 2011 delayed contract actions and the start of many restoration projects, thus delaying completion past the end of the fiscal year. The bureaus will add the uncompleted projects to the plan for FY 2012.

### Strategic Actions Planned during FY 2012

The 2012 enacted funding level continued decrease trends for programs that protect America's cultural and heritage resources. However, bureaus plan to continue current levels of performance in the protection and maintenance of archaeological sites, historic structures, and museum collections, as well as maintain current agreements with external partners and stakeholders that will continue collaborative efforts at current levels.

#### **Fish and Wildlife Service**

- Provide safe and accessible facilities at National Wildlife Refuges for visitors to view/photograph/learn about archaeological sites, historic structures, and historical collections.
- Develop visitor programs, materials, and services that generate interest in cultural/historical assets in the inventory.
- Increase public education about the importance of cultural and archaeological resource protection, including continued regulatory field surveys, archaeological investigations, site evaluations, and mitigation.

#### **National Park Service**

- Manage and protect the cultural resources of the national park system by stabilizing and preserving historic and prehistoric structures, protecting cultural landscapes and archaeological sites, preserving museum objects and archival collections, and providing simultaneously for their enjoyment by current visitors and their preservation for the enjoyment of future visitors.
- Initiate and complete a variety of projects strategically focusing resources towards the Service's most critical high-priority cultural resource needs in parks.
- Inventory and assess the condition of park cultural resources and develop and implement measures to maintain and improve their condition.
- Foster interdisciplinary, inter-park, and interagency collaboration and cooperative, coordinated approaches to cultural resources management and protection.
- Continue efforts to focus on the cataloging of archival objects within museum collections, thereby contributing to their preservation and their availability for use for park interpretive needs and accessibility to researchers.

### **Bureau of Land Management**

The 2012 enacted appropriation resulted in a decrease of approximately \$2.2 million. BLM will maintain existing operations and focus on basic core activities on the highest priority resources: inventory 63,000 acres of public lands for cultural and paleontological resources, monitor 3,300 cultural properties and paleontological localities, and stabilize or restore 250 cultural sites and paleontological localities.

- Develop and update land-use plans for the appropriate management and use of these resources.
- Identify funding for the Federal portion of the Cultural Resources Data Sharing Partnership, a partnership with western states to automate and digitize the cultural and historic property inventory on public lands and areas surveyed for cultural resources, so that compliance reviews can be streamlined, sustained, and enhanced, at a significant cost-savings.
- Expand the paleontology component of the program with six additional positions to improve management of nationally significant and scientifically important fossils that tell the story of the history of life on Earth, including resource inventory and stabilization, and supporting scientific research on climate change.
- Continue to develop and implement low-cost solutions for providing support and coordination with the State, local, tribal, and non-profit museums and universities (repositories) that curate cultural and paleontological collections to improve documentation and preservation of artifacts and specimens, support public access and use of the collections for education and research, and ensure proper collections coordination, oversight, and technical assistance.
- Complete inventories of Native American human remains and cultural items recovered from public lands, identify them, complete required reports, conduct tribal consultation, and determine cultural affiliation to facilitate the return of remains and cultural items to Tribes.
- Continue to provide cultural expertise to law enforcement investigating ARPA and NAGPRA violations, and coordinate repatriation or curation, as appropriate, of artifacts recovered through investigations.
- Maintain modest public education programs that promote public stewardship and enjoyment of America's cultural and paleontological resources, including public outreach projects to facilitate volunteerism and youth opportunities.
- Support the New Energy Frontier by maintaining the Advisory Council on Historic Preservation and BLM liaison to expedite review of compliance cases, especially pertaining to renewable energy and tribal consultation.

### **Bureau of Reclamation**

- Administer museum property management activities for inventory and maintenance of archaeological and cultural museum items.
- Conduct actions for accountability and control related to museum property collections.

### **Indian Affairs**

- Conduct site visits to assess the condition of museum objects, as well as the conditions of the facilities in which these collections are housed.

- Work with repositories to designate and train staff to be responsible for and improve the day-to-day management of museum collections, to ensure the preservation of the collections in perpetuity.
- Continue to catalog and accession museum objects in all repositories.
- Work with non-IA repositories to ensure compliance with NAGPRA.
- Perform mandatory annual inventories for accountability and to assess the condition of collections.
- Investigate alternate funding sources and identify professionals to assist in evaluating historic buildings.

### Strategic Actions Planned during FY 2013

Bureaus plan to achieve slight increases in the percentages of archaeological sites, historic structures, and museum collections in good condition commensurate with 2012 levels.

#### **Fish and Wildlife Service**

- Provide safe and accessible facilities for visitors to view/photograph/learn about archaeological sites, historic structures, and historical collections.
- Develop visitor programs, materials, and services that generate interest in cultural/historical assets in the inventory.
- Increase public education about the importance of continued regulatory field surveys, archaeological investigations, site evaluations, and mitigation.

#### **National Park Service**

- Maintain efforts to preserve and protect cultural resources, including but not limited to stabilization and preservation of historic and prehistoric structures, protection of cultural landscapes and archaeological sites, and preservation of museum objects and archival collections.
- Initiate and complete a variety of projects strategically focusing resources toward the Service's most critical high-priority cultural resource project needs in parks.
- Continue protection and preservation efforts for Fort Jefferson at Dry Tortugas National Park from damage due to hurricanes and other natural threats, by installing emergency shoring until masonry stabilization work may be completed.
- Protect and preserve additional lands within authorized park boundaries containing irreplaceable resources, for the enjoyment of current and future visitors.
- Foster interdisciplinary, inter-park, and interagency collaboration and cooperative, coordinated approaches to cultural resources management and protection.
- Continue efforts begun during FY 2011 to focus concerted effort on the cataloging of archival objects within museum collections.

### **Bureau of Land Management**

The 2013 budget proposes a \$1.0 million increase over the 2012 level. This will result in an improvement of an additional one percent of archaeological sites in good condition and historic structures in good condition.

- Expand (over 2012) core Cultural Resource Program activities of inventory and monitoring, targeting highest priority areas and most threatened resources.
- Inventory 63,500 acres of public lands for cultural and paleontological resources, monitor 3,400 cultural properties and paleontological localities, and stabilize or restore 265 cultural sites and paleontological localities.
- Develop and implement a BLM “step-down policy” for implementing the Secretary’s Department-wide Tribal Consultation Policy, signed on December 1, 2011.
- Continue to develop and implement low-cost solutions for providing support and coordination with the repositories that curate museum collections.
- Continue to inventory, repatriate, and transfer custody of Native American Graves Protection and Repatriation Act items.
- Provide cultural expertise to law enforcement investigating ARPA and NAGPRA violations, and coordinate repatriation or curation, as appropriate, of artifacts recovered through investigations.

### **Bureau of Reclamation**

- Administer museum property management activities for inventory and maintenance of archaeological and cultural museum items.
- Continue actions for accountability and control issues related to museum property collections, which includes collections of archaeology, history, natural history, and art that are cataloged, preserved, and inventoried in accordance with Federal statutes, regulations, and Departmental directives.

### **Indian Affairs**

- Conduct site visits to assess the condition of museum objects, as well as the conditions of the facilities in which these collections are housed.
- Work with repositories to designate and train staff to be responsible for and improve the day-to-day management of museum collections, to ensure the preservation of the collections in perpetuity.
- Continue to catalog and accession museum objects in all repositories.
- Work with non-IA repositories to ensure compliance with NAGPRA.
- Perform mandatory annual inventories for accountability and to assess the condition of collections.
- Investigate alternate funding sources and identify professionals to assist in evaluating historic buildings.

**Department of the Interior**

- Implement a multi-year corrective action plan for the Cultural and Scientific Collections program to address IG recommendations regarding Interior’s accountability for its cultural and scientific museum holdings, including developing and implementing policy, strengthening Departmental oversight and bureau management practices, eliminating the accessioning and cataloguing of backlogs, and consolidating curatorial facilities.

**Supporting Performance Measure**

Outputs, Supporting Performance Measures and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Percent of cultural landscapes in DOI inventory in good condition (NPS)	NPS	44% 369/833	45% 383/843	54% 433/795	50% 432/857	53% 458/857	53% 458/857

**Mission Area 1: Provide Natural and Cultural Resource Protection and Experiences**

**Goal #3: Provide Recreation and Visitor Experience**

**Strategy #1: Enhance the enjoyment and appreciation of our natural and cultural heritage by creating opportunities for play, enlightenment, and inspiration.**

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
U.S. Fish and Wildlife Service	167,887	160,626	167,739	178,415	175,985	171,567	
National Park Service	1,083,977	1,131,349	1,222,225	1,258,932	1,172,861	1,199,885	
Bureau of Land Management	45,469	70,239	74,266	74,017	73,494	78,338	
<b>Total Funding for Mission Area 1, Goal 3, Strategy 1</b>	<b>1,297,333</b>	<b>1,362,214</b>	<b>1,464,230</b>	<b>1,511,364</b>	<b>1,422,340</b>	<b>1,449,790</b>	

Key Program Contributors

The following specifically named programs within each participating bureau are those programs that most significantly contribute to the successful outcome of the strategic goals and objectives for providing recreation and visitor experience.

**Fish and Wildlife Service:** National Wildlife Refuge System (NWRS) and National Fish Hatchery System (NFHS).

**National Park Service:** Operation of the National Park System, Park Management.

**Bureau of Land Management:** Recreation Resources Management.

Overview of Program Contributions

The Department of the Interior manages one-fifth of the Nation’s lands and waters and makes extensive areas available for recreation and visitation, primarily through the national parks, wildlife refuges, and BLM lands. The National Park Service is a primary contributor to the



Department's strategic objectives for recreation services to the public, with a significant element of the NPS purpose being to provide access to America's national park units, trails, support for State recreation development, and heritage areas. The Fish and Wildlife Service and the Bureau of Land Management manage recreation programs, but this is not their primary mission. All three bureaus assist visitors with interpretation of natural and cultural resources and provide educational programs and materials, exhibits and workshops, and opportunities for numerous types of recreational activities. These include, but are not limited to, hiking, walking or driving tours, sightseeing, bird watching, wildlife observation, wildlife photography, hunting, fishing, picnicking, and many other activities. In addition, hunting and fishing is permitted on many national wildlife refuges and public lands, and recreational shooting is permitted on some BLM lands. The bureaus manage commercial operations on their lands using concessionaires for more extensive services, such as boating and kayaking, horseback riding, food services, and other more-infrastructure intensive activities. The bureaus also manage significant programs aimed at maintaining visitor health and safety. The bureaus operate a recreational fee program, that allows them to retain fees collected from visitors to support visitor programs.

Combining estimates from all three bureaus, nearly 400 million visitors per year take advantage of recreational opportunities on public lands administered by DOI. National parks are a favorite destination, accounting for 285 million visits per year. Of those park visitors, the number served by facilitated programs has grown from 153 million in FY 2008 to a projected 175 million for FY 2012. Visitors to national wildlife refuges totaled more than 44 million in FY 2010 for hunting, fishing, wildlife observation/photography, and environmental education. Another 2.1 million visitors toured national fish hatcheries or participated in fishery programs. Visitation to BLM public lands has increased from 51 million visitors in FY 2001 to almost 59 million in FY 2010. Recreation at national parks, wildlife refuges, and other public lands led to nearly \$55 billion in economic contribution and 440,000 jobs in 2009.

**Fish and Wildlife Service:** The National Wildlife Refuge System provides wildlife-dependent recreation that is compatible with the purposes for which refuges are established. Refuges offer visitors many activities, including interpretive programs, tours, staffed and unstaffed exhibits and workshops to learn about bird watching and natural resources issues, environmental education (structured classroom and/or outdoor activities), and recreation activities - including hunting, fishing, wildlife photography, and wildlife observation. The Fisheries Program hosts a variety of annual outdoor and classroom events, and recreational fishing events, both on and off-site that reconnect youth and their families to our natural resource heritage.

**National Park Service:** All NPS programs contribute either directly or indirectly, but significantly, to the achievement of the goal of providing recreation and visitor experiences. Among the programs providing direct contributions are the operations of all of the Nation's 397 national park units, complemented by Service-wide programs dedicated to endeavors such as (but not limited to) the development of interpretive media, educational programs, management of concessions operations, visitor health and safety, and coordination of outreach efforts and of efforts with partners to leverage available resources to maximum effect. These visitor services programs and associated park-level actions and programs translate into visitor access, enjoyment, and understanding.

**Bureau of Land Management:** BLM manages trails and public access routes, including establishing designations and restrictions for off-highway vehicles and planning transportation systems. It operates and maintains recreation sites and Special Recreation Management Areas, including campgrounds, picnic and day use areas, visitor centers, lighthouses, historic buildings, and thousands of miles of rivers and trails. It supports these efforts through partnerships and collaboratively engaging local communities, which help collaboratively manage recreation resources and jointly deliver visitor services or manage facilities.

### Challenges and Risks

- Protection of resources must be balanced with expanding opportunities for the public enjoyment of those resources.
- As communities near public lands grow, visitation and demands for new trails and visitor service facilities increase each year. Increasing visitation and motorized activities have resulted in law enforcement personnel spending significantly more resources on off-highway vehicle travel, the urban interface, and border-related enforcement activities.
- The number of annual visitors to wildlife refuges and national parks and the number of visitors who enjoy the experiences are dependent on the weather. With more frequent unseasonably high summer heat, refuges and parks may have to offer more air conditioned indoor facilities, outdoor “cooling” stations, water fountains, etc.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy 1: Enhance the enjoyment and appreciation of our natural and cultural heritage.									
Percent of visitors satisfied with the quality of their experience	DOI	91%	92%	92%	91%	91%	92%	91%	
		274	276	276	274	274	276	274	
		300	300	300	300	300	300	300	
	BLM	92%	94%	94%	92%	92%	94%	92%	
		92	94	94	92	92	94	92	
		100	100	100	100	100	100	100	
	FWS	85%	85%	85%	85%	85%	85%	85%	
		85	85	85	85	85	85	85	
		100	100	100	100	100	100	100	
	NPS	97%	97%	97%	97%	97%	97%	97%	
		97	97	97	97	97	97	97	
		100	100	100	100	100	100	100	
Percent satisfaction among visitors served by facilitated programs	DOI	95%	96%	97%	93%	93%	96%	94%	
		190	191	194	185	186	192	188	
		200	200	200	200	200	200	200	
	BLM	94%	96%	98%	90%	90%	97%	94%	
		94	96	98	90	90	97	94	
		100	100	100	100	100	100	100	
	NPS	96%	95%	96%	95%	96%	95%	94%	
		96	95	96	95	96	95	94	
		100	100	100	100	100	100	100	

Performance Assessment through FY 2011

Visitor satisfaction with the quality of experiences on public lands remains very high, collectively above 90 percent for all three bureaus providing recreation services. Performance for recreation services provided through facilitated programs also remains very high – above 90 percent as well.

Strategic Actions Planned during FY 2012

During FY 2012, bureau programs plan to maintain the quality and extent of visitor services. Although the funding for recreational programs is slightly decreased from FY 2011, the same range and level of services, facilities, and programs will be offered to the extent practical as were provided in 2011. During FY 2012, the bureaus will continue providing opportunities for high quality visitor experiences in support of the President’s America’s Great Outdoors initiative.

### **Fish and Wildlife Service**

- Increase the visibility of national wildlife refuges as an inexpensive, family-friendly place for Americans, especially children, to reconnect with America's natural and cultural resources, in accordance with the President's America's Great Outdoors initiative.
- Host "Let's Move Outside" activities and encourage people, particularly children, to take advantage of the public lands throughout the United States.
- Continue educational and interpretive programs and hunting, fishing, wildlife observation, and photography opportunities on National Wildlife Refuges.
- Continue maintenance and limited improvements to visitor facilities, including parking areas, kiosks, interpretive signs, trails, and boardwalks.
- Continue the variety of outdoor and classroom activities offered by refuges and hatcheries to engage local school districts and generate youth interest/involvement in land conservation activities and outdoor recreation.

### **National Park Service**

- Foster interdisciplinary, inter-park, and interagency collaboration and cooperative, coordinated approaches to interpretive, recreational, and educational experiences.
- Seek to involve diverse communities and people of all walks and stages of life in park experiences through a variety of programs such as the Junior Ranger program, the Youth Conservation Corps, and a wide range of park-based programs and community outreach efforts.
- Engage visitors through traditional methods such as ranger programs, park brochures, and visitor centers, as well as innovative methods such as web-based and media experiences.
- Engage visitors in resource preservation and citizen stewardship through efforts to encourage conservation and care of the natural and cultural treasures contained within the Nation's national parks, such as resource education programs and the Volunteers-in-Parks program.
- Work in concert with concessioners and partners to maintain and enhance visitor opportunities and provide a meaningful, enjoyable, inspiring park experience for all visitors.

### **Bureau of Land Management**

- Support renewable energy development while protecting the aesthetic quality of the landscape and improving energy efficiency through expanded Visual Resource Management and Quality Built Environment efforts.
- Maintain and expand youth, education, and stewardship programs by encouraging partnerships to implement BLM's Youth and Careers in Nature initiative, a part of the Secretary's Youth in Natural Resources initiative, and continuing to emphasize and promote stewardship and responsible use programs.

- Enhance recreation permit management and fee program implementation by enhancing oversight, cost recovery, and monitoring of recreation permits; encouraging fair application and optimizing the collection of recreation fees for visitor facilities and services; and continuing to return recreation revenues to recreation sites to directly benefit users, improve facilities and services, and enhance recreation opportunities.
- Expand the use of concessions and enhance the value of partnerships with recreation groups, non-profit organizations, businesses, and local communities to enhance BLM's ability to leverage resources, expand visitor service business opportunities and recreation services, and cooperatively manage resources at the national, State, and field level.
- Improve regional and landscape level cooperative recreation management by implementing new policies, expanding partnerships, and emphasizing training that accelerates BLM's transition to a business-oriented, ecosystem services-based, and collaboratively-delivered management framework.
- Ensure public health, safety, and accessibility by providing for the daily and routine operation and maintenance of over 3,500 facilities, including campgrounds, picnic areas, major interpretive center facilities, and thousands of miles of trails, ensuring that they are in good condition, accessible, and safe.
- Conduct annual customer/visitor service satisfaction surveys to measure performance success in providing quality visitor services. BLM will continue to sustain scores above the 90 percent range in customer satisfaction in providing recreation program visitor services and facilities to its customers.

#### Strategic Actions Planned during FY 2013

In 2013, bureaus plan to maintain their recreation services, facilities, and programs at the 2012 level to the extent practical, but do anticipate a slight reduction in visitor satisfaction due to funding levels that are slightly less than 2011. For example, the National Park Service anticipates that the number of visitors served by facilitated programs will drop by slightly more than 2 million.

#### **Fish and Wildlife Service**

- Increase the visibility of national wildlife refuges as an inexpensive, family-friendly place for Americans, especially children, to reconnect with America's natural and cultural resources, in accordance with the President's America's Great Outdoors (AGO) initiative.
- Host "Let's Move Outside" activities and encourage people, particularly children, to take advantage of the public lands throughout the United States.
- Continue educational and interpretive programs, and hunting, fishing, wildlife observation, and photography opportunities on National Wildlife Refuges.
- The Refuge System will welcome more than 45 million visitors to enjoy educational and interpretive programs, hunting, fishing, wildlife observation, and photography and the system will also aim to train and supervise approximately 42,000 volunteers that contribute more than 1.5 million hours to conservation and recreation programs.

- Continue maintenance and limited improvements to visitor facilities, including parking areas, kiosks, interpretive signs, trails, and boardwalks. Continue the variety of outdoor and classroom activities offered by refuges and hatcheries to engage local school districts and generate youth interest/involvement in land conservation activities and outdoor recreation.
- The fisheries programs will also reduce some visitor outreach and events, support fewer volunteers at fish hatcheries, and other similar activities in order to focus on other core activities such as enhancing its aquatic habitat science and conservation delivery capability. Visitors to fish hatcheries may find reduced services at some locations.

### **National Park Service**

- Maintain effective levels of visitor services and protection, including but not limited to interpretive services and facilitated programs, provision of high quality interpretive media such as brochures and wayside exhibits, educational programs, volunteer services, recreational opportunities, appropriate visitor facilities, and efficient management of and coordination with commercial services and concessions to enhance the visitor experience.
- Provide logistical support, visitor services, and visitor protection for the January 2013 Presidential Inaugural.
- Improve visitor safety and enjoyment at the Statue of Liberty National Monument by replacing water lines to ensure continuity of visitor services; improve visitor safety and enhance resource protection at Katmai National Park and Preserve by relocating the barge landing and landing access road to minimize resource impacts and improve visitor safety; and rehabilitate the Albright Visitor Center at Yellowstone National Park, which serves as a visitor interface for the 1.7 million visitors to the Mammoth Hot Springs area of the park each year.
- Protect and preserve additional lands within authorized park boundaries containing irreplaceable resources, for the enjoyment of current and future visitors.
- Supply visitors with up-to-date interpretive, logistical, and safety information.
- Connect visitors to parks and the precious resources contained within, thereby increasing citizen stewardship and continued care of resources for the enjoyment of all visitors, present and future alike.

### **Bureau of Land Management**

- Support renewable energy development through expanded Visual Resource Management and Quality Built Environment guidance and program support.
- Maintain and expand youth, education, and stewardship programs by encouraging partnerships to implement BLM's Youth and Careers in Nature initiative, a part of the Secretary's Youth in Natural Resources initiative, and continuing to emphasize and promote stewardship and responsible use programs.
- Enhance recreation permit management and fee program implementation by enhancing oversight, cost recovery, and monitoring of recreation permits; encouraging fair application and optimizing the collection of recreation fees for visitor facilities and services; and

continuing to return recreation revenues to recreation sites to directly benefit users, improve facilities and services, and enhance recreation opportunities.

- Expand the use of concessions and enhance the value of partnerships with recreation groups, non-profit organizations, businesses, and local communities to enhance BLM’s ability to leverage resources, expand visitor service business opportunities and recreation services, and cooperatively manage resources at the National, State and Field level.
- Improve regional and landscape level cooperative recreation management by implementing new policies, expanding partnerships, and emphasizing training that accelerates BLM’s transition to a business-oriented, ecosystem services-based, and collaboratively-delivered management framework.
- Ensure public health, safety, and accessibility by providing for the daily and routine operation and maintenance of over 3,500 facilities, including campgrounds, picnic areas, major interpretive center facilities, and thousands of miles of trails, ensuring that they are in good condition, accessible, and safe.
- Conduct annual customer/visitor service satisfaction surveys to measure performance success in providing quality visitor services. BLM will continue to sustain scores of above the 90 percent range in customer satisfaction in providing recreation program visitor services and facilities to its customers.
- Initiate Federal land acquisition efforts to procure hunting and fishing access easements to help alleviate some of the challenges associated with hunters and anglers accessing public lands complicated by “checkerboard” land ownership patterns.
- Continue to address off-highway vehicle management and complete more Travel Management Plans to address the demand for public services, ensure public health and safety, protect natural and cultural resources, and reduce conflicts in high priority areas.
- Enhance support for the mission of the 16 separate National Historic Trail units, including the three units designated as part of the Omnibus Public Land Management Act of 2009.
- Increase inventory and monitoring, as well as protecting and enhancing, the “outstanding remarkable values” on 69 Wild and Scenic Rivers.

**Supporting Performance Measures**

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Percent of visitors understanding and appreciating the significance of the park they are visiting	NPS	90%	87%	82%	82%	87%	70%

**Mission Area 1: Provide Natural and Cultural Resource Protection and Experiences**  
**Goal #4: Manage the Impacts of Wildland Fire**

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Hazardous Fuels Reduction	200,000	203,000	206,000	183,314	183,021	145,315	
Burned Area Rehabilitation	24,000	20,000	20,305	33,203	13,025	13,025	
Preparedness	276,000	282,000	290,000	290,452	276,522	279,508	
Suppression	290,000	335,000	259,000	398,951	80,904	276,508	
Rural Fire Assistance	6,000	7,000	7,000	0	0	0	
FLAME Wildfire Suppression Reserve Fund	n/a	n/a	61,000	60,878	91,853	92,000	
<b>Total Funding for Mission Area 1, Goal 4, Strategies 1, 2, and 3</b>	<b>796,000</b>	<b>847,000</b>	<b>843,305</b>	<b>966,798</b>	<b>645,325</b>	<b>806,356</b>	

Key Program Contributors

The Department’s Wildland Fire Management program operates integrated fire prevention, readiness, suppression, and rehabilitation activities that are performed by the Bureau of Land Management, the National Park Service, the Fish and Wildlife Service, and the Bureau of Indian Affairs, with coordination by the Office of Wildland Fire Coordination.



## Overview of Program Contributions

The Department's Wildland Fire Management program reduces risks to communities, protects the public, and prevents damage to natural and cultural resources through the prevention and suppression of fires. The program strives to achieve both a cost-efficient and technically effective fire management program that meets resource and safety objectives, while minimizing the cost of suppression and damage to resources. These activities align with the Department's goals to protect America's natural and cultural resources. The guiding principles and priorities of the Federal Wildland Fire Management program are: enhancing collaboration, improving fire prevention and suppression, reducing hazardous fuels, restoring fire-adapted ecosystems, and promoting community assistance.

### **Challenges and Risks**

- Balancing the suppression of fire with the cost and the potential implications of fuels build up.
- Prioritizing fuels treatment projects in light of the need to focus on Wildland-Urban Interface to protect communities while continuing to use fuels reduction for resource management.
- Managing interagency operations across four Interior bureaus and the U.S. Forest Service concerning interoperability and the elimination of duplication and/or inconsistent policies.
- Protecting communities and important resources at risk while also considering both the cost and long-term effects of that response.
- Challenges in the scope and scale of hazardous fuel management needs are impacting the severity of fires as a result of fuels-build up, and increased fire behavior. This affect is compounded by vegetation changes as a result of climate change.
- Focusing on hazardous fuels in the WUI, where the protection of communities is most urgent, reduces fuels that can be used as a resource management tool.
- Ensuring that the initial attack success historic rate remains at 95 percent.
- A decrease in the initial attack success rate has a direct correlation to an increase in the cost of suppression, emergency stabilization, and burned area rehabilitation.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy 1: Establish fire-adapted ecosystems.									
Percent of acres treated, which are moved toward the desired condition class	OWFC	82.8%	85.4%	75.1%	80.0%	70.8%	80.0%	80.0%	
		1,042,693	1,282,069	961,363	560,000	702,727	520,000	468,000	
		1,260,035	1,500,854	1,279,820	700,000	992,257	650,000	585,000	
Percent of acres treated, which are maintained in the desired condition class	OWFC	15.6%	13.8%	18.5%	14.3%	23.1%	10.0%	10.0%	
		197,047	207,369	236,465	100,000	229,362	65,000	58,500	
		1,260,035	1,500,854	1,279,820	700,000	992,257	650,000	585,000	
Strategy 2: Adapt communities to wildfires.									
Percent of acres treated which achieve fire management objectives as identified in applicable management plans.	OWFC	98.4%	99.1%	93.6%	94.3%	99.3%	90.0%	85.5%	
		1,239,740	1,446,000	1,197,828	660,000	984,957	585,000	500,000	
		1,260,035	1,459,000	1,279,820	700,000	992,257	650,000	585,000	
Strategy 3: Respond to wildfires.									
Percent of unplanned and unwanted wildfires on DOI lands that are controlled during initial attack.	OWFC	98.5%	98.7%	98.0%	95.0%	97.4%	97.4%	97.4%	
		5,693	6,145	5,673	8,327	13,038	6,519	6,519	
		5,778	6,225	5,786	8,765	13,392	6,696	6,696	

Performance Assessment through FY 2011

Actual performance for FY 2011 reflects a significant increase in appropriated funding above the President’s budget request. Based on a policy change implemented at the beginning of FY 2011, the Wildland Fire Program estimated a lower amount of acres to be treated based on a 90-10 percent ratio of WUI vs. non-WUI acres, as compared to the 65-35 percent ratio planned in prior years. This would have resulted in fewer acres being treated, due to the higher cost per acre for treatment in the Wildland-Urban Interface and greater complexity of treatment processes for WUI acres in comparison to non-WUI acres. However, the 2011 appropriation was significantly more than anticipated, so the program was able to treat more acres despite the higher cost ratio.

The performance trends for fiscal years 2008 through 2011 demonstrate successful efforts by the Department to ensure that 95 percent or more of unplanned and unwanted wildfires are controlled during initial attack. The performance for this period of time reflects high levels of coordination and planning by the Department and its partners, which resulted in effective programs that monitor and detect wildfire ignitions and rapidly deploy sufficient resources to address these fires before they get out of control.

### Strategic Actions Planned during FY 2012 and FY 2013

- Treat acres in Wildland Urban Interface (WUI) and non-WUI areas, thereby reducing the negative impact of wildland fires on communities and natural and cultural resources.
- Conduct fuels inventories and assessments, ensure regulatory compliance, prepare sites for treatment, remove hazardous fuels, and monitor and evaluate completed treatments, to reduce the risk of intense wildland fire behavior.
- Rehabilitate lands degraded by wildfire.
- Improve processes to reduce the spread and proliferation of invasive species and diseases, while simultaneously restoring and maintaining healthy and diverse ecosystems.
- Maintain cooperative agreements with other Federal, State, Tribal, and local governments to leverage resources and gain efficiencies.
- Establish and maintain proper fire management plans that have shared interagency resources, training, prevention, and detection to facilitate appropriate responses to wildland fire to meet land use plan objectives.
- Implement policies that allow for fires to meet multiple objectives by suppressing parts of a fire that threaten valuable resources and utilizing other parts of the same fire to achieve desired resource benefits, such as fuels reduction

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
<b><i>Strategy 1: Establish fire-adapted ecosystems.</i></b>							
<b><i>Strategy 2: Adapt communities to wildfires.</i></b>							
Number of acres treated	OWFC	1,260,035	1,500,854	1,279,820	966,075	650,000	761,000
<b><i>Strategy 3: Respond to wildfires.</i></b>							
Number of unplanned and unwanted wildfires on DOI lands that are controlled during initial attack	OWFC	5,693	6,145	5,673	6,519	8,327	8,327





## **Mission Area 2: Sustainably Manage Energy, Water, and Natural Resources**

**Mission Area 2: Sustainably Manage Energy, Water, and Natural Resources**

Goal #1: Secure America's Energy Resources

Strategy #1: Ensure environmental compliance and the safety of energy development

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Office of Surface Mining (OSM) <sup>1</sup>	118,371	120,156	127,180	126,926	122,713	113,053	
Bureau of Land Management (BLM) <sup>2</sup>	47,500	42,139	37,068	37,465	38,633	50,350	
Bureau of Safety and Environmental Enforcement (BSEE)	N/A	N/A	N/A	95,300	151,100	169,900	
<b>Total Funding for Mission Area 2, Goal 1, Strategy 1</b>	165,871	162,295	164,248	259,691	312,446	333,303	

<sup>1</sup> FY 2013 does not include user fees that will replace a portion of the appropriated funding.

<sup>2</sup> FY 2013 includes estimated collections from proposed inspection fees.

Key Program Contributors

The following programs significantly contribute to the outcome of the strategic goals and strategies for ensuring environmental compliance and the safety of energy development.

**OSM:** Environmental Protection and Technology Development and Transfer

**BSEE:** Offshore Regulatory Programs and Oil Spill Response

**BLM:** Energy and Minerals Management

**BOEM:** Environmental Assessment (funding and performance data for BOEM environmental assessment activities appear in Strategies 2 and 3 of this goal)

### Overview of Program Contributions

Four Department bureaus, OSM, BSEE, BLM, and BOEM work to ensure that energy resources on the Department's managed lands and waters are developed in a safe and an environmentally responsible manner.

- **OSM** OSM's regulatory program ensures the environment is protected during surface coal mining operations and that coal operators adequately reclaim disturbed land after mining is complete. OSM directly administers Federal programs in Washington and Tennessee as well as the Indian Lands program for mining on Navajo Nation, Hopi, Ute Mountain and Crow Tribal lands. OSM provides technical assistance, training, technology development, and transfer capabilities which support and enhance the technical skills that States and Tribes need to operate their regulatory and reclamation programs.
- **BSEE** enforces safety, environmental, and conservation compliance on the Nation's offshore resources. Specifically, BSEE is responsible for offshore regulatory programs; oil spill response planning; structure, pipelines, and Technical Assessment & Operations Support; well and production permitting; inspections and training; safety management compliance oversight; environmental enforcement and compliance; safety enforcement and investigations including civil penalties and appeals; and production and development.
- **BLM** ensures the oversight, safety, and sound environmental practices of Federal and Indian onshore energy minerals activities. The BLM conducts planning, environmental analyses and permitting, oil and gas inspections, and oversight to ensure that oil and gas operations are conducted in a safe and environmentally responsible manner.
- **BOEM** conducts environmental studies and environmental analysis, assessment, and compliance for competitive and non-competitive lease sales and plan approval.

### **Challenges and Risks**

- The ability to hire qualified staff with the knowledge and skills required, including knowledge of industry advancements and current technology. The types of specialized technical and scientific personnel needed to successfully carry meet DOI's goal of Securing America's Energy Resources are highly sought after by the oil and gas industry and competing for this talent remains a challenge for the Department.
- Reviewing and analyzing environmental documents that include increasingly complex environmental issues, impacts, and mitigation plans for energy development-related use authorization activities on public lands; increasing the number of energy development-related inspections and increasing the efforts to ensure energy development-related activities are conducted to ensure responsible safety and environmental oversight; and litigation associated with leasing decisions that result in the delay of lease sales.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #1: Ensure environmental compliance and the safety of energy development									
Percent of active coal mining sites that are free of off-site impacts.	OSM	88.2%	87.7%	86.5%	88.5%	85.8%	88.0%	88.0%	
		6,864	6,879	6,548	6,789	6,588	6,705	6,706	
		7,784	7,845	7,571	7,672	7,675	7,620	7,621	
Amount (in barrels) of operational offshore oil spilled per million barrels produced.	BSEE	0.52	3.85(est.)	7610 (est.)	< 4.5	0.42 (est)	< 4.5	< 4.5	
		244	2,066	4,590,369	4.5	243	4.5	4.5	
		470	537	603	1	581	1	1	
Number of recordable injuries per 200,000 offshore man hours.	BSEE	N/A	N/A	N/A	Establish Baseline	0.34 (est)	0.63	0.60	
		N/A	N/A	N/A	Establish Baseline	149.00	0.63	0.60	
		N/A	N/A	N/A	Establish Baseline	443.19	1.00	1.00	
Percent of oil and gas acres reclaimed to appropriate final land condition.	BLM	25.2%	24.9%	25.2%	25.1%	23.1%	23.1%	25.0%	
		2,580	1,678	1,713	2,525	2,327	2,327	1,600	
		10,258	6,751	6,801	10,062	10,062	10,062	6,412	
Percent of producing fluid mineral cases that have a completed inspection during the year.	BLM	N/A	N/A	N/A	30.2%	36.0%	36.0%	43.7%	
		N/A	N/A	N/A	8,286	9,869	9,869	12,116	
		N/A	N/A	N/A	27,419	27,419	27,419	27,719	
Percent of mined acreage reclaimed <sup>1</sup>	OSM	82.9%	88.9%	97.7%	74.9%	103.9%	74.9%	74.9%	
		2,044,086	2,165,011	2,305,795	1,578,233	2,418,963	1,578,233	1,578,233	
		2,467,139	2,435,110	2,359,120	2,105,752	2,327,333	2,105,752	2,105,752	

<sup>1</sup> Targets are under review and may change in conjunction with changes in data collection methodology.



### Performance Assessment through FY 2011

**OSM** - OSM's regulatory program is experiencing sustained performance over the past 3 years as evidenced by either meeting or nearly meeting its targeted results related to offsite impacts. OSM is seeking to improve these results by emphasizing oversight activities that focus on the identification and mitigation of offsite impacts. OSM's second measure, "Percent of Mined Acreage Reclaimed," evaluates the return of mined land to its intended land use. Trend results for this measure are positive and indicate that the rate of active mine reclamation is increasing.

**BSEE** - Enforcing safety, environmental, and conservation compliance on the OCS is a key priority. The amount of operational offshore oil spilled per million barrels produced metric is based on Outer Continental Shelf (OCS) spills of approximately 1 barrel or greater. The Bureau met and exceeded the FY 2011 target for oil spills with an estimated ratio of 0.42 barrels spilled per million barrels produced. This is a significant improvement compared to the performance for FY 2010, primarily due to the Deepwater Horizon event. Government scientists estimate that over 4 million barrels of oil were spilled as a result of the Deepwater Horizon event. Efforts are still underway to clean up the environmental impacts and recover as much oil as possible. A final spill volume for the Deepwater Horizon accident has not been determined. The number of recordable injuries metric is a new strategic plan measure that is an incident rate of all Recordable Injuries that occur in the fiscal year for every 200,000 man hours worked. Recordable injuries are fatalities and injuries that require medical treatment beyond first aid. The Bureau is reporting results for this metric for the first time in FY 2011 and established an initial performance baseline of 0.34, which is based on an extrapolation of actual FY 2011 first quarter man hours reported by industry. The FY 2011 results cannot be finalized until the second through fourth quarters are received by the Bureau as part of required operator data reporting under the Safety and Environmental Management System rule; the remaining results are due to the Bureau in March 2012. Additionally, because safety levels are best evaluated as trends over multiple years, fiscal years 2012 and 2013 targets are based on analysis of historical data using volunteer man hour reporting from previous years.

**BLM** - The BLM performs several different types of oil and gas inspections each year to ensure environmentally responsible energy development as well as fair return to the government. The percent of producing fluid mineral cases that have a completed inspection during the year is a new measure, with BLM establishing a baseline in FY2011 of 36 percent. As can be seen by the data above, BLM plans to increase inspections in future years to ensure environmentally responsible oil and gas development.

### OSM Strategic Actions Planned during FY 2012 and FY 2013

- Develop and propose a more thorough rule to better protect streams from the adverse effects of coal mining
- Continue to emphasize problem identification, resolution, and prevention through oversight policies
- Evaluate changes to the oversight process that include: increasing the number and consistency of oversight inspections, establishing action plans to resolve issues, seeking greater public involvement in the process, and improving the quality and availability of data.
- Provide technical assistance and training to States and Tribes.
- Pursue collection of permitting and related fees for services provided to the coal industry for OSM Federal Programs, encourage States to increase related fees to reduce Federal subsidies to industry and ensure adequate funding of State regulatory programs.

### BSEE Strategic Actions Planned during FY 2012 and FY 2013

- Continue to reform and implement an expanded inspection and operational oversight regime, including the witnessing of selected high-risk drilling activities and tests
- Establish and implement a new environmental enforcement program to ensure compliance with relevant laws and minimize the risk of environmental accidents
- Conduct audits of the newly required Safety and Environmental Management System regulation to ensure compliance and increase offshore operational safety
- Expand capabilities and resources for reviewing and processing drilling, production, and decommissioning permits
- Conduct targeted deepwater safety and containment research through the Technology & Assessment Research Program and transfer research results to inform rule writers, investigators and plan reviewers
- Expand oil spill research, risk analysis, and response planning capabilities
- Consider a mix of prescriptive safety and pollution prevention standards and performance-based standards to develop a new approach to risk assessment and management
- Continue the development and implementation of an offshore training center and certification process for inspectors, engineers, and other compliance personnel

### BLM Strategic Actions Planned during FY 2012 and FY 2013

- Pursue collection of inspection and enforcement fees for oil, gas, and coal development-related activities in 2012 to ensure the Bureau's capacity to develop a robust inspection and enforcement program
- Group lease applications that are in close geographic proximity for a streamlined analysis of environmental impacts
- Proactively pursue the implementation of recommendations from GAO and OIG to ensure the Federal government receives its fair share from the Federal oil and gas resources and ensure environmentally responsible development of these resources

- The additional \$10 million proposed in the FY 2013 budget - including the collection of \$48 million in fees and an offsetting reduction of \$38 million in appropriations - will be used to hire additional Engineering Technicians and Petroleum Accountability Technicians to ensure the majority of oil and gas production will be accounted for in a three year cycle of reviews. Additional environmental staff will also be hired to complete environmental inspections prior to drilling and ensure environmental requirements are being followed after drilling is complete. The BLM will also continue to seek out new technology and improve existing automated systems for reporting.

Supporting Performance Measures

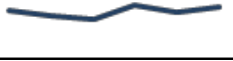



Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Number of acres where reclamation goals are achieved as evidenced by release from Phase III Performance Bonds	OSM	48,828	38,312	50,231	35,334	41,000	41,000
Number of acres released from Phase I & II Performance Bonds	OSM	89,047	93,875	111,136	76,720	80,000	77,000
Number of students trained – NTTP	OSM	1,426	1,053	1,027	768	850	850
Total number of compliance inspections completed	BSEE	26,780	27,484	23,619	20,537	25,000	33,000
Conduct Technology Assessment and Research studies on X% of high-priority topics	BSEE	93% 14/15	100% 18/18	89% 16/18	94% 15/16	94%	94%
Achieve utilization rate of X% at Ohmsett (national oil spill response test facility)	BSEE	90% 217/240	86% 207/240	91% 218/240	85% 204/240	85%	85%
Conduct Fluid Mineral Inspection and Enforcement	BLM	25,870	29,600	31,573	35,628	31,286	32,000

**Mission Area 2: Sustainably Manage Energy, Water, and Natural Resources**

Goal #1: Secure America's Energy Resources

Strategy #2: Develop renewable energy potential

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Bureau of Reclamation (BOR) <sup>1</sup>	38,286	34,342	30,475	42,325	36,580	42,023	
Bureau of Land Management (BLM) <sup>2</sup>	3,026	3,026	18,735	23,735	21,703	26,824	
Bureau of Ocean Energy Management (BOEM)	-	-	-	27,147	29,685	29,046	
<b>Total Funding for Mission Area 2, Goal 1, Strategy 2</b>	<b>41,312</b>	<b>37,368</b>	<b>49,210</b>	<b>93,207</b>	<b>87,968</b>	<b>97,893</b>	

<sup>1</sup> Two million dollars is included in the FY 2013 request to support the renewable energy initiative.

<sup>2</sup> In FY 2008 – 2013, two million dollars is added from conventional energy to support geothermal renewable energy development.

Key Program Contributors

The following programs within participating bureaus significantly contribute to the outcome of the strategic goal and strategies for developing renewable energy potential.

**BLM:** Renewable Energy Management, Lands and Realty Management, Energy and Minerals Management, and Forestry Management

**BOEM:** Renewable Energy and Environmental Assessment

**BOR:** Water and Related Resources

### Overview of Program Contributions

Three bureaus are involved in renewable energy development on DOI lands and waters including BLM, onshore solar, wind, geothermal and biofuel energy; BOEM offshore wind and wave energy; and Reclamation water projects and accompanying hydroelectric power.

- **BLM:** BLM facilitates development of onshore solar, wind, geothermal and biomass energy. All renewable energy projects, including generation and transmission facilities proposed are on or partially on BLM-managed lands and receive full environmental reviews under the National Environmental Policy Act (NEPA), including the same opportunities for public involvement as other BLM land-use decisions.
- **BOEM:** During FY 2011, BOEMRE underwent a reorganization resulting in two new bureaus- BOEM and BSEE- that became independent effective October 1, 2011. BOEM is responsible for implementation of the Renewable Energy program; environmental analysis, assessment, and compliance for competitive and non-competitive lease sales and plan approval; conducting environmental studies; consultation with state and local and tribal governments, Federal agencies, and other stakeholders; processing applications submitted for renewable energy leases and grants; and reviewing the plans for proposed facilities.
- **BOR:** Reclamation will continue to support the renewable energy initiative and collaborate with other agencies on renewable energy integration.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #2: Develop renewable energy potential									
Percent of hydropower facilities in good condition as measured by the Facility Reliability Rating	BOR	98.2%	100.0%	100.0%	83.6%	85.5%	80.0%	69.1%	
		55	56	55	46	47	44	38	
		56	56	55	55	55	55	55	
Percent of time that Reclamation hydroelectric generating units are available to the interconnected Western electrical system during daily peak demand periods	BOR	91.0%	90.0%	89.0%	87.0%	87.0%	86.0%	85.0%	
		91	90	89	87	87	86	85	
		100	100	100	100	100	100	100	
Number of megawatts of approved capacity authorized on public land and the OCS for renewable energy development while ensuring full environmental review (cumulative)	DOI	1,398	1,526	1,610	10,526	7,551	11,998	12,998	
	BLM	1,398	1,526	1,610	10,526	7,083	11,530	12,530	
	BOEM	N/A	N/A	N/A	No Target	468	468	468	

Performance Assessment through FY 2011

As of September 30, 2011, the Department had approved over 7,000 MW of solar, wind, and geothermal renewable energy capacity. Though the Department did not achieve its ambitious goal for FY 2011, Interior’s progress toward this goal and its accomplishments to date have been historic and a number of “firsts” were achieved. Prior to 2010, the Bureau of Land Management (BLM) never had approved a solar project on public lands; by the end of FY 2011, BLM had authorized 13 solar projects. Additionally, in April, 2011, BOEM approved the Construction and Operations Plan (COP) for the first offshore renewable energy commercial lease, Cape Wind Energy Project in Nantucket Sound off the coast of Massachusetts, for 468 MW. Since the Department is committed to permitting renewable energy in an environmentally and economically responsible manner, approving renewable energy projects is a multi-step process entailing information gathering, consultation with interested and affected parties, NEPA review and compliance, and analysis in light of other applicable federal requirements. As a result of the environmental analysis and collaborative process that is necessary to authorize renewable energy development, proposed projects sometimes have had to be rejected or reduced in size and scope to avoid or minimize conflicts such as impacts to: tribal and cultural resources; areas near or adjacent to lands designated by Congress, the President, or Secretary for the protection of sensitive viewsheds, resources, and values that could be adversely affected by development; or threatened and endangered species and their habitat, including avian species for wind projects

and the desert tortoise in solar energy projects. In addition, renewable energy electricity generation depends on private commercial entities, the lessees, whose actions are greatly influenced by existing markets and related investment and infrastructure issues. Consequently, renewable energy companies sometimes decide to scale down, develop projects in phases, and otherwise modify or withdraw projects for reasons unrelated to the Department's permitting process.

Reclamation's emphasis on hydropower facility overhauls and O&M ensured performance targets in each of the last three years were met or exceeded. As a result, and in an attempt to improve the integration of its performance with the budget, Reclamation adjusted its Reliability measure in FY 2011 to reflect only "good" condition facilities vs. "fair to good." The revised measure more accurately portrays the condition of Reclamation's hydropower infrastructure. A recent preliminary analysis of hydropower potential at 530 Bureau of Reclamation sites, such as dams, diversion dams, canals, and tunnels, determined that 191 sites have some hydropower potential and seventy of those sites, with a total of 225 MW of generation capacity, also show some economic potential in terms of cost effectiveness for hydropower development. Considerations for the development of hydropower capacity include the age of the facilities, the manner in which hydropower operations are coordinated with water operations and other factors.

### **BLM Strategic Actions Planned during FY 2012 and FY 2013**

- Finalize the solar energy development Programmatic Environmental Impact Statement and begin implementation actions to identify leasing and development opportunities for solar energy projects in designated solar energy zones. The final solar Programmatic Environmental Impact Statement is expected to be released in summer 2012 and will include detailed environmental analyses of 24 solar energy zones covering more than 1,000 square miles of public land for large scale solar energy development. Making these lands available for BLM leasing proposals will provide the best siting locations for environmentally-sound solar energy development projects.
- Initiate this leasing program through a nomination and request for proposal process, ultimately ending in a competitive leasing program to accelerate the process of offering public lands for solar energy development.

### **BOEM Strategic Actions Planned during FY 2012 and FY 2013**

- Utilize the "Smart from the Start" initiative, and in consultation with Intergovernmental Task Forces, to identify priority areas most suitable for wind energy development on the North and South Atlantic OCS and facilitate the leasing process.
- Initiate competitive and noncompetitive leasing processes leading to lease issuance.
- Identify areas of competitive interest, contract environmental studies, prepare environmental compliance documents, and maintain coordination and consultation with stakeholders and other interested parties.
- Continue providing intergovernmental task force support.
- Initiate, develop and publish refinements to the offshore renewable energy regulations promulgated in April 2009.
- Conduct post-lease monitoring, inspection, and enforcement for previously issued Interim Policy limited leases.

### BOR Strategic Actions Planned during FY 2012 and FY 2013

- Provide support for the renewable energy initiative and collaborate with other agencies on renewable energy integration, including collaboration with DOE on a pump/generator assessment.
- Provide refinement of Reclamation's FERC/NERC/WECC reliability compliance activities and auditing of facilities to ensure compliance with mandatory NERC Standards
- Participate in compliance standard development and revision and support the development of mitigation plans.
- Provide support for audit and enforcement of Reclamation's compliance program.
- Support the implementation of the findings of the 1834 Hydropower Resource Assessment and Uprate studies.
- Continue work on improvement of power operations coordination and renewable integration with analysis of impacts to Reclamation projects.
- Provide power operations and maintenance-related support services for the Bureau of Reclamation and collaboration with other Federal, tribal, State, and local governments, power industry constituencies, and other interested parties.
- Continue initiatives in deferred maintenance reporting, power related security, and risk based asset management studies.
- Provide support to regions on FERC licensing, project use power contracts, and power rates and repayment.
- The significant decline in the hydropower facilities FY 2013 target is based on projections relative to aging infrastructure. As a result, several of the facilities will undergo maintenance work beginning in FY 2013.
- Leverage funding to support Reclamation's Hydropower Optimization Initiative, which will improve operational efficiencies at all power plants, and will also support analyses of the small sustainable hydropower facilities developed under the joint Reclamation/DOE Funding Opportunity Announcement.



Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
# of Annual, Periodic and Comprehensive Reviews Completed	BOR	47	50	53	53	52	52
% of generating capacity that has a major generator/turbine related component rated in poor condition.	BOR	N/A	N/A	3% <sup>1</sup> 442 /14,653	10% 1,468/14,687	10% 1,468/14,687	10% 1,465/14,687
Forced outage factor lower than or equal to the industry average of 2.2% <sup>2</sup>	BOR	1.13%	1.82%	2.8%	2.2%	2.2%	2.2%
Number of offshore renewable energy leasing or ROW/RUE grant processes initiated (i.e., first public notice issued)	BOEM	N/A	0	1	4	7	2
Number of limited leases issued for offshore renewable energy testing and data collection, including §238 research leases	BOEM	N/A	0	4	0	0	2
Number of commercial leases issued for offshore renewable energy generation	BOEM	N/A	0	0	1	1	6
Number of right-of-way/right-of-use and easement grants issued for offshore renewable energy transmission	BOEM	N/A	N/A	0	0	0	3
Number of NEPA documents (EIS/EAs) finalized for Renewable Energy	BOEM	N/A	3	1	1	2	7

<sup>1</sup>A significant change in how Exciters (Excitation systems are important components of a power plant electric generator) were rated by HydroAmp accounts for the dramatic change from FY 2010 to FY 2011 in this measure.

<sup>2</sup>Industry average for forced outage factor is 2.20 percent (based on a ten year rolling average)

**Mission Area 2: Sustainably Manage Energy, Water, and Natural Resources**

Goal #1: Secure America's Energy Resources

Strategy #3: Manage Conventional Energy Development

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Bureau of Land Management (BLM) <sup>1</sup>	96,572	102,272	106,507	106,889	92,376	106,684	
Bureau of Ocean Energy Management (BOEM)	0	0	0	96,838	102,261	105,550	
<b>Total Funding for Mission Area 2, Goal 1, Strategy 3</b>	96,572	102,272	106,507	203,727	194,637	212,234	

<sup>1</sup> In FY 2008 – 2013, two million dollars is subtracted from conventional energy to support geothermal renewable energy development.

Key Program Contributors

The following programs significantly contribute to the outcome of the strategic goal and strategies for managing conventional energy resources on Department lands and on the Outer Continental Shelf.

**BLM:** Energy and Minerals Management

**BOEM:** Conventional Energy and Environmental Assessment

Overview of Program Contributions

**BLM:** BLM’s Energy and Minerals Management Program, which includes the management of oil and gas and coal resources, is responsible for providing access to develop energy resources in an environmentally responsible manner. The BLM programs for conventional energy development include the following components:

- **Oil and Gas Management:** The program conducts oil and gas lease sales, administers existing oil and gas leases, processes oil and gas Applications for Permit to Drill (APDs) and subsequent modifications, inspects existing oil and gas authorizations, inspects producing oil and gas wells and ensuring proper reporting of production, takes enforcement actions to ensure compliance with terms and conditions of leases, APDs, and other authorizations. This includes compliance with environmental conditions, and approving reservoir management agreements

to provide for orderly development of oil and gas fields, evaluating oil and gas fields for drainage (fluid minerals on BLM land removed through a well on adjacent private land), and taking administrative actions, if necessary, to protect federal mineral interests, protecting the environment by plugging and reclaiming orphan oil and gas wells drilled by previously existing oil and gas companies and Alaska Legacy Wells originally drilled by the Federal Government (United States Navy and United States Geological Survey), carrying out trust responsibilities by managing operational activities on approximately 3,700 oil and gas leases for Indian Tribes and individual Indian allottees, providing advice on leasing and operational matters to the Bureau of Indian Affairs, Indian Tribes, and Indian mineral owners.

- **Coal Management:** The Program conducts competitive coal lease sales and ensuring the public receives fair market value, administers existing coal leases and provides additional approvals to ensure compliance with the terms and conditions of the lease, processes coal exploration licenses and monitors operations for compliance, processes coal resource recovery and protection plans and modifications to protect the public's resources from waste and to ensure maximum economic recovery, inspects Federal and Indian coal use authorizations to ensure compliance with the authorization's terms and conditions, independently verifies reported coal production from Federal and Indian coal leases, taking enforcement actions to ensure compliance with terms and conditions of leases and authorizations, and provides prelease evaluations of mineral tracts when requested by the Bureau of Indian Affairs for Indian Tribes and Indian mineral owners.

**BOEM:** BOEM manages the nation's offshore energy and mineral resources, including renewable energy generation and associated activities, in an environmentally and economically responsible manner. BOEM is responsible for resource evaluation and planning involving technical and economic analysis, tract evaluation, assessment and modeling, resource conservation, geological and geophysical data acquisition, reserves inventories, fair market value determinations; oil and gas leasing activities such as the 5-Year Oil and Gas Program, surveying Outer Continental Shelf (OCS) boundaries, implementing the lease sale process, administering leases, reviewing exploration and development plans; environmental analysis and assessment of OCS energy and mineral activities, and environmental science to support decision-making; and coastal and marine spatial planning and activities.

**Challenges and Risks****BLM**Oil and Gas Management

- The numbers of inspections and total annual costs have risen over the previous years. There has been resistance to the adoption of inspection fees to fund the program.
- BLM must review and analyze environmental documents which include increasingly complex environmental issues, impacts, and mitigation plans for APDs, requiring additional capacity and skills.
- Costs for offering lease sales have risen due to increased analysis and on-the-ground work prior to offering the leases. These additional steps ensure that leasing is conducted using an orderly, open, consistent, and environmentally sound process which will help reduce potential conflicts which can lead to costly and time-consuming protests and litigation.

Coal Management

- Lack of surface owner consent on lease application submissions has resulted in delays and/or cancellations in lease sales. The BLM is encouraging surface owners to participate in the land use planning process so that areas made available for leasing will not be held up or denied for lack of surface owner consent.
- The requirement to process applications across multiple agencies, both State and Federal has lengthened the time necessary to process applications to explore for and produce Federal coal resources. The BLM continues to work with those agencies on ways to streamline the coordination and review.

**BOEM:** Additional environmental studies needed to baseline information on species, habitats, and ecosystems, and continued monitoring to assess changes resulting from BOEM activities, the effectiveness of mitigations, and the effects of climate change.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #3: Manage Conventional Energy Development									
Percent of coal lease applications processed	BLM	10.0%	5.3%	5.1%	14.3%	7.1%	14.3%	15.0%	
		4	2	2	6	3	6	6	
		40	38	39	42	42	42	40	
Percent of pending fluid minerals Applications for Permit to Drill (APDs) which are processed	BLM	N/A	N/A	N/A	Establish Baseline	55.9%	55.9%	60.2%	
		N/A	N/A	N/A	Establish Baseline	5,200	5,200	5,500	
		N/A	N/A	N/A	Establish Baseline	9,308	9,308	9,134	
Number of offshore lease sales held consistent with the Secretary's 5-Year Oil and Gas Program <sup>1</sup>	BOEM	5	2	1	-	-	2	3	

<sup>1</sup> On November 8, 2011 the Secretary announced the Proposed Outer Continental Shelf (OCS) Oil and Gas Leasing Program for 2012-2017; the final Program is still being finalized.

Performance Assessment through FY 2011

The Department is committed to leasing and permitting coal, oil and natural gas in an environmentally sensitive manner. In order to make sure that happens, the necessary environmental analysis must be done. For coal leasing, performance remains very low, at levels below 10%, because litigation has slowed the permitting process and significantly limited the number of leases that can be issued. In the case of onshore oil and gas permitting, a new measure, the number of pending cases of Applications for Permits to Drill (APDs) with a baseline in FY2011 of 56%, will better enable the Department track and ensure that APDs are permitted in a timely fashion while all necessary environmental work also is completed.

For offshore oil and natural gas development, the trend for the number of lease sales declined for several reasons, including: decisions surrounding additional environmental analysis required by a DC Circuit Court decision; review of information utilized in the multi-sale Environmental Impact Statement to determine if it required revision following the Deepwater Horizon oil spill; and to allow more time for consultation with the Department of Defense and for the development and implementation of measures to improve the safety of oil and gas development, as well as to provide greater environmental protection and reduce the risk of catastrophic events. For these reasons, only one offshore sale was held in FY 2010 and no lease sales were held FY 2011. In December 2010, the Secretary announced a Proposed Five Year

Program for OCS Oil and Gas Leasing for 2007-2012. The Proposed Program has been approved by the Court and the supplemental environmental analyses in the Gulf of Mexico are complete. The Bureau will take the necessary steps to ensure its successful implementation within statutory requirements.

### Strategic Actions Planned during FY 2012 and FY 2013

#### **BLM**

##### **Oil and Gas Management**

- Institute a risk-based strategy for production inspections under the new Priority Goal. The risk-based strategy will help the BLM maximize the use of a limited inspection staff to better meet the inspection goals and requirements in the future.
- Shift the cost of the inspections program to industry fees, for a savings of \$38 million in requested appropriations funding while maintaining capacity.
- Initiate a rulemaking process to authorize increased royalties for new competitive oil and gas leases on Federal land.

##### **Coal Management**

- Put new regulations in place that will utilize cost recovery to collect inspection and enforcement fees.
- In an effort to create a more efficient application process, group lease applications that are in close geographic proximity for a streamlined analysis of environmental impacts.
- Develop a Mineral Tracking System to respond to needs identified from a GAO audit in 2003 and implement policy direction. A pilot version of this system was launched in the BLM's offices in Utah and Wyoming in 2010, and BLM will continue this pilot through 2012.

#### **BOEM**

- In FY 2012, conduct two lease sales- one in the Western Gulf of Mexico (held on December 14, 2011) and one in the Central Gulf of Mexico (scheduled to be held in June 2012) In FY 2013, conduct 3 lease sales – one in the Central Gulf of Mexico and two in the Western Gulf of Mexico.
- Fund the collection of baseline information on species, habitats, and ecosystems, for NEPA reviews related to exploration and development. This information also supports Coastal and Marine Spatial Planning efforts.
- Fund coordinated, long-term monitoring efforts, engaging Federal, academic, and other partners, in new and augmented, ongoing monitoring programs.
- Complete comprehensive review on the use of Categorical Exclusions for OCS decisions during FY 2012.
- Announce the Secretary's OCS Oil and Gas Leasing Program for 2012 -2017 during FY 2012. (The proposed final Program is scheduled to be announced during FY 2012, but the Program may not be approved and effective until FY 2013.)
- Publish a Programmatic Environmental Impact Statement for Geological and Geophysical Activities in the Atlantic during FY 2013.

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Number of blocks/tracts evaluated	BOEM	8,341	11,287	8,233	24,870	9,300	9,300
Percent of high bids on leases accepted or rejected within 60 days	BOEM	41.2% 898/2,181	65.3% 431/660	56% 264/472	N/A <sup>1</sup>	55%	60% <sup>2</sup>
Maintain the ratio of 1.8 to 1 (+/- 0.4) of accepted high bids to BOEM's estimated value <sup>3</sup>	BOEM	2.49 to 1	1.7 to 1	1.8 to 1	N/A <sup>1</sup>	1.8 to 1 (+/- 0.4)	1.8 to 1 (+/- 0.4) <sup>2</sup>
Percent of environmental studies program (ESP) projects rated "Moderately Effective" or better by BOEM internal customers	BOEM	85% 29/34	91% 20/22	91% 10/11	91% 21/23	85%	85%

<sup>1</sup> No lease sales were held during FY 2011.

<sup>2</sup> On November 8, 2011 the Secretary announced the Proposed Outer Continental Shelf (OCS) Oil and Gas Leasing Program for 2012-2017; the final Program is still being finalized.


<sup>3</sup> This measure compares the accepted high bid on each tract to the government's estimated value for that tract. Industry corporate strategy with respect to acquiring specific acreage could lead to a company raising its bid above this analytical value to improve their chances of winning the lease. BOEM estimates are based on a discounted cash flow analysis of a tract and are not designed to predict the high bid. Therefore, the value of this indicator should always be greater than one to achieve fair value for OCS leases. The annual target ratio of 1.8 to 1 means that on average, the industry bids received are expected to be \$1.80 (+/- 0.4) for every dollar of the estimated value for each tract.

**Mission Area 2: Sustainably Manage Energy, Water, and Natural Resources**

Goal #1: Secure America's Energy Resources

Strategy #4: Account for Energy Revenues

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Office of the Secretary / Natural Resources Revenue	81,687	86,684	89,374	109,364	119,418	119,609	

Overview of Program Contributions

During FY 2012 and 2013, the Office of Natural Resources Revenue (ONRR) will implement revenue management reforms. ONRR was established on October 1, 2010, realigning mineral revenue functions formerly in BOEMRE to ensure fair return to the taxpayer from Federal and Indian mineral revenue collection and disbursement activities; improve the management, oversight, and accountability of activities in the OCS; and provide independent safety and environmental oversight and enforcement of offshore activities.

**Challenges and Risks**

During FY 2011, the GAO testified before Congress on their annual High-Risk report, noting the addition of the Department's management of oil and gas resources, which must ensure that:

- The Federal Government receives a fair return on its oil and gas resources, also known as "government take"
- The Department completes its production verification inspections
- The Department's data on production and royalties are consistent and reliable



**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Office	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #4: Account for Energy Revenues									
Percent of Federal and Indian revenues disbursed on a timely basis per statute (\$Billions)	ONRR	99.2%	99.5%	99.1%	99.0%	98.4%	97.0%	97.0%	
		2.96	2.29	2.10	1.98	2.49	1.94	1.94	
		2.99	2.30	2.12	2.00	2.53	2.00	2.00	
Cumulative percent of unique mineral royalty companies covered by compliance activities*	ONRR	28.7%	50.7%	60.5%	20.8%	48.5%	54.0%	58.0%	
		525	906	1,086	360	860	957	1,028	
		1,832	1,787	1,794	1,729	1,773	1,773	1,773	

\*This measure was re-baselined in FY 2010. Result reported for FY2010 actual is cumulative FY 2008 – 2010.

**Performance Assessment through FY 2011**

Performance for timely disbursement of Federal and Indian revenues has been at a very high level of achievement, averaging 99 percent over the past 3 years (FY 2008-2010). The 98.4 percent result for FY 2011 was primarily the result of a boom of development in the Ft. Berthold Indian Reservation in North Dakota, where significant new production caused a delay in approval of associated Communitization Agreements (CA). Companies had submitted the money to ONRR, but because of the delay in CA approvals, didn’t have the information necessary to timely disburse the funds. It is important to note that ONRR daily deposits all American Indian receipts into interest bearing accounts, and once reporting identifies where funding should be directed, the interest is also disbursed to American Indian recipients, making the recipients whole. While ONRR consistently aims to obtain 100% on-time disbursements, the FY 2012 and FY 2013 targets are 97 percent because during those years, ONRR will be upgrading and enhancing its financial system which will require staff time to design, test, and implement.

For the percent of unique mineral royalty companies covered by compliance activities, ONRR expected a lower level of performance in FY 2011 than in the prior 3 years because of the planned implementation of the Operations Management Tool (OMT), which was expected to have a negative impact on workload capabilities for compliance activities, and the anticipated increased level of work on volumes transitioning from “royalty in kind” to “royalty in value.” However, ONRR exceeded the FY 2011 target because the implementation of OMT was delayed to FY 2012 and the workload from “royalty in kind” transitions was lower than expected. Additionally, the 19 new auditors hired into ONRR in FY 2010 were more experienced and required less training than anticipated. The percent of additional unique companies covered in FY 2012 and beyond will be lower than in recent years because ONRR is enhancing its focus on high and significant risk companies and because of staff redirected to testing and implementation of automated compliance management tools in FY 2012. ONRR managers are continuously improving their assumptions related to the risk-based compliance strategy to further refine performance target setting. ONRR has implemented a new

integrated approach to more effectively project the number of unique companies in the annual audit and compliance work plan. ONRR has also established a Risk and Work Planning Team to conduct preliminary reviews of annual work plans and performance targets.

### Strategic Actions Planned during FY 2012 and FY 2013

- Expand data mining functions during FY 2012 to incorporate additional types of reviews, addressing some recent external recommendations regarding data accuracy, and providing earlier detection of missing or inaccurate royalties for greater assurance that royalties are collected accurately and in a timely manner.
- Revise and simplify valuation regulations for Federal oil and natural gas, Indian oil, and Federal and Indian coal by the end of FY 2013 to ensure the American taxpayer is properly compensated for the use of our Nation's resources.
- Improve company analytics and implement processes during FY 2012 to enhance identification of companies/issues requiring specific focus, and pilot a cross-functional compliance team to develop integrated responses and monitor progress.
- Expand the compliance risk tool by September 2012 to develop ability to assess its performance in targeting high-risk companies and properties for audit or compliance work, and to improve the tool over time through a more robust feedback mechanism.
- Increase timeliness and accuracy of production data and streamline production and well reconciliation, reporting, and resolution processes by the end of FY 2013.
- Hire additional offshore production measurement personnel during FY 2012 and implement enhanced production verification and meter inspections on offshore rigs/platforms and production facilities.
- Ensure proper staffing and oversight for the State and Tribal Audit Program during FY 2012 and FY 2013.
- Engage contractor to evaluate the feasibility of automatic production metering in FY 2012 and to develop a risk-based production measurement inspection framework in FY 2013.

### Supporting Performance Milestones


Outputs, Supporting Performance Measures, and/or Milestones	Office	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Expand compliance risk tool	ONRR					Sep 2012	
Streamline production and well reconciliation/reporting/resolution	ONRR						Sep 2013
Evaluate feasibility of automatic production metering	ONRR					Sep 2012	
Develop risk-based production measurement inspection framework	ONRR						Sep 2013

**Mission Area 2: Sustainably Manage Energy, Water, and Natural Resources**

Goal #2: Manage Water for 21<sup>st</sup> Century

Strategy #1: Conserve Water

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
<b>BOR Water and Related Resources</b>	183,422	196,654	181,239	115,993	89,192	123,305	

Note: FY 2012 and 2013 targets are based on the inclusion of additional water conservation related programs in the Water Conservation Priority Goal that could contribute toward the performance of the Priority Goal.

Key Program Contributors

**BOR:** Water and Related Resources



Overview of Program Contributions

BOR will effectively increase the available water supply for agricultural, municipal, industrial and environmental uses in the Western United States by conservation through the WaterSMART (Sustain and Manage America’s Resources for Tomorrow) Program and other programs. Through these programs, Reclamation will provide assistance to States, Indian Tribes, local communities, universities, and non-profits to address Western water issues, including increased water demands from growing populations and energy needs, amplified recognition of environmental water requirements and water equity issues, and the potential for decreased water supplies due to extended droughts and climate change. As part of the WaterSMART program, Reclamation will implement the Title XVI Program (Water Reclamation & Reuse Program), which is an ongoing activity that includes planning, design, and construction of water recycling and reuse projects.

**Challenges and Risks**

- The amount of water savings achieved each year depends in part on the types of projects proposed by WaterSMART Grant applicants.
- Ability to complete environmental compliance in a reasonable timeframe and cost
- Some State Water Laws may pose challenges to proposed water conservation projects. The data needed to measure the amount of water conserved by WaterSMART Grants may not be readily available.
- For projects authorized to benefit Tribes, Federal law requires Reclamation to be responsible for O&M costs. As these Tribal project features are completed, the O&M costs rise, consuming an increasing share of Reclamation’s overall budget allocated to rural water projects.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #1: Conserve Water									
Acre feet of water conservation capacity enabled through Reclamation's conservation-related programs such as water reuse and recycling (Title XVI) and WaterSMART grants (performance is cumulative) Priority Goal	BOR	N/A	N/A	N/A	350,000	487,939	587,839	730,000	
Potential acre-feet of water made available through completion of projects (excludes the Priority Goal and dam safety modifications)	BOR	150,597	38,323	13,024	72,298	162,553	197,003	2,205	

\* FY 2012 and 2013 targets are based on estimated contributions of recently approved additional water conservation related programs that could contribute toward the Priority Goal.

**Performance Assessment through FY 2011**

Reclamation is the Department’s main water management agency and has two performance measures associated with water conservation. The first includes the WaterSMART program, designed to allow the Department to work with States, Tribes, local governments, and non-governmental organizations to pursue a sustainable water supply for the Nation. This is achieved by establishing a framework to provide Federal leadership and assistance on the efficient use of water, integrating water and energy policies to support the sustainable use of all natural resources, and coordinating the water conservation activities of the various Departmental offices. Program success is achieved through administration of grants, scientific studies, technical assistance, and scientific expertise. This strategy directly supports the Department’s Water Conservation Priority Goal.

Reclamation's second water conservation measure tracks the potential acre-feet of water that could be delivered by projects based on estimated averages found in modeling and project construction agreements or financial assistance programs. This measure is targeted by identifying potential deliveries based on projects anticipated to be completed with authorized funds for the upcoming year along with data from various engineering reports and assessments. Reclamation exceeded its projections in this area and expects to meet future targets.

### Strategic Actions Planned during FY 2012 and FY 2013

- Seek WaterSMART Grant proposals to provide cost-shared funding for water conservation and efficiency projects that allow users to decrease diversions and make saved water available for other uses, consistent with State water laws.
- Fund a small number of multi-year WaterSMART Grant projects in one-year phases on a pilot basis to determine where additional water savings could result.
- Make funding available for authorized Title XVI projects that most closely meet program goals.
- Implement and revise Title XVI and WaterSMART Grant funding criteria to identify projects that most effectively stretch water supplies and contribute to water supply sustainability.
- Improve and implement performance measures for WaterSMART Grants in order to validate water savings.
- Increase efforts to assess the array of benefits of the projects being funded through Title XVI and WaterSMART Grants in addition to water savings, such as energy savings resulting from water conservation and implementation of renewable energy.
- Review expected water savings from the additional programs to ensure that the methodology used to estimate water savings is consistent with the approach for WaterSMART Grants and Title XVI.
- Complete the 7 pre-Title I projects under construction, which will provide safe and reliable drinking water to rural communities, including tribes, through installation of water distribution systems, water treatment systems, and wells. Once complete, the projects are expected to serve a population of approximately 775,000 people, of which 128,000 are tribal communities.

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
% of WaterSMART Grant and Title XVI applications evaluated timely <sup>1</sup>	BOR	N/A	N/A	100%	100%	100%	100%
% of WaterSMART Grant and Title XVI agreements awarded by fiscal year end <sup>1</sup>	BOR	N/A	N/A	100% 37/37	98% 61/62	98% 52/53	96% 26/27
Annual acre feet of water reclaimed and delivered	BOR	192,815	243,465	260,071	284,153	313,152	TBD
% of rural water studies reviewed and evaluated within the required timeframe <sup>1</sup>	BOR	N/A	N/A	100% 2/2	100% 3/3	100% 7/7	100% 6/6
# CFS-miles of conveyance systems constructed	BOR	123	0 <sup>2</sup>	121	220	8,000 <sup>3</sup>	7,018 <sup>3</sup>


<sup>1</sup> New measures beginning in FY 2010.

<sup>2</sup> No Cubic feet per second (CFS)-miles of water conveyance system were constructed in FY 2009.

<sup>3</sup> Beginning in FY 2012, the number of CFS-miles of conveyance system constructed will include the additional CFS-miles constructed under rural water projects. cfs-miles = cubic feet per second x miles of pipeline, a measurement of the overall volume & distances associated with conveyance systems.

**Mission Area 2: Sustainably Manage Energy, Water, and Natural Resources**  
 Goal #2: Manage Water for 21<sup>st</sup> Century  
 Strategy #2: Improve Reliability of Water Delivery

[Key Funding Sources](#)

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Water and Related Resources	313,461	292,796	307,633	362,343	331,354	310,213	

[Key Program Contributors](#)

**BOR:** Water and Related Resources


[Overview of Program Contributions](#)

The Bureau of Reclamation operates and maintains facilities in a safe, efficient, economical, and reliable manner and by ensuring that systems and measures are in place to provide for the reliability of the facilities and the safety of the public.

**Challenges and Risks**

- Reclamation’s aging infrastructure may require greater amounts and more frequent maintenance, rehabilitation, and replacement. Reclamation cannot necessarily predict the occurrence and magnitude of these events as they are influenced by external factors.
- Extreme weather and climate events, such as drought and floods, can create extraordinary maintenance conditions and needs, as well as affect Reclamation’s ability to store and deliver water.
- Increasing development and urbanization near water facilities can create challenges in managing and addressing maintenance issues and increase risks and the need to increase risk management protections.
- Unanticipated and unscheduled required modifications, such as those produced by a safety of dams evaluation, can result in facility upgrades that are not planned and result in increased costs.
- Competing water needs challenge the ability of Reclamation to operate and maintain facilities.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #2: Improve Reliability of Water Delivery									
Percent of water infrastructure in good condition as measured by the Facility Reliability Rating.	BOR	98.6%	98.0%	98.3%	63.8%	72.0%	62.5%	62.5%	
		341	339	337	219	247	215	215	
		346	346	343	343	343	344	344	

Performance Assessment through FY 2011:

Over the past three years, Reclamation has achieved a solid record for maintaining water facility infrastructure at a high level of reliability. The evaluation mechanism used is the Facility Reliability Rating, a set of weighted criteria including dam safety, maintenance, operations, and management factors. Reclamation emphasized planning and accomplishing water facility infrastructure O&M that ensured performance targets in each of the last three years were met. As a result, and in an attempt to improve the integration of its performance with budgeting activities, Reclamation adjusted its reliability measure in FY 2011 to reflect only “good” condition facilities vs. “fair to good.” As a consequence in FY 2011, Reclamation’s achievements do not trend as before (FY 2010, 98 percent fair to good condition) as the performance measure was changed to target facilities in only “good” condition rather than facilities in “fair to good” condition as previously measured. The achievement in FY 2011 was 72 percent in *good* condition. Due to aging facilities and reduced funding, it will be a challenge to sustain the performance level achieved in FY 2011.

Strategic Actions Planned during FY 2012 and FY 2013

- Explore and implement applicable efficiencies in managing water-related facilities while sustaining effectiveness.
- Implement authorized financial assistance measures such as loan guarantees and extended repayment provisions for water users in funding extraordinary maintenance needs (e.g., aging infrastructure).
- Develop guidance to assist field offices in assessing O&M recommendations.
- Update, verify and validate data being used to report facility O&M-related information, including Major Rehabilitations and Replacements data and annual O&M costs. Coordinate this data, as necessary, for consistency with asset management data being reported as part of the Federal Real Property Profile annual report.
- Identify and implement methods to maintain knowledge and expertise for the inspection and analysis of water storage and delivery infrastructure.
- Use funding sources available for partners to fund extraordinary maintenance (e.g., aging infrastructure) needs.
- Implement guidance by field offices in assessing O&M recommendations.



- Using updated facility O&M-related information, MR&R data, and annual O&M costs, analyze and determine any applicable trends for future forecasting of budget-related needs.

**Supporting Performance Measures**

Reclamation’s supporting measures include activities associated with both high- and significant-hazard dams and reserved works associated facilities. Annual condition assessments (site inspections), documented with a completed checklist, are required on all of Reclamation’s high- and significant-hazard dams during those years in which PFRs (Periodic Facility Reviews) and CFRs (Comprehensive Facility Reviews) are not conducted. PFRs and CFRs are formally documented facility reviews which are required and alternated every three years. In addition, RO&M (Review of Operation and Maintenance) examinations (i.e., condition assessments) are formally documented facility reviews that are conducted typically every three to six years on Reclamation’s non-dam, water facilities that are classified as “associated facilities.” Reserved works means that Reclamation has day-to-day O&M responsibilities for these facilities.








Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Total number of water facilities (Includes total number of high and significant hazard dams and reserved works associated facilities as reported under the Facility Reliability Rating water goal)	BOR	346	345	343	343	344	344
Number of annual water facility condition assessments completed	BOR	180	184	180	209	158	159
Number of annual water facility condition assessments scheduled	BOR	210	213	200	217	169	165
Number of reviews completed (Includes periodic facility reviews and comprehensive facility reviews on high and significant hazard dams , and reviews of Operation and Maintenance at reserved works)	BOR	140	132	145	49	41	41
Number of reviews scheduled (Includes periodic facility reviews and comprehensive facility reviews on high and significant hazard dams , and reviews of Operation and maintenance at reserved works)	BOR	140	133	145	49	41	41
% complete of milestones for on-going surface water storage projects	BOR	66.7%	66.7%	66.7%	36.0%	36.4%	41.8%
# of milestones for on-going surface water storage projects completed	BOR	16	16	16	20	20	23

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Total # of milestones to be completed	BOR	24	24	24	55	55	55
# of acre feet of optimum refuge water supply delivered	BOR	37,066	41,313	70,086	101,854	71,145	86,675
# of acre feet of water provided as flow for fish habitat	BOR	706,490	638,500	860,340	948,500	800,000	800,000
% complete of structural fish restoration actions	BOR	41%	41%	48%	60%	70%	72%
# of representative fish counted	BOR	39,778	30,604	94,818	N/A <sup>1</sup>	450,000	N/A <sup>1</sup>

<sup>1</sup>The cyclical nature of anadromous fish runs in the Central Valley make annual targets impracticable. Therefore, three year targets were established (in the PART process) to reflect a progress trend toward doubling goal accomplishment. Targets were established for FY 2006, 2009 and 2012 thus far. Actuals are reported only for years in which there is an established target.

**Mission Area 2: Sustainably Manage Energy, Water, and Natural Resources**  
 Goal #2: Manage Water for 21<sup>st</sup> Century  
 Strategy #3: Improve Infrastructure and Operation Efficiency of Tribal Water

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Irrigation Projects	13,398	15,421	13,435	13,406	4,382	4,379	
Irrigation Operations and Maintenance	11,874	11,922	11,970	11,910	11,920	11,945	
Dam Projects	21,844	21,832	21,875	25,634	25,554	25,393	
Engineering and Supervision	2,103	2,106	2,125	2,089	2,082	2,039	
Survey and Design	292	292	292	291	292	292	
Federal Power Compliance [FERC]	672	655	658	655	649	630	
<b>Total</b>	<b>50,183</b>	<b>52,228</b>	<b>50,355</b>	<b>53,985</b>	<b>44,879</b>	<b>44,678</b>	

Overview of Program Contributions

Indian Affairs Irrigation Program conducts irrigation construction, dam rehabilitation and the operation and maintenance of dams, irrigation, and power projects on trust lands. The scope of responsibilities include, engineering management, operations and maintenance involving over 100 dams, and more than 100 irrigation systems and several large revenue generating power operations. The Program is also responsible for flood plain management, is resource-utilization oriented, and functions as an engineering management and oversight operation to provide effective water and power distribution. The Program sets high standards for maintenance of irrigation systems to ensure they do not present an unacceptable risk to lives and property.



For FY 2012 and 2013 the Indian Affairs Irrigation Program will continue to face multiple challenges and opportunities. The Irrigation Program is mostly funded from revenues from water users. BIA delivers irrigation water through thousands of miles of canals and through more than 100,000 irrigation structures, many of which are aging and many have exceeded their life expectancies. Most of the Indian irrigation projects have antiquated systems that are in need of major repairs and upgrades. Since most of these projects were never completed and maintenance has been deferred over the life of the project, many problems exist today with water delivery. The current deferred maintenance backlog is just over \$600 million. The BIA is continuing to improve assessments of the current infrastructure through condition assessments, GPS inventories and GIS mapping tools. Increasing costs for products (fuel, concrete, etc.) along with the current poor condition of most of the projects infrastructure will continue to delay rehabilitation efforts on the irrigation projects. Indian Affairs is working with various tribes and water users to identify opportunities to address these needs and in turning project operations over to the tribes and water users.

The Safety of Dams Program is responsible for 136 high and significant hazard potential dams. The BIA works closely with tribes concerning dams on their reservation for all work in this program. The primary emphasis is on emergency management to protect downstream residents from undue risks associated with the dams. This includes emergency action plans and early warning systems on all of its high and significant hazard dams, performing maintenance, enhancing security, and rehabilitating dams in poor condition. Updating and exercising emergency action plans will continue on a 3-year cycle during this period. To best utilize the limited Safety of Dams resources, Indian Affairs, following the lead of the Department, implemented a risk-based approach prioritization for funding Safety of Dams projects. Through this new approach, BIA identified 78 dams with moderate to high risk (moderate to high probability of failure and consequences) failure modes. These higher risk issues are being mitigated to an acceptable level. Some mitigation measures may be temporary until a permanent repair can be implemented. Indian Affairs will be performing design and construction rehabilitation on 15 dams during this period.

### Challenges and Risks

- Ongoing difficulty in locating qualified staff who are able and willing to serve the Indian population; for instance, the recruiting and retention of qualified irrigation project managers is a longstanding problem primarily due to the remote locations associated with projects
- Difficulty in establishing accurate construction estimates given volatile fluctuations in the costs of construction materials

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #3: Improve Infrastructure and Operation Efficiency of Tribal Water									
Number of linear miles of functional BIA irrigation project canals servicing irrigated lands	BIA	N/A	N/A	N/A	99.9%	99.9%	98.2%	98.2%	
		N/A	N/A	N/A	4,651	4,651	4,570	4,570	
		N/A	N/A	N/A	4,654	4,654	4,654	4,654	
Annual percentage improvement in the mean BIA Dam Facility Reliability Rating	BIA	N/A	N/A	N/A	1.2%	0.5%	1.1%	1.0%	
		N/A	N/A	N/A	1	51	107	97	
		N/A	N/A	N/A	69	9,548	9,598	9,705	

Performance Assessment through FY 2011

Baseline data for the irrigation measures was collected in FY 2011 and showed a 99 percent success rate. This is the reference point for performance targets for FY 2012 and beyond. The annual percentage improvement in dam reliability rating (a composite score including a number of factors) has remained at 2 percent or less in each of the years between FY 2008 and FY 2011. Although the same factors are being measured, the manner of expressing this information changed from average numerical rating of each dam prior to 2011 to percentage improvement across the program in 2011. The supporting measure below for irrigation maintenance shows a sharp decline for FY 2011 due to the loss of personnel. The program is filling 7 vacant positions and back orders for replacement parts on older equipment.

Strategic Actions Planned during FY 2012 - 2013


- Repair aging irrigation equipment with replacements parts on order as soon as they are available
- Fill the 7 irrigation positions ASAP which will also improve future performance.
- Assign a Contracting Officer dedicated to servicing only irrigation and dam safety program staff.
- Implement funding prioritization system for dams based on solely on risk assessment.
- Complete report on strategies aimed at attracting and retaining qualified irrigation project managers.
- Complete research on existing methodologies in use to maintain current construction estimates.
- Indian Affairs will be performing design and construction rehabilitation on 15 dams during this period.

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Percent of revenue generating irrigation projects for which comprehensive condition assessments have been completed annually (BIA)	BIA	47% 7/15	67% 10/15	80% 12/15	80% 12/15	80% 12/15	87% 13/15
Percentage of irrigation projects that have been reviewed during the reporting year and found to be in compliance with regulations (BIA)	BIA	50% 1/2	100% 2/2	100% 2/2	0% 0/2	100% 2/2	100% 2/2
Percentage of maintenance projects that are completed within established timeframes (BIA)	BIA	84% 1,383/1,641	87% 1,448/1,663	85% 1,245/1,459	76% 800/1,046	74% 807/1,096	74% 807/1,096

**Mission Area 2: Sustainably Manage Energy, Water, and Natural Resources**  
**Goal #3: Sustainably Manage Timber, Forage, and Non-Energy Mineral**  
**Strategy #1: Manage Timber and Forest Products Resources**

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Bureau of Land Management Public Domain and Oregon & California Forestry Management	53,871	53,327	53,970	49,959	49,877	45,718	

Key Program Contributors

**BLM:** Public Domain, Forest Management, Western Oregon Forest Management, and Oregon and California Grants Lands

Overview of Program Contributions

The Public Domain Forest Management program manages over 58 million acres of forests and woodlands in 12 western states, including Alaska. BLM forests and woodlands serve a variety of purposes and provide many important benefits, offering timber and other forest products and recreational opportunities that support local economies. They serve as valuable wildlife habitat, and play an important role in carbon storage and cleaning water and air.

The program focuses on ecosystem restoration and health, protection, and management for multiple objectives including biodiversity, conservation, and sustainable development for local communities. Appropriated funding is leveraged with Forest Ecosystem Health and Recovery Funding, USDA Forest Health Protection funding, and by using stewardship authority to increase program accomplishments and meet goals. The program also coordinates with the Wildland Fire management program to leverage funds for hazardous fuels reduction projects.

The Western Oregon Forest Management program includes all costs associated with management, maintenance, and enhancement of forests and woodlands on the public lands, including the O&C Grant lands, the Coos Bay Wagon Road lands, and Public Domain land within western Oregon, except for activities directly related to reforestation and forest development.

**Challenges and Risks**

The Public Domain Forest Management program:

- Approximately 14 million acres of BLM's forests and woodlands are at great risk of insect and disease attacks, which increases their vulnerability for catastrophic wildfire.
- Most forest restoration and health treatments are accomplished through the sale of forest products that are the by-products of the treatments. The closing of many traditional sawmills, paper mills, and other wood product utilization facilities decreased markets for forest products.
- Loss of infrastructure in the logging contractor community, fluctuation in the housing market, and transportation costs affect BLM's ability to sell timber, utilize the by-products of treatments, and complete treatments.
- Many isolated BLM forest parcels are inaccessible without access across private lands, often preventing timely forest treatments. Good Neighbor Authority for the BLM is available only in Colorado, where the BLM is authorized to contract with the state to treat adjacent BLM lands.

The Western Oregon Forest Management program:

- Program performance in 2012 may be affected by the outcome of the settlement discussions resulting a lawsuit filed in the District Court of Western Washington.
- Program performance may be affected by litigation in Oregon relating to discharges from ditches and culverts associated with timber hauling roads.
- A Ninth Circuit Panel decision held that logging road discharges require point source pollution discharge permits. This would classify them as industrial storm water discharges subject to certain permitting requirements under the Clean Water Act.



**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #1: Manage Timber and Forest Products Resources									
Percent of allowable sale quantity timber offered for sale consistent with applicable resource management plans	BLM	85.7%	30.9%	85.7%	70.0%	70.4%	69.0%	71.9%	
		174	155	174	142	143	140	146	
		203	502	203	203	203	203	203	
Volume of wood products offered consistent with applicable management plans (O&C and Public Domain)	BLM	292	270	296	215	240	223	209	

**Performance Assessment through FY 2011**

Over the past few years, performance has been variable as sales of timber and forest products are highly dependent on economic conditions, including demand for housing and construction materials, as well as legal challenges. In FY 2009, timber sales were much lower than anticipated because planned regeneration harvesting, which yields higher volume at a less costly rate than thinning, was cancelled. Timber will be offered for sale within the constraints of current litigation under the mandate of the Oregon and California Act. Consequently, the FY 2011 performance met the target, as more realistic targets are being set.

**Strategic Actions Planned during FY 2012 and FY 2013 (BLM)**

The Public Domain Forest Management program will:

- Restore 11,500 forested acres and treat 1,500 acres through sales.
- Offer 30 MMBF of timber and other forest products for sale.
- Offer 110,000 tons of green biomass.

The O&C Forest Management program proposes to:


- Inventory 600 acres of forest and woodland vegetation
- Improve forest health on approximately 3,000 acres with restoration sales; an increase of over 1,000 acres from the 2011 planned accomplishment level
- Harvest 180 MMBF of volume under contract from the current and previous year’s operational timber sales (normal 3-year contracts)

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Volume of wood products offered (biomass for energy) consistent with applicable management plans. (Bur) (Tons)	BLM	109,345	103,300	355,000	119,000	110,000	47,300

**Mission Area 2: Sustainably Manage Energy, Water, and Natural Resources**  
**Goal #3: Sustainably Manage Timber, Forage, and Non-Energy Minerals**  
**Strategy #2: Provide for Sustainable Forage and Grazing**

[Key Funding Sources](#)

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Bureau of Land Management	39,439	38,815	40,064	41,534	52,011	45,695	

[Key Program Contributors](#)

**BLM:** Rangeland Management


[Overview of Program Contributions](#)

BLM will maintain and improve land health through a rangeland management program and renewal of grazing permits. The renewal of permits requires land health evaluations, range improvements, land treatments, and inspection and compliance. These requirements ensure BLM’s strategy to provide for sustainable forage and grazing on public lands for years to come.

**Challenges and Risks**

- Modifications of grazing practices and development have made environmental reviews more complex.
- Limited data about soils, ecological sites, and factors associated with climate change combined with limited monitoring data has created a large number of environmental lawsuits, which limits the ability of the workforce to conduct on-the-ground work.
- Complexity of processing permits has increased due to litigation, severe weather patterns, drought, catastrophic fire and other multiple-use public land challenges.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
<b>Strategy #2: Provide for Sustainable Forage and Grazing</b>									
Percent of grazing permits and leases processed as planned consistent with applicable resource management plans	BLM	83.7%	43.8%	37.0%	31.3%	36.1%	35.8%	33.3%	
		2,177	2,554	1,890	1,683	1,945	2,396	2,100	
		2,600	5,835	5,106	5,383	5,383	6,685	6,300	

Performance Assessment through FY 2011:


In recent years, the amount of time, effort, and cost devoted to issuing grazing permits has increased due in large part to dramatic increases in litigation when permits are protested during the decision process. All of these factors have led to fewer permits processed and a growing backlog in grazing permit renewals. The BLM continues to work on eliminating the grazing permit renewal backlog and has focused resources on ensuring the necessary environmental analysis required for permitting is conducted, leading to an increase in the number of permits/leases processed in FY 2011 over FY 2010 and to exceeding the FY 2011 target.

Strategic Actions Planned during FY 2012 and FY 2013

- Prioritize allotments based on environmental sensitivities and/or resource conflicts for processing livestock grazing permit renewals.
- Tier to Resource Management Plans and larger scale NEPA documents when processing permit renewals.
- Conduct eco-regional assessments to identify conservation, development, and restoration opportunities. These strategies will help guide where land health evaluations will be conducted.
- Conduct interdisciplinary land health evaluations on a watershed or landscape level.
- In FY 2012 the BLM will use a budget increase provided by Congress to address numerous challenges in the livestock grazing program including the completion of grazing permit renewals; annual and trend monitoring of grazing allotments; and improving environmental and other documents related to livestock grazing. The number of grazing permits and leases processed will increase (the numerator in the table above) as a result of the funding increase. Because the total number of permits and leases will increase (denominator), overall performance will remain constant.

**Mission Area 2: Sustainably Manage Energy, Water, and Natural Resources**  
**Goal #3: Sustainably Manage Timber, Forage, and Non-Energy Minerals**  
**Strategy #3: Manage Non-Energy Mineral Development**

[Key Funding Sources](#)

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Bureau of Land Management	44,997	45,098	47,310	47,293	48,098	50,198	

[Key Program Contributors](#)

**BLM:** Other Mineral Resources Management

[Overview of Program Contributions](#)

Non-energy minerals are an important source of non-energy solid leasable mineral resources and mineral materials for the Nation. Non-energy minerals include minerals such as potassium, phosphorus, sodium, potash, lead, and zinc. Non-energy minerals also include clay, sand, gravel, and building stone. These minerals are vital components of basic industry and life in the United States. The Non-Energy Minerals program goal is to provide the minerals needed to support local infrastructure and economic development by conducting lease sales, issuing mineral material contracts, administering existing leases and contracts, processing exploration and mining authorizations, inspecting and monitoring existing authorizations, inspecting producing operations to ensure proper reporting of production, taking enforcement actions to ensure compliance with terms and conditions of leases and contracts, and carrying out trust responsibilities by managing post leasing and production activities for Indian Tribes and individual Indian mineral owners.

**Challenges and Risks**

- Demand for non-energy solid leasable minerals (especially potash and phosphate) have increased substantially for several years, and this increase in workload is expected to continue.
- BLM has been experiencing an increase in mineral materials trespasses, particularly on spilt-estates, presumably due to an increase in urban development, and zoning restrictions declining availability of private sources of mineral materials.
- The increasing number and size of exploration and mining authorizations, as well as the required analysis of complex technical issues, continues to increase the time required to evaluate these authorizations.
- Environmental analysis is costing more as analysis and documents are becoming more complex.
- Demand for mineral materials such as clay, sand and gravel fluctuates with demand for infrastructure such as roads, buildings, and construction.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #3: Manage Non-Energy Mineral Development									
Percent of non-energy mineral exploration and development requests processed.	BLM	N/A	N/A	N/A	Establish Baseline	4.7%	13.2%	10.5%	
		N/A	N/A	N/A	Establish Baseline	27	77	50	
		N/A	N/A	N/A	Establish Baseline	572	582	475	
Number of mined acres reclaimed to appropriate land condition and water quality standards.									
	BLM	7375	8315	3556	3500	1317	3500	3500	

Performance Assessment through FY 2011:

Reclamation of land used for non-energy mineral mining occurs once the private mining operator chooses to close the mine, which typically is at the point when mining is no longer economically feasible. The FY2011 target for the mining reclamation measure was not met and performance shows a declining trend in recent years as demand for non-energy mineral development has increased and operators have chosen to keep mines open, resulting in fewer acres available for reclamation.

The BLM is trying to improve performance in processing non-energy mineral exploration and development requests for leasable minerals (for example, potash and phosphate) and has developed a new measure to track and assess progress. A challenge in processing mineral requests is the increasing number and size of proposed mineral exploration and development authorizations and the required environmental analysis of complex issues necessary to authorize use on BLM public lands. Additionally, BLM manages non-energy mineral exploration and development for the Forest Service and is dependent on the Forest Service to conduct environmental analyses before BLM can process permits on these lands.

Strategic Actions Planned during FY 2012 and FY 2013

- Identify opportunities to increase program capabilities to meet industry demand by charging users appropriate cost recovery fees according to regulation.
- Explore the further potential utilization of cost recovery through fee collection.
- Conduct more inspections of mining operations, and proactively pursue resolution of trespass and production verification issues.

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Percent of Notices and Plans of Operations Inspected for locatable minerals (gold, copper, silver, etc...)	BLM	55% 1,321/ 2,385	46% 1,347/ 2,924	66% 2,049/ 3,090	54% 1,734/3,092	47% 1,450/ 3,050	47% 1,450/ 3,050
Number of Mineral Material (sand, gravel, clay, etc...) Inspections and Production Verifications.	BLM	New Measure in 2011	New Measure in 2011	New Measure in 2011	3,319	3,000	3,000
Number of Non-energy Solid Mineral (potassium, gypsum, etc...) Inspections and Production Verifications.	BLM	New Measure in 2011	New Measure in 2011	New Measure in 2011	1,391	1,200	1,200

**Mission Area 3: Advance Government-to-Government Relationships with Indian Nations  
and Honor Commitments to Insular Areas**



**Mission Area 3: Advance Government-to-Government Relationships with Indian Nations and Honor Commitments to Insular Areas**

Goal #1: Meet Our Trust, Treaty, and Other Responsibilities to American Indians and Alaska Natives

Strategy #1: Protect Indian Treaty and Subsistence Rights

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Rights Protection Implementation	19,841	18,250	30,451	28,442	28,976	32,645	
Rights Protection	12,274	11,137	12,036	12,002	10,883	12,326	
Tribal Management/ Development Program	6,534	5,679	5,636	6,782	7,705	9,723	
Fish, Wildlife and Parks	6,488	7,429	11,410	11,340	11,322	11,366	
Alaskan Native Programs	1,006	1,022	1,033	1,031	1,032	1,026	
<b>Total</b>	<b>46,143</b>	<b>43,517</b>	<b>60,566</b>	<b>59,597</b>	<b>59,918</b>	<b>67,086</b>	

Key Program Contributors

**BIA:** Fisheries, Wildlife, and Parks Program, Rights Protection Implementation Program, Tribal Management/Development Program

### Overview


This program helps Tribes to meet responsibilities in the conservation and management of fish and wildlife resources. The program assists inter-tribal organizations in conjunction with specific treaties and legal cases, which relate primarily to fish, wildlife, and shellfish habitat and related tribal hunting, trapping, and gathering management activities. Program support provided to Tribes has helped to produce highly professional tribal fish and wildlife management programs and helps further solidify their ability to initiate and supplement multiple fish, wildlife, and habitat conservation projects that are consistent with Federal and treaty obligations. This program also helps Tribes and Alaska Natives in the development of effective practices for use of subsistence resources. Subsistence use represents a culturally significant lifestyle to sustain Indian communities, and these resources are important to the success of their economies and for the continuation of their traditions.

The Bureau of Indian Affairs, Rights Protection Implementation Program, Tribal Management/Development Program, and Fish, Wildlife and Parks Program, all contribute to improve Federal and tribal management of subsistence resources. A baseline for this measure was established in FY 2011 for use in setting the targets for FY 2012-2013. FY 2012 will be the first year performance targets for this measure are established. There are many avenues whereby Tribes might gain access to Federal lands or resources leading to increased utilization of subsistence resources. Other Federal programs, including the BLM, NPS, FWS, and USDA Forest Service are partners and contribute to the performance of this goal

### **Challenges and Risks**

- Gaining access to Federal lands or resources is often difficult due to a lack of understanding of tribal rights and interests, which limits utilization of subsistence resources.
- A challenge is obtaining consistent reporting from regions and Tribes regarding subsistence resources that can provide credible evidence of the need for and specific recommendations on how to improve management.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #1: Protect Indian Treaty and Subsistence Rights									
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	BIA	N/A	N/A	N/A	Establish Baseline	0.0%	18.0%	12.7%	
		N/A	N/A	N/A	Establish Baseline	-	24	20	
		N/A	N/A	N/A	Establish Baseline	133	133	157	

**Performance Assessment through FY 2011**

The subsistence measure is new for FY 2011. Initial efforts are focused on understanding the extent of subsistence activities. It is too soon to consider possible trends for this measure.

**Strategic Actions Planned during FY 2012-2013**

- Educate regional GPRA Coordinators on consistent reporting regarding the subsistence studies performance measure [Sep 2012]

**Mission Area 3: Advance Government-to-Government Relationships with Indian Nations and Honor Commitments to Insular Areas**

Goal #1: Meet Our Trust, Treaty, and Other Responsibilities to American Indians and Alaska Natives

Strategy #2: Fulfill Fiduciary Trust

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Social Services	31,908	33,538	33,766	33,879	34,324	33,776	
Probate	8,861	12,952	13,121	13,058	12,728	11,935	
Probate Backlog	10,712	7,382	7,452	0	0	0	
Land Title and Records Offices	14,425	14,747	14,556	14,496	14,413	14,387	
Office of the Special Trustee / Trust Services	170,013	162,774	158,527	158,703	136,069	130,317	
Office of the Special Trustee / Budget, Finance & Administration and Information Resources	415	782	834	639	1,195	1,195	
Office of the Special Trustee / Trust Services	12	6	8	9	8	8	
Human Services Tribal Design (TPA)	442	444	455	8,786	8,748	437	
Human Services Program Oversight	3,644	4,139	4,097	3,900	3,367	3,012	
Trust Services (TPA)	10,476	11,082	9,672	9,640	10,982	15,484	
Land Records Improvement	15,814	15,659	15,454	15,241	6,782	6,774	
Trust - Real Estate Services Oversight	15,355	15,162	14,827	16,405	14,536	12,962	
<b>Total</b>	<b>282,078</b>	<b>278,667</b>	<b>272,770</b>	<b>274,755</b>	<b>243,152</b>	<b>230,287</b>	

### [Key Program Contributors](#)

**BIA:** Human Services, Probate, Real Estate Services, Land Title and Records

### [Overview of Program Contributions](#)

The Department has an ongoing responsibility to fulfill fiduciary trust responsibilities and provide timely reposting of Indian trust ownership information to beneficiaries. Several programs in BIA contribute to this strategy, including the Human Services, Real Estate Services, Probate, and Land Title and Records programs.

**Human Services** - The Division of Human Services is collaborating with OST to implement the BIA Service Center. The BIA Service Center will improve the quality and frequency of communication between OST and BIA to settle unresolved issues or concerns related to supervised trust accounts. The Center will use a shared tracking system that directly interfaces with the Trust Financial Accounting System. It will improve the ability of BIA to monitor these accounts with up-to-date information, which will assist in tracking supervised accounts requiring assessments and quantify the completed assessments. In addition, BIA is implementing the Financial Assistance and Social Services – Case Management System. The FASS-CMS is a comprehensive case management solution that will allow BIA to automate the case management responsibilities related to the administration of Supervised Individual Indian Money Accounts. The system will be a “virtual” database that will allow a greater level of surveillance on the management of Supervised IIM Accounts for greater accountability.

**Probate** - The Probate Services Program will be faced with challenges related to the primary goal of timely distribution of trust assets. Probate Services will have less staff preparing probate cases and keeping up with reported deaths in Indian Country. As the American Indian and Alaskan Native population becomes more dispersed, contacting and finding family members of decedents becomes an increasing challenge. Specific initiatives will focus on reducing the growing number of cases at the Office of Hearing and Appeals that are awaiting determination of trust assets due to a modification to the trust estate.

**Real Estate Services** In FY 2012, extensive cuts were made in the Real Estate Services Program that resulted elimination of the Lease Compliance and Unresolved Rights Program, as well as 90 percent of the Cadastral Survey program. These reductions will severely limit the ability of BIA to maintain current levels of performance. The Bureau will be evaluating and prioritizing caseloads, cross training and streamlining processes, where possible, in order to continue to provide the best possible services to Indian country.

**Land Title and Records** improves ownership information and protects and preserves trust lands and trust resources through efficient and accurate processing of land titles, and provides for the normal day-to-day operations and maintenance costs of the eight program offices. The mission of the LTRO program is to maintain timely and certified Federal title, encumbrance and ownership services and to provide land title services that are accurate, timely, accountable and efficient, and which include complete title ownership and encumbrance for all Federal Indian trust and restricted lands.

**The Office of the Special Trustee for American Indians** oversees and operates the fiduciary trust by monitoring trust reform in accordance with the Comprehensive Trust Management Plan. The CTM defines and describes the vision, goals, and objectives of trust reform and operating the trust program. The CTM identifies and incorporates project components and actions required to fulfill DOI trust responsibilities in order to improve performance and accountability in Indian trust management. Department and OST have combined strategic plans to guide the design and implementation of trust reform efforts.

### Challenges and Risks

- In the area of probates, delays in reporting deaths is a key challenge. The challenge is compounded by lack of timeliness in distributing trust assets, particularly when estate modifications require reopening the case; and delays in required appraisals before assets can be distributed. Limited resources and manual review processes contributes to these delays.
- The Real Estate Services Program faces the loss of three programs in RES; Lease Compliance, Unresolved Rights, and Cadastral Surveys; and limited resources prevents adequate oversight to monitor the remaining programs
- The Land Title and Records Office is challenged with transitioning from a passive to a proactive approach to Indian land title maintenance and certification services. This will require re-engineering business processes and re-training personnel. In addition the problem of “gaps in title” in the chains-of-title for trust and restricted lands must be addressed.
- Reconciling and validating the trust data within the Trust Funds Accounting System has been difficult due to the need for improvement in data coordination and tracking.
- Oil and gas revenues have shown themselves to be quite volatile in recent years for which forecasting estimates is quite difficult and could change rapidly depending on world events and economies.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #2: Fulfill Fiduciary Trust									
Percent of active, supervised Individual Indian Monies (IIM) case records reviewed in accordance with regulations	BIA	80.7%	97.5%	99.5%	98.0%	97.5%	98.3%	100.0%	
		741	996	828	1,176	832	820	1,200	
		918	1,022	832	1,200	853	834	1,200	
Percent of financial information initially processed accurately in trust beneficiaries' accounts. (Trust Services)	OST	99.9%	99.9%	100.0%	100.0%	100.0%	99.0%	99.0%	
		8,045,416	8,262,510	8,485,028	8,500,000	8,342,464	8,415,000	8,464,500	
		8,050,902	8,267,407	8,487,311	8,502,400	8,344,261	8,500,000	8,550,000	
Percent timeliness of financial account information provided to trust beneficiaries. ( Budget, Finance & Administration and Information Resources)	OST	100.0%	100.0%	100.0%	99.5%	100.0%	99.5%	100.0%	
		766,589	770,198	787,340	776,100	764,553	796,000	800,000	
		766,589	770,198	787,340	780,000	764,553	800,000	800,000	
Timeliness of Mineral Revenue Payments to American Indians: Percent of oil and gas revenue transmitted by ONRR recorded in the Trust Funds Accounting System within 24 hours of receipt. (Trust Services)	OST	99.9%	99.9%	100.0%	99.1%	100.0%	99.1%	99.1%	
		152,817,362	102,505,538	154,282,290	153,650,000	280,287,244	153,650,000	153,650,000	
		152,997,021	102,618,230	154,282,290	155,000,000	280,287,244	155,000,000	155,000,000	

### Performance Assessment through FY 2011

Performance for the IIM measure has remained near 100 percent for the past three years, and met its target in FY 2011. The significant increase from 81 percent in FY 2008 to 97 percent in FY 2009 was due to a more accurate method of tracking IIM reviews, which was initiated in FY 2009.

- Performance is steady
- Performance targets were met and in some cases exceeded
- Near term performance targets are anticipated to level out

### Strategic Actions Planned during FY 2012-2013

- Probate Program will update death notifications for field operation and probate in collaboration with OST. This will facilitate submission of a probate estate to the Office of Hearing and Appeals within one year of notification of death.
- Complete and implement the Trust Asset Accounting Management System chain-of-title implementation plan.
- Complete IIM Assessment Training Plan for the BIA Service Center in collaboration with OST.
- Complete training design and plan for land title personnel.
- Organize and prioritize workloads for all Realty programs.
- Develop a standardized Individual Indian Money Annual Review Instrument. Develop clear instructions on the Review Process to include a Peer Review Component.
- Establish action plan to address all pending estate modifications. Determination of modification will lead to an updated and correct inventory for current cases, resulting in the timely distribution of trust assets.
- Develop training programs for all components of the Realty program. Provide cross training to Realty staff.
- Complete Realty Services handbooks for program implementation.
- Establish a streamlined process for completing appraisals associated with probate cases. This will facilitate timely distribution of trust assets to new owners.
- Establish interfaces between the accounting system, and the TAAM System. Successful interfaces would decrease manual intervention, thereby supporting our performance measure of closing cases.
- Provide account “statements of performance,” to beneficiaries with a valid address, on time, at least 100 percent of the time.
- Attain 99 percent accuracy for financial information initially processed in trust beneficiary accounts.
- Record 99 percent of the Office of Natural Resources Revenue royalty revenue within 24 hours of receipt.
- Conduct daily reconciliation of all trust funds receipts/disbursements with Treasury.



- Maintain necessary Tribal trust litigation support.
- Continue to process probate orders and manual distribution of funds to beneficiaries.
- Ensure all probate staff have access to all Trust Systems needed to process a probate case.
- Ensure that all physical probate case files match the system of record ProTrac case status.
- Reconcile and clean-up suspense and special deposit accounts.
- Compile monthly and annual financial statements, applicable tax reports, and required regulatory financial reports.
- BIA and OST will use a shared tracking system that directly interfaces with the Trust Financial Accounting System (TFAS), allow monitoring of these accounts with up-to-date information which will assist the BIA Social Services in the tracking of supervised accounts requiring assessments and quantify the completed assessments.

Supporting Performance Measures


Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
<b>Real Estate Services</b>							
Percent of title encumbrances requested during the reporting year that are completed by the end of the reporting year	BIA	74% 12,757/17,309	81% 14,394/17,747	75% 127,834/171,533	98% 236,867/241,936	97% 235,677/242,581	97% 235,677/242,581
Percent of disposals approved (Alaska measure)	BIA	NA	NA	NA	Baseline Established 84% (155/185)	84% 155/185	84% 155/185
Percent of Estates Closed	BIA	87% 8,938/10,324	90% 7,973/8,901	88% 5,800/6,563	96% 5,665/5,923	90% 5,349/5,940	90% 5,331/5,923
Percent of qualifying probate orders encoded within 48 hours	BIA	NA	NA	NA	Baseline Established 57% 12,148/21,163	64% 13,451/21,041	64% 13,451/21,041
Percent of complete and non-defective deeds recorded within 72 hours	BIA	NA	NA	NA	Baseline Established	82% 3,586/4,400	82% 3,586/4,400

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Percent of land titles certified within 48 hours	BIA	NA	NA	NA	Baseline Established 78% 9,241/11,864	86% 8,928/10,332	86% 8,928/10,332
Eligible surface acres under lease	BIA	NA	NA	NA	Baseline Established 20% 6,953,873/34,090,794	26% 8,701,492/ 34,048,149	26% 8,701,492/ 34,048,149
# of all transactions initially processed (Trust Services)	OST	8,050,902	8,267,407	8,487,311	8,344,261	8,500,000	8,550,000
# of statements mailed (Budget, Finance & Administration and Information Resources)	OST	766,589	770,198	787,340	764,553	800,000	800,000
Amount of oil and gas receipts recorded in the TFAS	OST	152,997,021	102,618,230	154,282,290	280,287,244	155,000,000	155,000,000

### **Mission Area 3: Advance Government-to-Government Relationships with Indian Nations and Honor Commitments to Insular Areas**

Goal #1: Meet Our Trust, Treaty, and Other Responsibilities to American Indians and Alaska Natives  
Strategy #3: Strengthen Tribal Judicial Systems

#### Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Tribal Courts	14,338	14,508	24,704	27,088	23,407	24,567	

#### Key Program Contributors

**BIA:** Tribal Justice Support


#### Overview of Program Contributions

The Tribal Justice Program serves to promote cooperation and ensures the application of high legal standards among tribal justice systems and the Federal and state judiciary systems. The tribal justice systems are an essential part of tribal governments, which interface with BIA 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 in 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. New provisions in the Tribal Law Enforcement Act allow an increase in sentencing authority, which will require tribal courts to expand their judicial capacities. Consequently, the Office of Justice Services -Tribal Justice Support training and technical assistance during FY 2012 and FY 2013 will increase. The past increases in funding have assisted tribal courts to dispense fair and equitable justice within their communities. The Tribal Law and Order Act will have a significant impact on Tribal Court operations, including the demand for more evidence-based court decisions, enhanced tribal court sentencing authority; greater latitude for Courts to impose alternative sentencing based on case-specific information; and updating of Tribal court codes to reflect new sentencing standards. These demands, in turn, will require adjustments and expansion of technical assistance to these courts provided by the Office of Justice Services Tribal Court Program.

**Challenges and Risks**

- A revised strategy for conducting court reviews and a more in depth analysis of the statistical data surrounding the operation of the tribal court is needed. The due process issues should be addressed from the issuance of a tribal code to the notice of hearings. Although reviews will eventually be outsourced, in the short term they will be conducted in-house, which will require training; and this will challenge an already overloaded staff.
- The Tribal Law and Order Act (TLOA) enlarged and expanded the training assistance TJS is to provide to tribal courts. TJS is now required to include communications with tribal justice officials, regarding indigent defense representatives, and specific training on prosecution of Title 21, Narcotics violation. Further, TLOA requires the tribal judges to be law trained, should the Tribe decide to enhance its sentencing capability.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #3: Strengthen Tribal Judicial Systems									
Percent of BIA funded tribal judicial systems receiving an acceptable rating under independent tribal judicial system reviews	BIA	21.8%	20.5%	24.0%	31.5%	26.1%	26.1%	29.7%	
		34	38	44	58	48	48	55	
		156	185	183	184	184	184	185	

**Performance Assessment through FY 2011**

In FY 2011 the gradual upward trend of BIA funded tribal justice systems receiving an acceptable rating continued. Although the 32 percent target was not achieved, there was a 2 percentage point increase over FY 2010. Four more courts received an acceptable rating.

Strategic Actions Planned during FY 2012-2013

- The program plans to hire independent regional contractors to perform one day training, and more effectively conduct reviews and corrective action plans using a more standardized review process. Coordinating initiatives in house and hiring regional contractors to complete court reviews should directly increase review numbers, reduce the workload on the staff, and result in a higher percentage of courts receiving acceptable ratings.
- Develop a strategic plan for the Code of Federal Regulations Courts. This should improve the quality and effectiveness of the CFR Courts, along with an in-depth look at the CFR codes.

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Percent of tribal courts with unacceptable ratings that were provided with detailed corrective action plans	BIA	71% 5/7	21% 3/14	40% 10/25	52% 15/29	86% 25/29	100% 32/32
Percent of tribal courts reviewed, having criminal jurisdiction and receiving Federal government funding, that comply with speedy trial process requirements	BIA	93% 13/14	91% 21/23	89% 33/37	91% 43/47	62% 48/77	63% 55/87

**Mission Area 3: Advance Government-to-Government Relationships with Indian Nations and Honor Commitments to Insular Areas**  
 Goal #1: Meet Our Trust, Treaty, and Other Responsibilities to American Indians and Alaska Natives  
 Strategy #4: Manage and Develop Resources Assets

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Agriculture & Range	24,015	24,363	28,912	28,863	28,836	28,609	
Forestry	42,728	43,203	43,854	43,644	43,574	42,701	
Indian Land Consolidation Program	10,000	3,000	3,000	0	0	0	
Natural Resources (TPA)	4,267	4,454	4,641	4,547	5,116	5,057	
Endangered Species	1,228	1,234	1,249	1,248	1,245	1,234	
Cooperative Landscape Conservation	0	0	0	419	200	999	
Integrated Resource Info Program	1,230	2,130	0	2,105	2,106	2,106	
Water Resources Program (TPA)	4,176	4,215	0	4,337	4,345	4,385	
Resource Management Program Oversight	7,698	6,554	6,659	6,632	6,111	5,611	
<b>Total</b>	<b>95,342</b>	<b>89,153</b>	<b>88,315</b>	<b>91,795</b>	<b>91,533</b>	<b>90,702</b>	

### Key Program Contributors

**BIA:** Agriculture and Range Program, Forestry Program, Indian Land Consolidation Program

### Overview of Program Contributions

An integral part of building stronger economies within the American Indian and Alaska Native communities is developing conservation and resource management plans that ensure sustainable use of trust land; and reducing fractionation of Indian land to maximize economic benefits to Tribes.

The **Agriculture and Range Program** provides administrative services for current leases/permits, issues new grazing permits to replace expiring permits, monitors lessee/permittee compliance, monitors vegetation response to management decisions, conducts resource inventories, and assists in conservation planning.

The **Forestry Program** undertakes management activities on Indian forest land to maintain, enhance, and develop the forest resources in accordance with the principles of sustained yield; and with the standards, goals and objectives that the Tribes set forth in forest management plans. There will be a continued effort to assist Tribes in identifying and accessing forest products markets through partnerships with the Intertribal Timber Council, commercial timber tribes, and other Federal agencies. There will also be an initiative through the Forestry Cooperative Education Program that will focus on a more effective recruitment strategy to ensure a sufficient forestry workforce.

The **Indian Land Consolidation Program** addresses the growth of fractionated land interests in Indian trust and restricted lands. The ILCP seeks to mitigate fractionation by acquiring highly fractionated land ownership interests (usually less than 2 percent) from willing sellers at fair market value and conveying those interests to the Tribe on whose reservation the land is located. Income earned by the acquired property interests has been retained and used to purchase additional interests until the purchase price has been repaid.

### **Challenges and Risks**

- The Agriculture Program is faced with the challenge of standardizing approaches to lease and permit administration. Lack of standardization prevents a clear understanding of what constitutes ‘compliance,’ and an inaccurate picture of the state of compliance. There is also a need for greater collaboration with USDA to improve joint trust land management.
- The Forestry Program faces three key challenges: 1) difficulty in marketing current forest products in order to meet utilization goals; 2) Tribal Forest Management Inventories and Planning Documents; and 3) a small number of available Foresters and Forestry Technicians, creating challenges in recruiting and retaining a sufficient number of qualified professionals.
- The major challenge facing the Indian Land Consolidation Office is in the lack of funding for administrative functions, while continuing the program to purchase fractionated interests.



**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #4: Manage and Develop Resources Assets									
Percentage of grazing permits monitored annually for adherence to permit provisions, including permittee compliance with requirements described in conservation plans	BIA	N/A	N/A	N/A	Establish Baseline	14.7%	14.6%	14.6%	
		N/A	N/A	N/A	Establish Baseline	2,057	2,035	2,035	
		N/A	N/A	N/A	Establish Baseline	13,961	13,940	13,940	
Percentage of active agricultural and grazing leases monitored annually for adherence to lease provisions, including lessee compliance with responsibilities described in conservation plans	BIA	N/A	N/A	N/A	Establish Baseline	38.6%	37.3%	37.3%	
		N/A	N/A	N/A	Establish Baseline	9,145	8,539	8,539	
		N/A	N/A	N/A	Establish Baseline	23,696	22,887	22,887	
Percent of range units assessed during the reporting year for level of utilization and/or rangeland condition/trend	BIA	N/A	N/A	N/A	Establish Baseline	37.0%	37.4%	37.4%	
		N/A	N/A	N/A	Establish Baseline	1,312	1,323	1,323	
		N/A	N/A	N/A	Establish Baseline	3,546	3,536	3,536	
Percent of sustainable harvest of forest biomass utilized for energy and other products	BIA	N/A	N/A	N/A	Establish Baseline	16.9%	49.8%	49.8%	
		N/A	N/A	N/A	Establish Baseline	679,745	2,001,661	2,001,661	
		N/A	N/A	N/A	Establish Baseline	4,023,205	4,023,205	4,023,205	
Number of fractionated interests acquired	BIA	N/A	N/A	9,550	8,400	169	1,050	No Target	

### Performance Assessment through FY 2011

For 4 of the 5 performance goals identified under this strategy, IA is in the process of establishing baseline data including the agricultural grazing and range measures and the forest biomass measures all of which reported data for FY 2011. FY 2011 performance for the fractionated interests measure was considerably below targets, primarily because the program has been in the process of reprogramming the TAAMS system in preparation for increased levels of output. This system should be fully operational in FY 2012. Reduced program funding levels account for a significant downward trend in interests acquired.

### Strategic Actions Planned during FY 2012-2013

- Complete research on USDA Memorandum of Understanding and submit program recommendations to USDA- BIA land committee. Improvements to USDA MOU will provided for improved USDA and BIA trust land resource management and development
- Complete revised draft of Agriculture and Range handbook. Improvements to program directives will standardize program business processes to improve program effectiveness resulting in more leases and permits adhering to provisions and in compliance.
- Complete program recommendations to the Office of Regulatory Affairs and Collaborative Action draft of 25 CFR 166 - effective agricultural permit administration. Improvements to agriculture and range regulations will streamline program business processes to improve program effectiveness.
- Finalize Report of the Forest Product Marketing and Branding Opportunities for Tribes. This coordinated effort should provide economic and social (jobs) benefits to Tribes and give them a strategic advantage in forest products markets, utilization, and development.
- Draft Indian Forest Management Assessment Team Report section on Forestry Recruitment and Retention. Recommendations in the report should lead to successful tracking and collaboration with tribal colleges, universities and Tribes to increase the percentage of positions filled in BIA Forestry. By filling key forestry positions, BIA will be able to provide higher quality and efficient services to meet tribal forest management goals and objectives.
- Work will begin on updating regulations governing agricultural leasing/permitting, program handbooks, and renewing the MOU with USDA. The Program will also provide summer employment to 20 American Indian/Native Alaskan college students majoring in agriculture or natural resources management. Projected budget reductions for FY 2013 will result in the elimination of more than 90 Agriculture and Range Program FTEs as well as the 20 summer students. As a result, permitting and permit/lease administration will be emphasized. Although supporting performance measures in the current Strategic Plan emphasize resource and performance monitoring, these activities, along with resource inventory and planning, will not occur in most of Indian Country.

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
<b>Forestry</b>							
Percentage of forested reservations covered by forest management plans	BIA	47% 137/292	51% 149/292	57% 163/287	63% 187/297	68% 206/305	72% 220/305
Percentage of acres on forested reservations that have a forest management plan or IRMP with forest management provisions	BIA	89% 16,241,706/ 18,330,215	89% 16,487,839/ 18,481,439	90% 16,092,316/ 17,898,615	93% 17,006,518/ 18,363,506	93% 17,118,524/ 18,363,506	94% 17,261,616/ 18,363,506

**Mission Area 3: Advance Government-to-Government Relationships with Indian Nations and Honor Commitments to Insular Areas**  
 Goal #1: Meet Our Trust, Treaty, and Other Responsibilities to American Indians and Alaska Natives  
 Strategy #5: Create Economic Opportunity

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Real Estate Services	31,861	32,978	33,571	31,651	23,156	22,371	
Job Placement and Training	7,925	11,864	11,654	11,552	11,502	11,230	
Indian Guaranteed Loan Program	6,178	8,166	8,215	8,199	7,103	5,000	
Housing Improvement Program	13,614	32,614	12,620	12,598	12,599	12,602	
Welfare Assistance	78,928	74,915	74,915	74,761	74,791	74,791	
Minerals and Mining	11,496	12,474	18,622	18,461	18,660	18,421	
Economic Development (TPA)	4,531	3,493	2,241	2,371	2,342	2,366	
Community Development Oversight	1,404	1,786	3,125	3,075	2,306	2,316	
<b>Total</b>	<b>155,937</b>	<b>178,290</b>	<b>164,963</b>	<b>162,668</b>	<b>152,459</b>	<b>149,097</b>	

### Key Program Contributors

Trust Services, Real Estate Services, Workforce Development, Capital Investment, and Human Services.

### Overview of Program Contributions

The Department assists Indian Nations in developing capabilities needed to maintain economic self-sufficiency and sustainability. Under this strategy, several programs contribute to the creation of economy opportunity, including Real Estate Services, Job Placement and Training Program, Indian Loan Guaranty Program, Indian Affairs Welfare Assistance Program, and the Housing Improvement Program.

This administration supports the acquisition of land into trust for Indian Tribes to provide sites for housing, economic development opportunities, to regain historic jurisdictional homelands and to bring traditional cultural sites under the jurisdiction of the United States for the benefit of Indian Tribes and Indian people. FY 2012 and 2013 efforts will focus on designing and developing automated tools to streamline the process, while conducting outreach efforts with state, local and tribal governments to develop solutions to outside processing delays. The BIA will address the issues related to compliance with environmental standards that can significantly delay fee-to-trust activities.

The **Job Placement and Training Program** is designed to assist persons to secure jobs at livable wages, thereby reducing their dependence on Federal subsidized programs such as childcare assistance, food stamps, and welfare. Although the average reservation unemployment rate is 40 percent, 40,000 tribal members from a population of 4,000,000 benefitted from this program last year. This was accomplished by maximizing all current employment, training and related services at the current budget level. This number will be significantly reduced in 2013 according to the projected budget.

The **Indian Loan Guaranty Program** encourages eligible borrowers to develop viable Indian businesses through conventional lender financing. The direct function of the Program is to help lenders reduce excessive risks on loans they make, that in turn helps borrowers secure conventional financing that might otherwise be unavailable. The subsidy amount has been steadily declining since FY 2009 and that trend is projected to continue in FY 2012 and FY 2013. Nonetheless, we have experienced a low default rate and continue to carefully underwrite applications. Because of loan performance reduced subsidy rates allow for greater loan volume, enabling us to do more with our appropriated dollars.

The **Indian Affairs Welfare Assistance Program** provides welfare assistance to American Indians and Alaska Natives who have no access to Temporary Assistance to Needy Families (TANF), do not meet eligibility criteria for TANF, or have exceeded the lifetime limit for TANF services. The Welfare Assistance programs are designed to be secondary in nature. Therefore, otherwise eligible American Indians are assessed, screened, and referred to other public assistance programs through which they might receive direct financial assistance, such as Supplemental Security Insurance (SSI), Social Security Disability Insurance, medical assistance, and state-operated general assistance programs.

The **Housing Improvement Program** [HIP] provides safe, decent and sanitary housing for Indians qualified to participate in the program. This allows Tribes to eliminate substandard housing and homelessness on or near Federally recognized reservation communities. The Program serves the neediest in Indian communities – tribal elders and extremely low income people.

### Challenges and Risks

Challenges facing the Real Estate Services Division in accelerating the fee-to-trust process include: 1) finding a more cost-effective way to process fee-to-trust applications; 2) costs involved in conducting environmental analyses; and 3) opposition and legal challenges from State and local governments




Challenges to the Job Placement and Training Program are the high unemployment rates in Indian Country and the limited availability of permanent jobs. Budget constraints will also limit the public sector's attempt to enhance job readiness in Indian Country.

Because of the economic downturn and prospects for continued economic uncertainty, it is anticipated that there will be continued credit tightening by financial institutions that will challenge the Indian Loan Guaranty Program.

In the Welfare Assistance arena, adverse economic conditions will continue to swell the roles of individuals needing financial and counseling assistance to move into 'job-ready' mode. There will be less ability to meet this enhanced demand for assistance because of tighter Federal resource constraints.

In the Housing Program increased costs associated with fuel and materials is likely to reduce the number of houses that can be built with level funding. The program is focusing on raising the cost limits of renovation or repair, this would cause savings by raising the number of units renovated and reduce the number of homes constructed. This will allow a more focused effort on energy and green building of retrofits as a model for the greening of housing. This effort will foster successful strategies to reduce the use of oil and other nonrenewable supplies of energy.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #5: Create Economic Opportunity									
Fee to Trust: Increase in the percentage of submitted applications with determinations	BIA	N/A	N/A	N/A	Establish Baseline	46.1%	36.5%	36.5%	
		N/A	N/A	N/A	Establish Baseline	428	326	326	
		N/A	N/A	N/A	Establish Baseline	928	894	894	
Total average gain in earnings of participants that obtain unsubsidized employment through Job Placement Training program	AS-IA	N/A	N/A	N/A	\$6.00	\$9.88	\$6.50	\$7.00	
		N/A	N/A	N/A	22,800	47,883	24,700	26,600	
		N/A	N/A	N/A	3,800	4,847	3,800	3,800	
Loss rates on DOI guaranteed loans	AS-IA	N/A	N/A	N/A	4.0%	2.6%	4.0%	4.0%	
		N/A	N/A	N/A	45,983	28,850	47,836	50,681	
		N/A	N/A	N/A	1,149,612	1,126,260	1,198,892	1,270,196	

**Performance Assessment through FY 2011**

Earning gains by participants in jobs programs has shown a steady increase since FY 2008, and the trend continued in FY 2011 with an average gain of \$9.88—a figure that exceeded the FY 2011 target. Loss rate on loans in FY 2011 was also better than expected, registering 2.56 percent—almost 1.5 percentage points lower than the target of 3.99 percent. The improved loss rate picture was due to a stronger than expected economy in the last half of the year.

**Strategic Actions Planned during FY 2012-2013**

- Consult with Tribes to explore alternatives for lower cost environmental analyses.
- Implement a new Guaranteed Loan Accounting System (GLAS) to run in parallel with current system – the new system is technologically up-to-date and cures deficiencies of the current system.
- Ensure at least 40 percent of FY 2012 loan guarantee capacity is obligated. This will require partnerships with preferred partners, including the Small Business Administration, U.S. Department of Agriculture Office of Rural Development, Comptroller of the Currency and the U.S. Treasury's Community Development Financial Institutions Fund to focus other available resources on Indian Country.

- Develop automated solutions to assist employees in the processing of fee-to-trust applications.
- Ensure the GLAS system runs independently.
- Identify job opportunities in the larger urban communities. Tribal outreach activities will be structured to more directly address individual Indian needs as well as those of the Tribe and its infrastructure. The reduction of \$2 million in FY 2013 will mean that the Central Office program will no longer be able to assist tribal members through education, job readiness training, job referrals, and job placement. The regions will still be able to offer these services at a more conservative level.
- Target smaller enterprises. Outreach activities will be structured to more directly address individual Indian and Tribal enterprises, whose populations include the principals of the prospective smaller seed enterprises. The continuation of the Federal Reserve's policy of quantitative easing (QE3) may provide a greater potential pool of prospective loan guaranties. The program would then have specific initiatives directly related to the development of potential loan guaranties.
- Collaborate with the Office of the Solicitor to conduct consultation with Tribes on 25 CFR Part 20. The primary emphasis of conducting consultation with Tribes is to solicit feedback on the viability of the regulations that govern the Welfare Assistance program and to assess whether or not the regulations provide clear guidance to Tribes on how to effectively manage funding shortfalls when it occurs. In addition, the Division of Human Services is scheduled to implement the Financial Assistance and Social Services – Case Management System (FASS-CMS). The FASS-CMS is a comprehensive case management solution that provides more complete case information and conforms to the case worker's work flow, while enabling better resource management and more face-time with clients.
- Provide technical assistance to 30 percent of the Tribes who have Pub. L. 102-477 employment programs. This will ensure that each has implemented best practices regarding program outcomes in terms of efficiency, effectiveness and legislative compliance.
- Announce available job training resources within 30 days of receipt of funds. Increase the number of Native American Federal contractors' providing employment and training opportunities.
- Complete an Action Plan for Workforce Improvement in Human Services with an emphasis on development of core competencies for each series; and a strategy to incorporate Social Work basic values, ethical principles, and standards into new Position Descriptions.
- Develop a consultation strategy with Tribes on viability of Welfare Assistance regulations and possible modifications that would conform to economic realities.
- Propose to amend 25CFR Part 256 by federal register notice, work with Office of Regulatory Affairs and Collaborative Action to recommend raising the cost limits of renovations from \$35,000 to \$50,000 or \$60,000 for Alaska.






Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
<b>Job Placement and Training</b>							
Percent of participants that record a positive exit from the Jobs Placement and Training Program	BIA	97% 23,613/ 24,253	97% 24,317/ 25,021	92% 26,161/ 28,566	94% 26,332/ 28,155	90% 20,925/ 23,250	90% 19,035/21,150
Cost per job achieved <sup>1</sup>	BIA	\$1,926	\$1,726	\$1,524 \$6,800/ 4,462	\$2,559 \$21,293 / 8,320	\$2,200 \$8,000/ 3,636	\$2,200 \$10,2400/ 4,655
Cost per individual receiving job placement services <sup>1</sup>	BIA	\$1,879	\$1,721	\$1,612 \$87,051/ 53,986	\$2,422 \$71,618 / 29,574	\$2,200 \$84,700/ 38,500	\$2,200 \$85,400/ 38,818
<b>Indian Guaranteed Loan</b>							
Percent of ceiling based upon appropriated funds that are obligated by the end of the fiscal year <sup>1</sup>	BIA	100% \$83,122/ \$83,122	100% \$85,069/ \$85,201	99.8% \$128,750/ \$128,953	97.53% \$78,239/ \$80,221	99% \$72,632/ \$73,635	98% \$71,304/ \$72,759
<b>Housing Improvement Program</b>							
Percent of funding going to actual construction or repair of housing <sup>1</sup>	BIA	66% \$14,791/ \$22,389	60% \$7,895/ \$13,188	48% \$15,667/ \$32,939	47% \$5,456/ \$11,722	73% 8,756/ 11,944	75% 8,958/ 11,944
Percent of construction schedules met within the established project timeframe	BIA	91% 586/ 641	86% 155/ 180	77% 281/ 367	96% 155/ 162	75% 116/ 155	80% 124/ 155
<b>Welfare Assistance</b>							
Percent of recipients who complete the goals identified in the Individual Self-sufficiency Plans	BIA	67% 21,286/ 31,947	59% 22,922/ 38,644	58% 24,765/ 42,884	66% 43,985/ 66,485	74% 28,831/ 38,962	71% 14,661/ 20,649

<sup>1</sup> Figures stated in thousands of dollars

**Mission Area 3: Advance Government-to-Government Relationships with Indian Nations and Honor Commitments to Insular Areas**  
 Goal #1: Meet Our Trust, Treaty, and Other Responsibilities to American Indians and Alaska Natives  
 Strategy #6: Strengthen Indian Education

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Bureau of Indian Education	689,612	716,153	799,400	752,698	795,480	796,133	
Education Construction	142,935	128,837	112,994	140,509	70,826	52,866	
<b>Total</b>	<b>832,547</b>	<b>844,990</b>	<b>912,394</b>	<b>893,207</b>	<b>866,306</b>	<b>848,999</b>	

Key Program Contributors

BIE Performance and Accountability Program, AS-IA Education Contrsution, Environmental and Cultural Research Program

Overview of Program Contributions

This strategy initiative includes two components: 1) providing quality education opportunities from early childhood through life in accordance with tribes’ needs for cultural and economic well-being; and 2) providing safe, functional, energy efficient, and universally accessible facilities that will enhance the learning environment

**Bureau of Indian Education** - The No Child Left Behind Act (NCLB) of 2001 required all BIE funded schools to achieve Adequate Yearly Progress (AYP) in student achievement. BIE funded schools follow the academic standards of their respective states. Programs administered by either Tribes or Indian Affairs through the BIE include an education system consisting of 183 schools and dormitories for approximately 41,000 elementary and secondary students and 31 tribal colleges, universities, tribal technical colleges, and post-secondary schools.

**Education Construction** - The program reflects a change in management focus with funding for Replacement School Construction and Replacement Facility Construction redirected to the Facilities Improvement and Repair program (FI&R). This will allow BIA to address critical building deficiencies in BIE-funded schools. The FI&R funding will be used to repair major building and/or infrastructure systems and keep the current facilities/infrastructure operational. Indian Affairs will seek to maximize the use of existing educational facilities by improving or rehabilitating these facilities in lieu of new construction.

**Challenges and Risks**

- BIE funded schools follow the academic standards of their respective states and individual states are raising the achievement levels required for schools to make AYP. It will require several years of improved instruction and curriculum to advance students that are currently performing at a level several grades below standard to close the gap in achievement.
- BIE school facilities are faced with an ongoing need for maintenance, repair and replacement in order to maintain the safety of the facility, and maintain it in a condition that is conducive to an effective learning environment.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #6: Strengthen Indian Education									
Percent of BIE schools achieving AYP (or comparable measure)	BIA	31.8%	24.3%	32.4%	38.2%	28.9%	30.1%	31.2%	
		54	42	56	66	50	52	54	
		170	173	173	173	173	173	173	
Percent of BIE school facilities in acceptable condition as measured by the Facilities Condition Index	BIA	44.6%	51.9%	58.5%	61.7%	62.3%	65.9%	65.9%	
		82	95	107	113	114	120	120	
		184	183	183	183	183	182	182	

### Performance Assessment through FY 2011

The percentage of schools making AYP has hovered between 24 percent and 32 percent for the past 4 years. The FY 2011 performance of 29 percent fell short of the 38 percent target. These figures, however, do not provide an accurate picture of the state of learning in BIE and tribal schools. The use of different standards among the various states has made it difficult to address achievement weaknesses bureau-wide. In March 2011, the Secretary of Education estimated that no less than 82 percent of public schools would fail to make AYP in academic year 2010-11. Relative to this Nation-wide picture, and in light of tightening state standards, the consistent percentage of BIE and tribal schools making AYP over the past several years can be considered from a new perspective. By comparison with recent national AYP results, BIE has been able show relative improvement.

The percentage of school facilities in acceptable condition has shown a steady annual increase each year since FY 2008 – rising from 45 percent in FY 2008 to 62 percent in FY 2011. American Recovery and Reinvestment Act (ARRA) funding contributed to this continuous improvement.

### Strategic Actions Planned during FY 2012-2013

#### **BIE**

- Define strategies to increase student achievement through the use of additional measures that provide information on individual student growth.
- Utilize the Northwest Evaluation Association diagnostic tool to assess students at the beginning of the year, and then compare year end results with growth targets.
- Use the results of data analysis to target specific teaching strategies aimed at particular areas of student weaknesses
- Conduct leadership institutes for teachers and principals in effective reading and math instruction
- Expand BIE Reads program in participating schools to all grade levels
- Expand Math Counts program at an additional ten schools

#### **Education Construction**

- Cyclic inventory and deferred maintenance assessment and validation will be completed at 33 BIE locations. Facility improvements should increase the percentage of education facilities in acceptable condition.
- Plans are for 100 percent of the school maintenance projects to be validated and approved for funding. Focus will be on funding cyclic maintenance items that will extend the life of the facility by reducing the existing functional deferred maintenance backlog items that have the potential to escalate into a life safety issue.

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
<b>Bureau of Indian Education</b>							
Percent of teachers who are highly qualified in select subject areas	BIA	92% 2,976/ 3,219	95% 2,979/ 3,138	95% 2,917/ 3,085	96% 2,962/ 3,083	97% 2,976/ 3,083	97% 2,990/ 3,083
Percent of BIE schools not making AYP that improved in reading	BIA	48% 56/116	54% 71/131	35% 41/117	54% 66/123	55% 53/97	56% 67/119
Percent of BIE schools not making AYP that improved in math	BIA	41% 47/116	53% 69/131	44% 52/117	48% 59/123	49% 48/97	50% 60/119
Percent of BIE funded schools with average daily attendance rates of 92% or higher for grades K-8	BIA	62% 96/156	57% 92/162	64% 89/139	55% 91/164	56% 92/164	57% 93/164
Percent of BIE funded schools with average daily attendance rates of 92% or higher for grades 9-12	BIA	17% 10/60	15% 10/67	16% 10/62	13% 8/60	15% 9/60	17% 10/60
Percent of 3rd grade students in Bureau funded schools who were tested at the end of the school year and were found to be reading independently	BIA	43% 1,402/ 3,255	40% 1,298/ 3,255	35% 1,301/ 3,768	42% 1,405/ 3,322	43% 1,428/ 3,322	44% 1,461/ 3,322
Average cost per school receiving math enhancement funds that made progress in math	BIA	NA	NA	Establish baseline	Baseline Established	\$87,035 \$2,088,856/ 24	\$87,035 \$2,088,856/ 24
Average cost per school receiving reading enhancement funds that made progress in reading	BIA	NA	NA	NA	Establish baseline	\$87,455 \$2,448,755/ 28	\$87,455 \$2,448,755/ 28
Percent increase in the number of degrees granted by BIE funded and Tribally controlled Junior and Senior	BIA	-5% -82/1,539	5% 71/1,457	-9% -145/1,573	10% 133/1388	3% 47/1,619	3% 47/1,666






Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
College/Universities							
Percent of students in BIE operated colleges that graduate within time frames that are consistent with colleges operating in similar socio-economic conditions	BIA	18% 99/552	17% 86/503	17% 65/376	22% 88/399	22% 88/399	23% 90/399
Percent of students proficient in reading at BIE funded schools	BIA	38% 8,334/ 21,777	38% 8,046/ 20,954	38% 7,810/ 20,822	40% 7,789/ 19,643	41% 8,053/ 19,643	42% 8,250/ 19,643
Percent of students proficient in math at BIE funded schools	BIA	32% 7,190/ 22,168	33% 7,256/ 22,061	33% 7,400/ 22,250	31% 6,379/ 20,861	32% 6,675/ 20,861	33% 6,884/ 20,861
<b>Education Construction</b>							
Percentage of schools with students' scores improving in reading and/or math within one year of construction or major renovation or repair	BIA	57% 8/14	89% 8/9	56% 5/9	88% 7/8	90% 9/10	86% 12/14
Percentage of replacement schools and major improvement and repair projects constructed within 2 years of commencement of the project	BIA	100% 11/11	100% 11/11	94% 17/18	100% 4/4	100% 5/5	No Projects Projected completed in 2013
Percentage of projects started in year of appropriation (Replacement, New Facility, and Major Improvement and Repair)	BIA	100% 3/3	100% 2/2	100% 4/4	0% 0/2	100% 1/1	None projected
Eliminate 100% of excess academic space from inventory as of September 2004 (or 300,000 square feet per year)	BIA	314,949	254,580	666,403	305,366	300,000	300,000

**Mission Area 3: Advance Government-to-Government Relationships with Indian Nations and Honor Commitments to Insular Areas**

Goal #1: Meet Our Trust, Treaty, and Other Responsibilities to American Indians and Alaska Natives

Strategy #7: Making Communities Safer

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Law Enforcement	228,137	255,077	303,152	305,893	321,944	328,444	
Public Safety and Justice Construction	14,393	39,399	64,407	17,864	11,311	11,306	
Road Maintenance	25,576	26,046	26,597	26,390	25,390	25,155	
Indian Child Welfare Act	10,803	10,798	11,143	11,053	10,850	10,533	
<b>Total</b>	<b>278,909</b>	<b>331,320</b>	<b>405,299</b>	<b>361,200</b>	<b>369,495</b>	<b>375,438</b>	

Key Program Contributors

Indian Affairs Public Safety and Justice Program, Public Safety and Justice Construction Program, Road Maintenance Program, Indian Child Welfare Act program

### Overview of Program Contributions

The Department is committed to making Indian communities safer through collaborative initiatives including strengthening law enforcement; construction, renovation, and maintenance of facilities, roads, and bridges; supporting Indian Affairs mission critical functions and facilities and protection of the public, employees, information technologies, and vital records in case of emergency; and ensuring the welfare and safety of Indian children. These programs report to the Office of Facilities Management and Construction (OFMC), Office of Justice Services (OJS); Office of Homeland Security and Emergency Services; and Office of Indian Services (OIS).

The **Public Safety and Justice** program's primary goal is reducing crime in Indian Country. Although the violent crime rate per 100,000 continues to fluctuate between 430 and 480 per 100,000 population, significant efforts are continuing to target high crime areas, and focus on methamphetamine -related crimes. PS&J is engaging in collaborative efforts with the Department of Justice, state and local law enforcement communities to address these problems.

The **Public Safety and Justice Construction** program will manage and oversee construction of 31 housing units for law enforcement officers to be completed in FY 2013. The housing units are built from standard designs, but site planning and environmental remediation costs can vary greatly depending on the location.

The **Road Maintenance** program's primary goal is improving upon the percentage of miles of roads and number of bridges in acceptable condition based on the Service Level Index. Although less than one in five miles of roads are in acceptable condition, the recent focus of the Recovery Act (repair, restoration and reconstruction) funding along with appropriated funds have increased the percentage of roads and bridges in acceptable condition.






The **Indian Child Welfare Act** program prevents the separation of Indian families and also provides assistance for the reunification of families. ICWA funding supports a system for licensing or otherwise regulating Indian foster and adoptive homes; operation and maintenance of facilities for counseling and treatment of Indian families and for the temporary custody of Indian children; family assistance, including homemaker and home counselors, protective day care and afterschool care, recreational activities, respite care, and employment support services; home improvement programs; and assistance to tribal court in the disposition of domestic relations and child welfare matters.



### Challenges and Risks

- A continued upswing in methamphetamine-related crimes in Indian country. Drug use and distribution is a major factor in violent crime and seriously impacts the health and economic vitality of Indian communities. A 2006 report from the Bureau of Indian Affairs found that nearly three-quarters of tribal police forces rank methamphetamine as their greatest drug threat.
- Difficulty in tracking criminal cases in a systematic manner and ensuring that complete cases are presented to district attorneys for adjudication. Inadequate tracking leads to delays in case closings as well as an inaccurate estimate of the number of cases in the system.
- Difficulty in locating a sufficient number of qualified police officers who are able and willing to serve the Indian population. Increased presence and visibility of police officers is a major potential deterrent to crime. One factor inhibiting recruitment efforts is the shortage of adequate employee housing.
- The need to maintain detention facilities in acceptable condition in order to ensure public safety.
- Absence of a comprehensive assessment of the security status of BIA-owned facilities to understand conditions that need to be remedied.
- The need to accurately and real-time track the status of Indian children who are in dangerous environments and place them in safe settings in a timely manner.
- The condition of BIA roads presents a challenge to communities who depend on the Federal road system.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #7: Making Communities Safer									
Change in violent crime offenses in targeted areas (HPPG)	BIA	N/A	N/A	-1%	-5%	-35%	-2%	-5%	
PART I violent crime incidents per 100,000 Indian Country inhabitants receiving law enforcement services	BIA	463	479	413	432	454	454	449	
		5,698	6,002	5,178	5,410	5,694	5,689	5,620	
		12.30	12.53	12.53	12.53	12.53	12.53	12.53	
Percent of law enforcement facilities that are in acceptable condition as measured by the Facilities Condition Index (FCI)	BIA	68.6%	72.5%	80.0%	84.0%	84.0%	88.0%	88.0%	
		35	37	40	42	42	44	44	
		51	51	50	50	50	50	50	
Percent of miles of road in acceptable condition based on the Service Level Index	BIA	14.7%	12.2%	17.6%	17.0%	17.3%	16.1%	14.0%	
		3,985	3,370	4,939	4,845	4,943	4,583	4,130	
		27,034	27,527	28,041	28,500	28,513	28,438	29,500	
Percent of bridges in acceptable condition based on the Service Level Index	BIA	59.1%	59.9%	63.5%	59.5%	65.1%	63.6%	62.9%	
		547	558	584	559	608	593	591	
		926	931	920	939	934	932	939	

**Performance Assessment through FY 2011**

Four of the 5 measures under this strategy met or exceeded their targets in FY 2011. The number of violent crimes in targeted areas decreased by 35 percent of the FY 2007-2009 average. This significant decline was due to improvements in recruiting, evidence collection, case tracking and collaborative arrangements with Federal, state and local jurisdictions. The number of violent crimes per 100,000 population was 454 in FY 2011. Although the target of 432 was not achieved, the FY 2011 figure is in line with the FY 2008-2010 annual average of 452 violent crimes per 100,000. Worsening economic conditions in Indian country may have contributed to a rise in violent crime. However, after the implementation of the High Priority Goal at four reservations, other Indian Country

public safety programs will benefit from lessons learned during this initiative. Indian Country public safety programs are being educated on the development of proactive policing techniques and effective crime reduction strategies that have shown proven success during the initiative. Public Safety programs are being shown the positive effects of utilizing intelligence led policing and prevention strategies to address high crime areas. By properly applying these fundamental principles of law enforcement, public safety can be enhanced by effectively reducing criminal activity which leads to an improved quality of life for the citizens of the community.

The percentage of roads in acceptable condition in FY 2010 and 2011 has increased compared with FY 2008-2009 figures. This was due primarily to an influx of funding from ARRA. The percentage is expected to decline when ARRA funds are depleted. The percentage of bridges in acceptable condition has trended upward since FY 2008, gaining 5 percentage points; this was also partially due to ARRA funding.

The condition of law enforcement facilities has steadily increased since FY 2008, and continued to rise in FY 2011. This has been partially due to ARRA funding.

### Strategic Actions Planned during FY 2012-2013

- Complete cyclic inventory and deferred maintenance assessment of detention facilities. Facility improvements should increase the percentage of law enforcement facilities in acceptable condition
- Pilot junior officer youth program in three districts. Goal is to spark interest in young community members to train and become police officers. Increased law enforcement capacity should lead to greater presence in Indian country and raise likelihood of lower Part I & II crime rates
- Pilot test of case management tracking system in four districts. Successful case tracking system will contribute to higher percentage of complete cases presented to the District Attorney for prosecution
- Manage and oversee construction of 31 new houses at various locations in FY 2013. Employee housing can serve as an incentive for recruitment of police officer candidates to join the program.
- Establish memoranda of understanding with state officials in high methamphetamine -related crime areas to implement coordinated methamphetamine -prevention initiatives. Coordinated initiatives should contribute directly to reduction of crime in high risk areas, thereby supporting the priority goal of reducing violent crime by 5 percent in those areas.
- Complete physical security facility inspection data for all BIA owned and leased facilities. Assessment data could be used to accurately assess physical security status.
- Develop a streamlined process for the collection of Indian Child Welfare Act data including revising the Annual ICWA Report.

- Revise the National Child Protection team to ensure effective cooperation among, Bureau of Indian Affairs, Indian Health Services, and the Department of Justice. The collaboration ensures Indian children receive a full range of services including health and medical assistance, social services, and cooperation from tribal courts and law enforcement.
- Host Webinars and develop brochures– sponsored by the Bureau’s ICWA - Child and Family Services Unit.

**Supporting Performance Measures**

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
<b>Law Enforcement</b>							
Part I offenses per 100,000 population	BIA	NA	NA	NA	Establish baseline	TBD	TBD
Part II offenses per 100,000 population	BIA	NA	NA	NA	Establish baseline	TBD	TBD
Natural, cultural and heritage resource crimes per 100,000 population	BIA	NA	NA	NA	Establish baseline	TBD	TBD
Percentage of BIA field agency law enforcement programs that participate in community policing	BIA	71% 136/191	77% 148/191	84% 160/191	84% 163/194	84% 163/194	84% 163/194
Percent of BIA/tribal law enforcement agencies on par with recommended national ratio of staffing	BIA	59% 108/184	18% 32/181	52% 95/181	53% 103/193	53% 103/193	54% 105/193
<b>Road Maintenance</b>							
Cost per mile of BIA owned roads maintained in acceptable condition	BIA	\$6,682 \$26,626/ 3,985	\$7,729 \$26,046/ 3,370	\$3,876 \$19,142/ 4,939	\$5,467 \$26,490/ 4,845	\$7,341 \$33,877 4,615	\$6,090 \$25,155 4130
<b>Indian Child Welfare Act</b>							
Percent of Indian Child Welfare Act notices processed within 15 days of receipt	BIA	95% 19,938/ 20,880	96% 18,683/ 19,420	97% 17,739/ 18,219	99% 19,326/ 19,581	98% 20,126/ 20,509	95% 21,689/ 22,830

**Mission Area 3: Advance Government-to-Government Relationships with Indian Nations and Honor Commitments to Insular Areas**

Goal #1: Meet Our Trust, Treaty, and Other Responsibilities to American Indians and Alaska Natives

Strategy #8: Support Self-Governance and Self-Determination

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Self Governance Compacts	143,452	144,397	147,762	148,951	154,836	158,038	
Contract Support (applies to both self governance and self determination)	147,294	147,294	166,000	219,560	219,209	228,000	
Consolidated Tribal Gov't Program (TPA)	68,160	68,933	71,659	71,710	76,398	77,283	
Aid to Tribal Government (TPA)	33,146	33,596	33,195	31,886	30,492	28,441	
Indian Self-Determination Fund (TPA)	0	0	2,000	1,996	1,997	2,000	
New Tribes (TPA)	311	311	311	310	314	320	
Small & Needy Tribes (TPA)	0	0	0	0	1,947	1,947	
Tribal Government Program Oversight	7,500	8,000	8,851	0	12,115	7,974	
<b>Total</b>	<b>399,863</b>	<b>402,531</b>	<b>429,778</b>	<b>474,413</b>	<b>497,308</b>	<b>504,003</b>	

### [Key Program Contributors](#)

BIA Self-Governance Program

### [Overview of Program Contributions](#)

The Department is committed to strengthening the government-to-government relationship between the Federal Government and tribal nations. The Self-Governance Program supports Tribes' expanded role in the operation of Indian programs and works with self-governance tribes to implement and resolve issues associated with self-governance agreements. The Self-Determination Program supports this strategy through its major program activity, overseeing and carrying out the Delegation of Authority Initiative which allows for the delegation of authority for the administration and oversight of self-determination contracts and grants to the agency level. Together, these programs support and strengthen self-governance, sovereignty, self-determination, and self-reliance.

The **Self-Governance Program** is responsible for implementation of the Tribal Self Governance Act of 1994, including development and implementation of regulations, policies, and guidance in support of self-governance initiatives. The staff negotiates annual funding agreements with eligible tribes and consortia, coordinates the collection of budget and performance data from self-governance tribes, and resolves issues that are identified in financial and program audits of self-governance operations. The Office of Self-Governance (OSG) works with tribal governments to protect and support tribal sovereignty within a Government-to-Government partnership and to advocate for the transfer of Federal programmatic authorities and resources to tribal governments in accordance with tribal self-governance statutes and policies.

The **Indian Self-Determination Program** is charged with the responsibility to further American Indian Tribes' exercise of Self-Determination. The Division also carries out the Delegation of Authority Initiative which allows for the delegation of authority for the administration and oversight of self-determination contracts and grants to the agency level.

**Challenges and Risks**

- **Self-Governance Program** - rapid expansion of OSG tribes from 7 to 260 in the past several years has not been accompanied by a corresponding growth in the OSG staff. There is also a complementary need for implementation grants to support Tribes that have just entered self-governance status.
- **Self-Determination Program** - ongoing need to train a highly skilled self-determination workforce to administer and provide technical assistance to the nearly 3,200 self determination contracts. Because of the widespread and often remote locations of the workforce, coupled with budget constraints associated with travel, the desired route for delivering much of this training is via online courses. There is also a need to monitor A-133 audits in collaboration with the Office of Internal Evaluation. In order to accomplish this, the Self Determination Office must have access to necessary information required to monitor audit deadlines. There is also a need for mandatory P.L. 93-638 Self Determination contract training for awarding officials and support staff. Because of budget constraints and restrictions on travel this requirement will not be fulfilled for several years.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #8: Support Self-Governance and Self-Determination									
Percent of Indian Affairs programs executed by Indian Tribes through contract and compact agreements	BIA	N/A	N/A	N/A	64.4%	62.8%	64.0%	64.0%	
		N/A	N/A	N/A	2,262,839	1,424,304	1,515,352	1,522,836	
		N/A	N/A	N/A	3,512,411	2,268,671	2,367,738	2,379,431	
Percent of P.L. 93-638 Title IV compacts with clean audits	BIA	N/A	N/A	N/A	65.2%	76.8%	66.7%	66.7%	
		N/A	N/A	N/A	43	53	44	44	
		N/A	N/A	N/A	66	69	66	66	
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	BIA	N/A	N/A	N/A	Establish Baseline	78.2%	85.0%	85.0%	
		N/A	N/A	N/A	Establish Baseline	183	142	142	
		N/A	N/A	N/A	Establish Baseline	234	167	167	

### Performance Assessment through FY 2011

The percentage of funds executed through P.L. 93-638 contracts and compact agreements was very close [substantially met] to the 64 percent target. The percentage might have been higher, but because of the ongoing continuing resolution there were delays in distributing P.L. 93-638 funds. The percentage of funds executed through P.L. 93-638 has been trending upward since FY 2008 primarily because the funding for Tribal Contract Support has increased in the last few years. Funding has increased from \$147 million in FY 2009 to \$220 million in FY 2011. Indian Affairs anticipates P.L. 93-638 contracting increasing at a slower rate once Contract Support is fully funded. The measure on timely management actions related to audit recommendations is being reported for the first time in FY 2011. Baseline information for FY 2010 and 2011 will be used to establish targets for FY 2012 and beyond.

### Strategic Actions Planned during FY 2012-2013

- Identify P.L. 93-638 contract awarding officials training deficiencies extracted from 2011-2012 test results and surveys.

### Supporting Performance Measures

None




**Mission Area 3: Advance Government-to-Government Relationships with Indian Nations and Honor Commitments to Insular Areas**

Goal #1: Meet Our Trust, Treaty, and Other Responsibilities to American Indians and Alaska Natives

Strategy #9: Management for Protection of Water Rights

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
BIA Water Management, Planning and Development	5,583	5,803	5,624	5,613	5,789	5,728	

Key Program Contributors

Natural Resources; Water Rights Negotiation/Litigation Program; Water Resources; Water Management, Planning, and Pre-Development Program

Overview of Program Contributions


The Water Rights Negotiation/Litigation Program defines and protects Indian water rights and settles claims through negotiations if possible, or alternatively, through litigation. The primary priority of program funds is to provide all necessary documentation and other material as may be deemed necessary by a Court to further the United States water rights claims on behalf of an Indian Tribe. To improve management for protection of water rights, the program consults with the Solicitor’s Office and the Department of Justice on needs for studies required in ongoing Indian water rights litigation cases and for advancing water rights negotiations for tribes.

The Water Management, Planning, and Pre-Development Program supports tribal priority projects that aid in the protection and management of their water resources in this time of increasing water scarcity. Projects funded under this program include, but are not limited to, ground and surface water studies regarding quantity and quality of water, water needs assessments, stream gauging, and the preparation of Comprehensive Water Resource Management Plans. This program empowers tribes with the opportunity to effectively and efficiently manage their water resources.

**Challenges and Risks**

- Increased competition for scarce water resources.
- Extensive numbers of water rights claims and issues to resolve.
- The complexity of water issues and the length of time to resolve issues.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #9: Management for Protection of Water Rights									
Annual percent of projects completed in support of water management, planning, and pre-development (SP)	BIA	N/A	N/A	N/A	Establish Baseline	79.0%	89.7%	89.7%	
		N/A	N/A	N/A	Establish Baseline	49	61	61	
		N/A	N/A	N/A	Establish Baseline	62	68	68	

**Performance Assessment through FY 2011**

FY 2011 was a baseline year for this new measure. Information collected this year will assist in establishing targets for FY 2012 and beyond.

**Strategic Actions Planned during FY 2012-2013**

None

**Supporting Performance Measures**

None

**Mission Area 3: Advance Government-to-Government Relationships with Indian Nations and Honor Commitments to Insular Areas**

Goal #2: Empower Insular Communities

Strategy #1: Improve Quality of Life

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Assistance to Territories	77,819	78,665	85,195	84,182	87,901	84,946	
Compact of Free Association - Current	5,310	5,318	16,465	16,458	16,460	3,054	
Compact of Free Association - Permanent *	204,999	211,484	200,718	203,361	218,222	239,254	
Fiscal Payments - Permanent *	129,349	148,678	187,024	145,000	248,000	248,000	
<b>Total</b>	<b>417,477</b>	<b>444,145</b>	<b>489,402</b>	<b>449,001</b>	<b>570,583</b>	<b>575,254</b>	

**Note:** OIA does not currently have the capacity to accurately assign spending within budget accounts by strategy. However, OIA hopes to gain this ability in 2012 with the transition to a new financial management system (FBMS).

\* Estimate of permanent budget authority

Overview of Program Contributions

During 2012 and 2013, the Office of Insular Affairs (OIA) will continue to implement activities that improve quality of life in U.S.-affiliated insular areas. While a variety of capital investments will be made, OIA will focus on basic infrastructure such as community water systems, school facilities, health care facilities, and sustainable power generation. Technical and operations assistance will also be provided in order to improve the public services provided in each community. While the scope of OIA’s efforts to improve quality of life is broad, two current initiatives in particular relate directly to the strategic plan metrics.




**Schools:** In 2011, the Assistant Secretary for Insular Areas introduced the Insular Schools: Assessment of Buildings and Classrooms (Insular ABC's) initiative. In 2012, OIA will work with the U.S. Army Corps of Engineers to develop a thorough baseline inventory and assessment of all elementary, middle and high school buildings in the four U.S. Territories of American Samoa, Guam, the U.S. Virgin Islands and the Commonwealth of the Northern Mariana Islands. The information gathered by the initiative will provide decision-makers with insights concerning the overall physical condition of all public school facilities; an accounting of deferred maintenance and replacement values; and identify trends in maintenance practices and requirements in order to pinpoint opportunities for efficiencies. A preliminary Insular ABC's report estimated that the territories have approximately 1,561 school buildings at 125 campuses. Of particular interest, the report states that the average age of these school buildings is in the range of 40 years and identifies common problems involving moisture penetration, structural problems, inadequate electrical systems, failing on-site infrastructure and functional obsolescence due to the age of the facilities. With education facilities averaging 40 years of age, it is pivotal that cohesive local strategies be put into action to maximize the life cycles of existing education facilities, plan for future replacement facilities, and to best leverage very limited OIA and local resources.

**Energy:** The OIA is working with the insular areas to lessen their dependence on imported oil for power. Last year, the Office of Insular Affairs entered into an inter-agency agreement with the Department of Energy, National Renewable Energy Laboratory (NREL) to provide initial energy efficiency and renewable energy assessments of the Pacific territories. As the assessments are completed, the resulting recommendations will be used to help local sustainable energy committees create actionable strategic plans. The Territories, through their Governors, will submit projects identified in these strategic plans to OIA for funding. Some of these action items will be funded through the new Empowering Insular Communities program. Early project proposals from the insular areas include the development of photovoltaic, wind and geothermal resources.

### Challenges and Risks

- The small, relatively undiversified economies of the insular areas are especially vulnerable to global, national and regional economic trends, international treaties, natural disasters, acts of Congress, and other external factors which ultimately impact quality of life. OIA's performance indicators are closely linked to the health of the insular areas.
- OIA relies greatly on external sources such as local governments, contractors and other Federal agencies for the collection and validation of data for performance metrics.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #1: Improve Quality of Life									
Percent of Community Water Systems (CWS) that receive health-based violation notices from the U.S. Environmental Protection Agency	OIA	N/A	N/A	N/A	10.9%	18.0%	10.4%	9.9%	
		N/A	N/A	N/A	11	18	10	10	
		N/A	N/A	N/A	100	100	100	100	
Change in the amount of petroleum used by utilities to deliver a megawatt of power.	OIA	N/A	N/A	N/A	Establish Baseline	Baseline Not Established	Establish Baseline	TBD	
		N/A	N/A	N/A	Establish Baseline	Baseline Not Established	Establish Baseline	TBD	
		-	-	-	-	-	-	-	
Percent of schools in acceptable condition based on specified safety and functionality standards.	OIA	N/A	N/A	N/A	Establish Baseline	Baseline Not Established	Establish Baseline	TBD	
		N/A	N/A	N/A	Establish Baseline	Baseline Not Established	Establish Baseline	TBD	
		N/A	N/A	N/A	Establish Baseline	Baseline Not Established	Establish Baseline	TBD	
Number of patients requiring off-island medical referrals.	OIA	N/A	N/A	N/A	2,641	No Report	2,606	2,606	

### Performance Assessment through FY 2011

OIA is actively working to develop baseline data for many of the new “quality of life” measures as described below:

*Metric 1- Community Water System Violations:* EPA will likely release the Fiscal Year 2011 Drinking Water and Ground Water Statistics report in June 2012.

*Metric 2- Efficiency of Power Generation:* The baseline for the quality of life energy metric is being developed by NREL Heat rates have been calculated for 2010 at an average of 11,424 BTU/kWh, however, OIA has yet to obtain 2011 heat rates from the insular utilities. This data is needed to calculate the percentage change. OIA and NREL will continue to work with insular utilities to collect the necessary data. OIA expects this data to become available in early calendar year February 2012.

*Metric 3- School Facility Conditions:* OIA’s contractor for the Insular Schools: Assessment of Buildings and Classrooms project, The U.S. Army Corps of Engineers, is currently wrapping up its contracting process. OIA expects to begin school assessments early in calendar year 2012. Assessments for all four territories will be completed within 14 months of the start date.

*Metric 4- Off-Island Medical Referrals:* OIA expects medical referral offices in the territories to report the number of patients sent off island in 2011 in early calendar year January 2012. Looking forward, a new private hospital on Guam is in the preliminary stages of development which would expand the island’s medical capacity.

### Strategic Actions Planned during FY 2012 and FY 2013


- Conduct Insular Schools: Assessment of Buildings and Classrooms (Insular ABC’s) initiative.
- Create sustainable energy strategic plans for the three Pacific U.S. territories and begin implementation of action items.
- Continue support for the Commonwealth of the Northern Mariana Islands (CNMI) Water Task Force as they work towards 24 hour water service on Saipan.
- Make strategic health care investments to expand on-island health care capacity.

**Mission Area 3: Advance Government-to-Government Relationships with Indian Nations and Honor Commitments to Insular Areas**

Goal #2: Empower Insular Communities

Strategy #2: Create Economic Opportunity

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
All funds presently accounted for under "Strategy 1"	-	-	-	-	-	-	

Overview of Program Contributions

During 2012 and 2013, the Office of Insular Affairs will continue to implement activities that create economic opportunity in US-affiliated insular areas. OIA 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. It will also pursue economic development initiatives that encourage private sector investment in the insular areas.


OIA has created **Island Business Link** as an online global network of businesses and organizations interested in growth opportunities in the U.S. affiliated Pacific islands and U.S. Virgin Islands. This virtual marketplace enables international partners, island entrepreneurs and government members to connect and advance mutual business interests. Island members are able to promote and market business opportunities while partners are able to view a menu of growth prospects in the islands.

OIA provides technical assistance to all of the insular areas to assist with economic development planning and execution. Of particular note, the Assistant Secretary of the Interior for Insular Areas convened a public meeting, the Forum on Economic and Labor Development (FELD), on Saipan on November 9, 2010. The main purpose of the forum was to gather ideas and suggestions from all stakeholders and identify areas of the Commonwealth of the Northern Mariana Islands’ economy and labor market that would benefit the most from OIA technical assistance funds. OIA is actively supporting ideas generated at the FELD including planning and education activities related to tourism and agriculture/aquaculture.

**Challenges and Risks**

- The small, relatively undiversified economies of the insular areas are especially vulnerable to global, national and regional economic trends, international treaties, natural disasters, acts of Congress and other external forces. OIA’s performance indicators are closely linked to the health of the insular areas.
- OIA relies greatly on external sources such as local governments, contractors and other Federal agencies for the collection and validation of performance data.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #2: Create Economic Opportunity									
Percent change in mean real GDP per capita.	OIA	N/A	N/A	N/A	0.5%	0.5%	0.8%	0.8%	
		N/A	N/A	N/A	1	1	0.75	0.75	
		N/A	N/A	N/A	100	100	100	100	

**Performance Assessment through FY 2011**

The Bureau of Economic Adjustment and OIA continue to develop Gross domestic product (GDP) figures for the U.S. territories. Bureau of Economic Analysis (BEA) is currently compiling actual data for 2010 and expects to complete this work in July 2012. However, the newly available GDP data for 2008 and 2009 illustrate the difficult economic climate in the U.S. territories, especially American Samoa and the Commonwealth of the Northern Mariana Islands, where global competition and international treaties have enticed businesses to exit.

**Strategic Actions Planned during FY 2012 and FY 2013**

- Revitalize Christiansted Boardwalk and Main Street tourist areas in the US Virgin Islands.
- Provide technical assistance for economic development activities stemming from the form on Economic and Labor Development in the Northern Marianas Islands.
- Promote Island Business Link as a tool to attract investment to the insular areas.
- Support educational programs such as Junior Statesman and Close Up which help prepare the next generation of insular leadership.
- Support American Samoa tourism and trade by funding planning and promotion activities.




**Mission Area 3: Advance Government-to-Government Relationships with Indian Nations and Honor Commitments to Insular Areas**

Goal #2: Empower Insular Communities

Strategy #3: Promote Efficient and Effective Governance

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
All funds presently accounted for under "Strategy 1"	-	-	-	-	-	-	

Overview of Program Contributions

During 2012 and 2013, the Office of Insular Affairs will continue to implement activities that promote efficient and effective governance in U.S.-affiliated insular areas. OIA 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. OIA will also equip insular area leadership with the statistical tools necessary for informed decision making.

**Training:** OIA provides the insular governments with continuous access to management training opportunities. Training opportunities are typically provided in the areas of procurement and contract management, governmental accounting, auditing, supervision, personnel and human resource management, leadership, fraud, grants management, indirect costs, internal and management controls, performance and project management.


**Statistics:** The insular areas are most often not included in the Federal collection of statistics necessary for leadership decision making. Technical assistance and Compact of Free Association funding are used to support the collection of some basic insular economic, labor and demographic information. OIA recently contracted with the U.S. Bureau of Economic Analysis (BEA) to successfully develop formal methodologies for measuring the gross domestic product (GDP) of the U.S. territories for the first time. The resulting GDP estimates, released on May 5, 2010, have shed light on challenges faced in the territories and brought in to focus the vulnerability of their small undiversified economies. OIA plans to continue funding BEA to further develop GDP statistics for the insular areas.

**Information Systems:** Local governments in the insular areas often employ inadequate information systems resulting in administrative inefficiencies. OIA invests in information systems improvements for critical government functions including revenue and taxation, accounting, acquisition, customs, health care and land management.

**Challenges and Risks**

- The insular areas are geographically isolated and have limited human and financial resources. Insular governments sometimes struggle to retain individuals with professional accreditations. OIA provides professional training and consultation so that local governments have the human resources necessary to best serve their communities.
- OIA relies greatly on external sources such as local governments, contractors and other Federal agencies for the collection and validation of performance data.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #3: Promote Efficient and Effective Governance									
Number of insular governments with on-time and unqualified single audits.	OIA	N/A	N/A	N/A	3	2	4	4	

Performance Assessment through FY 2011

OIA has made a concerted effort to improve the timeliness of insular general fund financial statements resulting in an improvement from an average of 19 months late in 2005 to 1 month late in 2009. OIA is satisfied the strides the insular areas have made in completing their audits in a timely manner and is now working to increase the number of insular areas with unqualified audit opinions by providing technical assistance. Unfortunately, only 2 of the 7 insular areas had unqualified audit opinions in 2010.

Strategic Actions Planned during FY 2012 and FY 2013

- OIA plans to fund the Bureau of Economic Analysis for the continued production of GDP statistics for U.S. territories.
- Support the Island Government Finance Officers’ Association (IGFOA) and the Association of Pacific Island Public Auditors (APIPA).
- Conduct consumer price index quality assurance review and training for the American Samoa Department of Commerce.

- Conduct Federated States of Micronesia household income and expenditure survey.
- Supply professional training and consultation services to insular governments.
- Provide economic assistance for compact health and education operations in the Republic of Palau.


**Mission Area 4: Provide a Scientific Foundation for Decision Making**

**Mission Area 4: Provide a Scientific Foundation for Decision Making**

Goal #1: Ensure the Quality and Relevance of Science Products to Partners and Customers

Strategy #1: Ensure Overall Customer Satisfaction

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
U. S. Geological Survey	1,006,480	1,183,803	1,111,740	1,083,672	1,068,032	1,102,492	


Overview of Program Contributions

The Department of the Interior supports scientific research from which informed decisions can be made. The Department’s lead agency for science is the U. S. Geological Survey (USGS), which conducts applied and basic research and 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.

**Challenges and Risks**

A considerable amount of the USGS partner-oriented work is supported through cost sharing or reimbursable efforts. Budget pressures, especially on other Federal and State partners, could limit opportunities for collaborative efforts.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #1: Ensure Overall Customer Satisfaction									
Percent of partners or customers satisfied with scientific, technical, and data products	USGS	93%	93%	93%	90%	92%	90%	90%	
		93	93	93	90	92	90	90	
		100	100	100	100	100	100	100	

Targets for 2011, 2012, and 2013 are “greater than or equal to” the percents displayed in this table, e.g., ≥ 90%.

**Performance Assessment through FY 2011**

Over the past 3 years and in 2011, performance for this strategy tracked fairly consistent at a high level from one year to the next. The measure was constructed from surveys of customers and partners regarding science products that were completed in previous years. As a result of a changing number of products and related customers and partners each year, it is normal for there to be some variation from year to year. Consistent funding for USGS programs is essential to ensure that the bureau can provide products that meet customer needs. As funding is more constrained, performance may be impacted. In 2011, the target was exceeded which demonstrates that the USGS is meeting the needs of customers and cooperators.

**Strategic Actions Planned during FY 2012 and 2013**


- Maximize collaborations with State and university partners to leverage resources and provide cost-effective information for stakeholders and decision makers, even amidst considerable budget pressure.
- Collaborate with partners to identify high priority focal ecosystems where active management is being conducted or contemplated, and articulate the fundamental decision with which managers and collaborators are confronted.

**Supporting Performance Measures**

None

**Mission Area 4: Provide a Scientific Foundation for Decisionmaking**  
 Goal #2: Provide Science for Sustainable Resource Use, Protection, and Adaptive Management  
 Strategy #1: Identify and Predict Ecosystem Change

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Ecosystems	148,791	154,164	165,587	160,837	161,278	177,852	

Overview of Program Contributions

The USGS supports regional and nationwide monitoring of key indicators of the environmental variability of terrestrial, freshwater, and marine habitats, along with the abundance and distribution of biota, invasive species, wildlife disease, and other ecological features. USGS data holdings and observation networks are unparalleled, difficult to duplicate, and vital for understanding the status and trends and health of our Nation’s ecosystems and natural resources. Many of these databases include decades-long records of observations, collected under strict standards of quality assurance and quality control.

**Challenges and Risks**

Future ecosystem science will be challenged to integrate system responses to climate variability with other drivers of ecosystem change such as landscape alterations, introductions of nonnative species, pollutant discharges, and water energy development. The human factor is a substantial and growing force of ecosystem change, and the integration of natural and social sciences is essential for effective application of ecosystem science. The successful practice of ecosystem science requires integration of scientific discovery and application to solve problems that will increasingly affect the welfare of American citizens and the global population.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #1: Identify and Predict Ecosystem Change									
Percent of targeted species for which monitoring and decision support information on their status and trends are available (Status & Trends) <sup>1</sup>	USGS	27.2%	27.2%	27.2%	28.2%	28.2%	28.5%	28.5%	
		178	178	178	185	185	187	187	
		655	655	655	655	655	655	655	
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) (Fisheries) <sup>1</sup>	USGS	41.2%	41.2%	41.2%	42.0%	42.0%	42.9%	42.9%	
		49	49	49	50	50	51	51	
		119	119	119	119	119	119	119	
Percent of targeted wildlife populations for which science information is provided for management decisionmaking to inform and improve conservation (Wildlife) <sup>1</sup>	USGS	47.0%	51.6%	54.4%	57.8%	57.8%	61.2%	47.0%	
		166	182	192	204	204	216	166	
		353	353	353	353	353	353	353	
Percent of targeted ecosystems with information products forecasting ecosystem change (Environments) <sup>2</sup>	USGS	11%	11%	22%	22%	22%	33%	33%	
		1	1	2	2	2	3	3	
		9	9	9	9	9	9	9	
Percent of targeted science information products available for successful control and management of priority groups of invasive species (Invasives) <sup>1</sup>	USGS	45%	45%	45%	45%	45%	45%	45%	
		27	27	27	27	27	27	27	
		60	60	60	60	60	60	60	

<sup>1</sup> Budget increases proposed in 2013 will result in performance increases in outyears 2014 and beyond.

<sup>2</sup> Budget increases proposed in 2013 will result in performance increases in 2013 and outyears 2014 and beyond.



### Performance Assessment through FY 2011

Over the past 3 years and in 2011, performance for this strategy gradually increased as scientific knowledge and tools were developed and provided to land managers and policymakers to inform decisionmaking. The consistent growth in performance was dependent on sustained funding for Ecosystems programs so they were able to continually maintain and build upon research, assessment and monitoring capabilities that were necessary to ensure that USGS continues to play a key role in the adaptive management of the Nation's ecosystems.

The performance target that was not met was for the number of students that graduated with degrees (Masters, PhD) while under the mentorship of a Cooperative Research Unit Scientist. While fewer students graduated than expected, the reason was that a large number of our senior scientists have recently retired. These scientists have been, or are being replaced by younger investigators. It takes time for new scientists to establish themselves, develop projects, attract, and then graduate students with advanced degrees.

### Strategic Actions Planned during FY 2012 and 2013

- In 2012 and 2013, the USGS will conduct research and monitoring, and organize scientific information focused on understanding how ecosystems and their inhabitants are structured, function, and provide ecosystem services. The USGS will continue to generate and distribute information needed for conservation and management of the Nation's fish, wildlife and other biological resources, by Federal and State government and nongovernmental organizations.
- By the end of 2012, the Ecosystems program will have completed a Science Strategy Plan and will begin implementing actions that will integrate ecosystem science across the USGS and with partners. In 2012 and 2013, the priority actions are to promote partnerships by collaborating to identify, implement, and resolve regional science issues for priority ecosystems by making observations, conducting research and developing tools in support of priority modeling and forecasting.
- Work with managers and other stakeholders to develop a comprehensive list of costs and values associated with characterizing selected ecosystems, modeling ecosystem change, and identifying potential management actions.
- Apply multidisciplinary data about ecosystem responses to external drivers in hindcasting and forecasting ecosystem change for selected ecosystems and apply the knowledge from process-oriented research on ecosystem functions and processes to ecological models, forecasts and assessments.
- The USGS has implemented, in conjunction with the FWS Migratory Birds, FWS Office of the Chief Scientist, a multi-Center and Cooperative Research Unit integrated research plan for golden and bald eagles. This research will produce products in 2012 and 2013 to support permitting decisions for renewable wind energy projects across the Nation, particularly in the western United States.
- In 2012, USGS scientists will lead a Department-wide effort to incorporate science into the management of natural resources by releasing a DOI Adaptive Management Applications Guide. This document is a follow-up to the DOI Adaptive Management Technical Guide.





Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Number of students complete degree requirements for MS, PhD, and post-doctoral program under the direction and mentorship of Unit Scientists (Cooperative Research Units)	USGS	83	110	89	84	85	85
Number of systematic analyses and investigations completed (Ecosystems) <sup>1</sup>	USGS	1,211	1,267	1,169	1,273	1,011	1,031*
Number of formal workshops or training provided to customers (Ecosystems)	USGS	154	112	113	142	85	95

<sup>1</sup>Budget increases proposed in 2013 will result in performance increases in 2013 and outyears (2014 and beyond).

**Mission Area 4: Provide a Scientific Foundation for Decisionmaking**  
**Goal #2: Provide Science for Sustainable Resource Use, Protection, and Adaptive Management**  
**Strategy #2: Identify and Model Causes and Impacts of Changes to the Earth and Ocean Systems**

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Geographic Analysis & Monitoring	16,266	10,598	11,135	11,420	11,470	13,877	
Land Remote Sensing <sup>1</sup>	61,457	61,718	63,707	62,387	73,699	72,131	
Coastal and Marine Geology	40,646	44,657	46,188	44,727	43,941	49,329	
<b>Total</b>	<b>118,369</b>	<b>116,973</b>	<b>121,030</b>	<b>118,534</b>	<b>129,110</b>	<b>135,337</b>	

<sup>1</sup> The National Land Imaging account requested in the 2012 President's Budget was not appropriated in 2012. Funding for existing Landsat mission will continue to remain in the Land Remote Sensing Program.

Overview of Program Contributions

The USGS is actively engaged in developing and employing many tools and datasets to better understand the causes and consequences of land cover and coastal 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 and to understand the dynamic relationships of biologic, geologic, oceanographic structure, and processes of coastal and marine environments. The USGS actively acquires and provides operational land imaging capabilities and applications to support U.S. economic, environmental, foreign policy, and security interests.

**Challenges and Risks**

A significant challenge for the USGS is operationalizing a land observing satellite program; USGS is actively assessing options and alternatives. An additional challenge is that USGS research to understand the patterns, processes, and consequences of changes in land use, land condition, and land cover at multiple spatial and temporal scales requires the integration of information from varied data sources. As land cover and satellite imagery products are in demand for many decisionmaking needs, such as conservation investments, increasing resiliency to hazards, agriculture and famine monitoring, the USGS is challenged to provide up-to-date products to a wide array of users.

All 35 coastal States and the island territories are experiencing coastal erosion and are threatened by the rise in relative sea level; many have replenished eroded beaches at great cost. The management challenge faced by all coastal communities is to balance the competing needs of citizens, government, industry, and the environment. Multidisciplinary science data products, which are provided at different scales and in different formats, are necessary to meet stakeholder needs.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #2: Identify and Model Causes and Impacts of Changes to the Earth and Ocean Systems									
Percent of regional and topical ocean and coastal studies that cite USGS products within three years of study completion (Coastal and Marine Geology Program - CMGP)	USGS	80.0%	80.0%	80.0%	80.0%	81.3%	78.6%	80.0%	
		24	24	24	24	26	22	20	
		30	30	30	30	32	28	25	
Percent of U.S. surface area with contemporary land cover data needed for major environmental monitoring and assessment programs (Geographic Analysis and Monitoring) <sup>1</sup>	USGS	99%	46%	95%	100%	100%	15%	65%	
		298	213	440	463	463	69	301	
		300	463	463	463	463	463	463	

<sup>1</sup>In 2012 initiate land cover mapping for NLCD 2011 product.

### Performance Assessment through FY 2011

Over the past 3 years and in 2011, performance for this strategy tracked consistently at a high level as scientific knowledge and tools were developed and provided to land managers and policymakers to inform decisionmaking. Performance for coastal and marine geology activities is constructed from surveys of customers and partners regarding science products that were completed in previous years. The level performance trend is an indicator of sustained excellence in the delivery of science products needed to address coastal and marine resource and planning management challenges.

The USGS not only acquires satellite data but maintains the largest historical archive of remotely-sensed data for use by scientists, resource managers, and other users. The USGS uses performance indicators to demonstrate the volume of data being managed and the number of remote-sensed products provided to customers. However, performance targets are difficult to predict as the number of products distributed can fluctuate greatly depending on the demand especially after a natural disaster occurs. This is also the case for the volume of data managed; a data-processing algorithm may change and the reprocessing of a dataset may reduce or increase its size. The USGS developed key tools and datasets to provide the foundation for understanding the causes and consequences of land cover change. The USGS also continued to update, improve, and maintain the National Land Cover Database (NLCD), which is critical to major environmental monitoring and management programs. For example, the BLM uses the NLCD for rangeland management and energy assessments; the U.S. Forest Service uses the NLCD for forest assessments and management of wildland fires; and the EPA uses the NLCD for water quality assessments.

### Strategic Actions Planned during FY 2012 and 2013

- During 2012, development of the NLCD 2011 product will begin, which includes selecting the images and processing the data. This effort will continue in 2013, completing about two-thirds of the project. These products provide a comprehensive indicator of where change has been occurring on the national landscape, supporting research in climate and natural resources.
- During 2012 and 2013, Landsats 5 and 7 operations will continue as well as the collecting, archiving, processing, and making Landsat available through the Internet. In 2011, more than 2.7 million Landsat scenes were used by scientists and other customers worldwide. 2012 marks the 40<sup>th</sup> anniversary of Landsat; an unprecedented collection of consistently calibrated, moderate-resolution data showing a history of change to the Earth's land surface.
- In 2013, the Land Remote Sensing Program will complete ground systems network and mission operations readiness for the launch of Landsat 8. After a successful launch, the USGS will assume operational responsibility for the Landsat 8 mission from NASA.
- During 2012 and 2013, the USGS will continue its responsibility to preserve, manage, and make available the complete USGS archive of Earth observational aerial and satellite data.
- In 2012, the USGS will begin efforts to develop, validate and make available a first-time 30-meter global land cover dataset that will result in various products such as tree canopy, impervious surface, etc.

Supporting Performance Measures


Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Cost of collection and processing of Light Detecting and Ranging (LIDAR) data for coastal characterization and impact assessments (per megabyte of data collected) (CMGP)	USGS	0.50	0.44	0.39	0.34	0.31	0.35
Number of gigabytes of LIDAR data collected annually (CMGP)*	USGS	NA	100	555	300	300	500
Number of systematic analyses and investigations completed (CMGP)**	USGS	200	200	214	152	190	178
Number of terabytes managed cumulatively (Land Remote Sensing)	USGS	3,840.60	3,010.90	2,873.40	3,723.0	4,734.0	6,504.
# of remote sensing products distributed (LRS)	USGS	417,029	3,127,040	5,600,000	4,710,757	4,852,080	4,997,642
Percent of critical milestones successfully reached to support the Landsat 8 (LDCM) launch schedule (LRS)	USGS	35% 8/23	52% 12/23	70% 16/23	67% 16/24	83% 19/23	100% 23/23
Number of systematic analyses and investigations completed (Land Use Change)	USGS	93	90	79	92	85	85

\* The increase of gigabytes relates to the replacement of one instrument (flown on USGS aircraft) and the addition of another instrument which will be flown on a NOAA aircraft, therefore getting more airtime and more data collection annually.

\*\* There is a reduction in performance in 2013 because there is a reduction for some assessment activities. The proposed increase in 2013 funding for Coastal and Marine Geology will primarily support data management and data delivery activities, and to a lesser degree will result in more reports and systematic analyses in the outyears (2014 and beyond). Due to the interest in Ocean information management and delivery to support the National Ocean Policy, a new data management performance measures is under consideration.

**Mission Area 4: Provide a Scientific Foundation for Decisionmaking**  
 Goal #2: Provide Science for Sustainable Resource Use, Protection, and Adaptive Management  
 Strategy #3: Assess and Forecast Climate Change and Its Effects

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Climate Variability	20,725	40,628	63,117	64,334	58,921	67,741	


Overview of Program Contributions

One of the Department’s Priority Goals is focused on responding to a changing climate. The USGS provides scientific information on the impacts of climate and land use change on Earth and human systems. The understanding of these impacts is communicated through vulnerability assessments, forecasts, models and maps to support land and resource managers and policymakers in their decisionmaking to mitigate the impacts of climate change.

**Challenges and Risks**

Climate change influences every aspect of life on Earth, affecting human health and well-being, water and energy resources, and agriculture and natural landscapes. Due to the breadth of impact, a wide variety of scientific information is necessary to help land managers and communities understand local and regional implications of climate variability and anticipate effects, prepare for changes, and reduce the risks of decisionmaking. For example, climate change will significantly affect species and ecosystems across the Nation. Understanding which scientific information is most useful requires the USGS to collaborate with managers, scientists, and decisionmakers to integrate the research results into management and conservation plans, such as State wildlife action plans.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #3: Assess and Forecast Climate Change and Its Effects									
Number of fish and wildlife climate based habitat and population models developed by scientists and in cooperation with land managers (Climate)	USGS	Baseline Not Established	1	3	6	6	10	14	

Performance Assessment through FY 2011

Over the past 3 years and in 2011, performance has shown a gradual increase. This level of performance indicates that climate variability scientific knowledge and tools were developed and provided to land managers and policy makers to inform decision-making.

Almost all performance targets were met. The target for the number of the Department of the Interior Climate Science Centers (DOICSCs) with research priority science plans was not met. The establishment of CSCs was delayed because the bureau was under a Continuing Resolution (CR) for the first half of the year. Since the Southwest and North Central CSCs could not be established until a full year appropriation was in place, and preparation of research priority plans could not be initiated before a DOICSC was established and plan development was delayed.

Strategic Actions Planned during FY 2012 and 2013

- In 2012, the National Climate Change and Wildlife Science Center (NCCWSC) and the DOI CSCs will establish the final three DOI CSCs (Northeast, South Central, and Pacific Islands). This will complete the network of eight DOI CSCs which was created to provide natural and cultural resource managers with tools and information to help them design successful climate adaptation strategies. The Climate Research and Development Program will conduct research, including fundamental and applied scientific research, on climate and land-cover change and their impacts to support decisionmaking and adaptive management of natural ecosystems, Federal lands, and infrastructure.
- By 2012, the USGS will have completed a Science Strategy Plan for the Climate and Land Use Change mission area and will begin to implement actions that will integrate climate change science across the USGS and with partners.
- In 2013, the NCCWSC and DOI CSCs Program will continue to conduct scientific climate research to support the Interior Landscape Conservation Cooperatives (LCC's), fish and wildlife managers, other natural resource partners, and scientists to ensure management decisions are informed by sound science. Both the biologic and geologic carbon sequestration assessments will be completed and final reports, maps, and journal papers will be published. Collaboration will continue with other Interior bureaus, Federal agencies, State geological surveys, universities and user communities on future carbon research.
- As part of the 2013 National Climate Assessment, the Climate and Land Use Change Mission Area will conduct national level syntheses of climate impacts by coordinating an assessment of biodiversity and ecosystems as part of the 2013 National Climate Assessment. Experts in



climate science, biology, and ecology are being assembled from many facets of the research community to summarize our current understanding of how climate change may alter species, communities, and ecological processes.

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Number of DOI Climate Science Centers formed (Priority Goal)	USGS	NA	NA	3	5	8	Measure to be completed in 2012
Number of DOI Climate Science Center research priority documents completed (Priority Goal)	USGS	NA	NA	NA	3	8	Measure to be completed in 2012
Percent of climate research and development studies of which interpretive and synthesis products are cited by partners and users within three years of study completion (R&D)	USGS	NA	NA	NA	80%	80%	80%
Percent of targeted land cover trends national assessment syntheses, research plans, or science strategies that are published (R&D)	USGS	NA	20% 1/5	40% 2/5	60% 3/5	100% 5/5	Measure to be completed in 2012
Percent of Climate Effects Network established relative to current target (R&D)	USGS	11.5% 2.3/20	20% 4/20	25% 5/20	25% 5/20	Measure discontinued due to funding	Measure discontinued due to funding
Percent of the baseline, reference projection, and mitigation evaluation units completed for a national biological carbon sequestration assessment (Bio Carbon)	USGS	NA	NA	NA	14% 45/330	64% 210/330	100% 330/330
Number of systematic analyses and investigations completed (Climate Variability)	USGS	7	93	121	130	100	105

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### High Priority Performance Goal (HPPG)

The Department of the Interior is taking the lead in protecting the Nation's natural and cultural resources from the adverse impacts of changing climate and in managing public lands to mitigate the effects of climate change. As the primary land, water, and wildlife manager for the Nation, DOI's strategy requires building capacities across the Department, forging shared goals with partners around the Nation, and working together to first understand the scope of potential impacts associated with a changing climate and then identifying strategies to ensure that the Nation's resources remain resilient in the face of those changes.

On September 14, 2009, Secretary Salazar launched the Department's first coordinated strategy to address current and future impacts of climate change on America's land, water, wildlife, cultural heritage, and tribal resources. As a Secretarial priority for the Department, climate change adaptation became a natural choice for an agency high-priority performance goal, when OMB issued a call for agencies to identify priority performance goals in 2009. The Department developed a goal focused on identifying vulnerable resources and implementing coordinated adaptation strategies to mitigate risks of changing climate: "By September 30, 2012, for 50 percent of the Nation, the Department of the Interior will identify resources that are particularly vulnerable to climate change and implement coordinated adaptation response actions." The agency high-priority performance goals were included in the Department's FY 2011-2016 Strategic Plan, and the goal has been extended to September 30, 2013, for the second cycle of the high-priority goals.

As a first step in achieving the Climate Change Adaptation High Priority Performance Goal, Interior is assessing the vulnerability of resources that may be impacted by climate change and assessing the threats to resources that may be exacerbated by climate change. Those resources include (i) fresh water supplies; (ii) landscapes, including wildlife habitat; (iii) native and cultural resources; and (iv) ocean health; and specific threats to those resources, including (i) invasive species; (ii) wildfire risk; (iii) sea-level rise; and (iv) melting ice/permafrost. These assessments, along with other information available to resource managers, will be used to identify and implement short-term management actions that can be implemented by land and resource managers. Additionally, the Department will use the assessments and other related information to inform longer-term planning processes, in coordination with partners and other stakeholders who jointly manage these resources. Throughout this effort, DOI will prioritize the collection and integration of key data that provide indicators of how climate change is affecting resources.

The secretarial order signed by Secretary Salazar establishes the following framework through which the Department's bureaus will coordinate climate-change science and resource-management strategies:

- A Climate Change Response Council — Under the leadership of the Secretary, Deputy Secretary, and Counselor, this council coordinates DOI's response to the impacts of climate change within and among the bureaus. The council also works to improve the sharing and communication of climate-change impact science, including through [www.data.gov](http://www.data.gov).
- Eight DOI Regional Climate Science Centers — Serving Alaska, Northwest, Southeast, North Central, Southwest, Northeast, South Central, and Pacific Islands, these centers synthesize existing climate-change-impact data and management strategies, help resource managers put them into action on the ground, and engage the public through education initiatives.

- A Network of Landscape Conservation Cooperatives — These cooperatives engage Interior and other Federal agencies, local and State partners, and the public to craft practical, landscape-level strategies for managing climate-change impacts within the eight regions. The cooperatives focus on impacts such as the effects of climate change on wildlife migration patterns, wildfire risk, drought, or invasive species that typically extend beyond the borders of any single national wildlife refuge, Bureau of Land Management unit, or national park.


The Department continues to make significant progress in assessing the vulnerability of the Nation's natural and cultural resources to climate change impacts and developing action plans to adapt management regimes to a changing climate. Although progress on climate change milestones for establishment of DOICSCs and Landscape Conservation Cooperatives was hampered by delays in the 2011 budget process, intensive efforts following the appropriation enabled the Department to achieve most of the targets. The completion of a significant number of vulnerability assessments was delayed from 2011 into 2012 and 2013; however, it is expected that vulnerability assessments will be completed and adaptation actions started in regions covering 50 percent of the country by the end of FY 2013, enabling achievement of the Priority goal.

**Mission Area 4: Provide a Scientific Foundation for Decisionmaking**

Goal #2: Provide Science for Sustainable Resource Use, Protection, and Adaptive Management

Strategy #4: Monitor and Assess Water Availability and Quality

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Water Resources	207,004	201,597	221,223	212,423	214,652	209,828	

Overview of Program Contributions

The Nation faces an increasing set of water resource challenges. The USGS 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 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.

**Challenges and Risks**

Water science actively promotes the use of information by decisionmakers to minimize loss of life and property as a result of water-related natural hazards, such as floods, droughts, and land movement; effectively manage groundwater and surfacewater resources for domestic, agricultural, commercial, industrial, recreational, and ecological uses; protect and enhance water resources for human health, aquatic health, and environmental quality; and contribute to the wise physical and economic development of our Nation's resources for the benefit of present and future generations. Addressing these challenges requires multidisciplinary science products that are relevant to decisionmaking at local, regional and national scales.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #4: Monitor and Assess Water Availability and Quality									
Percent of U.S. with groundwater availability status and trends information (Groundwater Resources Program) <sup>1</sup>	USGS	8%	13%	15%	18%	18%	20%	20%	
		3	5	6	7	7	8	8	
		40	40	40	40	40	40	40	
Percent of U.S. with current streamwater quality status and trends information (National Water Quality Assessment Program) <sup>2</sup>	USGS	34%	52%	69%	86%	86%	100%	2%	
		1,707	2,575	3,409	4,242	4,273	4,956	1,304	
		4,956	4,956	4,956	4,956	4,956	4,956	56,280	
Percent of U.S. with current groundwater quality status and trends information (NAWQA) <sup>2</sup>	USGS	56.33%	67.46%	77.87%	88.88%	89.11%	91.24%	3.28%	
		476	570	658	751	753	771	393	
		845	845	845	845	845	845	12,000	
Percent of USGS planned streamgages that are fully funded by the National Streamflow Information Program (National Streamflow Information Program)	USGS	10.5%	7.3%	7.3%	8.0%	8.8%	9.7%	10.1%	
		500	349	349	380	421	460	480	
		4,756	4,757	4,757	4,757	4,757	4,758	4,758	
Percent of U.S. with completed, consistent water availability products (Hydrologic Network and Analysis)	USGS	n/a	n/a	n/a	n/a	n/a	4%	8%	
		n/a	n/a	n/a	n/a	n/a	90	180	
		n/a	n/a	n/a	n/a	n/a	2,268	2,268	
Number of water monitoring sites supported jointly with State, local, or Tribal cooperators (Cooperative Water Program) <sup>3</sup>	USGS	21,800	20,600	20,000	19,500	17,850	17,500	16,200	

<sup>1</sup> This measure will remain flat because funding for regional groundwater studies was terminated in 2013 halting all future progress. The first study supported by WaterSMART – Groundwater will be completed in 2016.

<sup>2</sup> For 2013 the denominators for both streams and ground water are changed to reflect the plan that was endorsed by the National Research Council. The significantly larger denominators reflect the recommendations by the National Research Council and National Water Quality Assessment Program (NAWQA) stakeholders.

<sup>3</sup> A decrease in funding of 7.7 percent, along with anticipated reduced State resources is projected to result in fewer monitoring sites.

### Performance Assessment through FY 2011

Over the past 3 years and in 2011, progress toward long-term, cumulative performance targets have gradually increased, while the number of monitoring sites maintained have remained relatively stable. This level of performance indicates that even though funding levels were declining for some Water Resources programs, the USGS was still able to provide the research, monitoring, and assessment needed to improve the Nation's understanding of water availability and quality.

All but one performance target was met or exceeded. The performance target that was not met for a measure that related to the number of monitoring sites maintained with cooperators. This does not reflect decreasing performance. The lower number of monitoring sites identified was a result of improved performance data collection which indicated a more accurate number of monitoring sites that are appropriate for tracking for long-term performance purposes.

### Strategic Actions Planned during FY 2012 and 2013

- Water and Ecosystems programs are planning a joint environmental flows workshop for 2012 to identify areas of collaboration, chart future directions of the science, and help better integrate Water and Ecosystems activities into the Water Census. Another workshop involving external partners is planned for 2013.
- In 2012, as part of the WaterSMART effort, the Groundwater Resources Program is developing plans and beginning the assessment of groundwater availability in the glacial aquifers of the United States as part of a national assessment of groundwater availability. This study will continue through 2015.
- The National Groundwater Monitoring Network pilot activities will continue and implementation will occur in 2013.
- The National Water Information System meets will continue to target at least a 90 percent level of customer satisfaction for the availability of water data to meet the consumer needs. The results are determined by an independent customer satisfaction survey.
- The USGS Water Resources programs will continue to provide responses to external user requests for information in a timely manner with an average turnaround time of 3 days or less.
- The USGS will continue to focus on water availability by supporting thousands of streamgages and groundwater observation wells that define the availability of surface and groundwater, and will also conduct hydrologic investigations that are needed to evaluate quantity and use of available surface and groundwater.
- The USGS will continue to search for more efficient methods to evaluate groundwater resources at a variety of scales including new analytical techniques, geophysical methods, application research, and groundwater-model development..
- A 10-year science vision for USGS water resources activities will be delineated in a Strategic Science Plan which will complete peer review in 2012 and begin implementation in 2013.

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Number of knowledge products on the water availability of the Nation's water resources provided to support management decisions (GWP)	USGS	21	15	25	40	25	16*
Number of knowledge products on the water availability and quality of the Nation's water resources provided to support management decisions (NAWQA)	USGS	80	50	80	43	128**	17
Number of knowledge products on the water availability and quality of the Nation's water resources provided to support management decisions (Hydrologic Research & Development)	USGS	249	203	220	250	200	230
Number of knowledge products on the water availability and quality of the Nation's water resources provided to support management decisions (HNA)	USGS	9	11	12	11	11	9
Number of knowledge products on the water availability and quality of the Nation's water resources provided to support management decisions (CWP)	USGS	250	237	230	325	200	150
Number of retrievals of groundwater and surface water quantity and quality data and information (NSIP, HNA, GWP, NAWQA, and CWP)	USGS	133,000,000	154,000,000	175,000,000	283,258,614	292,000,000	301,000,000




\*The 2013 estimate is less because of planned reduction in the 2013 budget for the Groundwater Resources Program. Additional funding provided for groundwater monitoring does not impact this measure.

\*\*2012 is the last year of the second 10 year cycle of NAWQA, as a result a significant number of products are being released based on data and research amassed over the past decade. There is a significant decrease in performance in 2013 because it is the first year of the third 10 year cycle and not as many products are typically produced in the first few years.

**Mission Area 4: Provide a Scientific Foundation for Decisionmaking**

Goal #2: Provide Science for Sustainable Resource Use, Protection, and Adaptive Management

Strategy #5: Assess National and International Energy and Mineral Resources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Minerals Resources	50,830	52,427	53,780	52,168	49,231	45,271	
Energy Resources	26,381	25,749	27,237	27,750	27,292	30,492	
<b>Total</b>	77,211	78,176	81,017	79,918	76,523	75,763	

**Overview of Program Contributions**

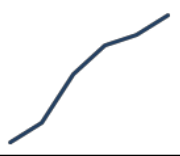

The USGS conducts research to better understand mineral and energy resources, including non-traditional energy resources and the environmental and human health effects of energy resource occurrence and use. The USGS provides research, assessments, maps, and data to communicate national and global energy and mineral resource accumulation, distribution, and potential. These products are provided to resource managers and policymakers to support informed policy and management decisions on land and resource use and the evaluation of trade-offs and environmental risks.

**Challenges and Risks**

As the Nation faces increasing demand for energy and mineral resources, it is essential to have accessible information on the availability of these resources and a solid understanding of the consequences of using the resources. Energy and mineral resources are global commodities, so it is necessary to provide information in a global context while also meeting decisionmaking needs of land and resource managers and others at national, regional, and local levels.



Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #5: Assess National and International Energy and Mineral Resources									
Percent of targeted non-fuel mineral commodities for which up-to-date deposit models are available to support decision making (Mineral Resource Program)	USGS	7.0%	20.0%	53.0%	73.0%	73.0%	80.0%	93.0%	
		7	20	53	73	73	80	93	
		100	100	100	100	100	100	100	
Number of USGS energy products accessed online (Energy Resource Program)	USGS	5,080,000	8,240,000	6,890,000	5,000,000	5,020,000	4,500,000	4,500,000	

Performance Assessment through FY 2011

Over the past 3 years and in 2011, performance has shown a gradual increase, except where metrics were re-baselined, which accounted for the fluctuation. This level of performance indicates that critical energy and mineral resource knowledge and tools are being developed and provided to land managers and policymakers to inform decision making. Within the Energy Resources Program (ERP), the number of USGS energy products accessed online is a new metric and 2011 is the first year of reporting. Because the web is a critical mechanism for the ERP to deliver its research and assessment products and information, it is important to count information delivered via the web. Prior to 2011, the ERP was experimented in determining the baseline information which caused the initial methodology for capturing web metrics to be unreliable. The ERP will test a new methodology for this measure in 2012 and will work to fix all the challenges associated with counting this type of metric.

Strategic Actions Planned during FY 2012 and 2013

- Undertake a collaborative pilot study to determine the best way to conduct a national assessment of domestic uranium resources and will develop assessment methodology and plan. At the same time, this effort is determining the strategy and methodology to conduct a complementary assessment of the environmental impacts associated with uranium occurrence and development. Both pilot efforts are ongoing and the project is expected to commence resource assessment activities in 2012 and continue into 2013 and start to develop an assessment methodology for the environment impact in 2012 and continue on into 2013.
- Research and assessment activities will continue on a broad spectrum of energy resources within the ERP, but particular focus will be on assessing continuous (unconventional – shale gas, coalbed methane, tight gas, and tight oil) global resources. These resources have dramatically changed the energy supply in the United States and have potentially large global geopolitical consequences.

- Expand on current work to address science issues related to hydraulic fracturing – including improved characterization of unconventional resources.
- Study the impacts associated with the development of wind energy. This effort is designed to develop an assessment methodology of wind energy impacts that can be applied nationwide. The USGS will work closely with Interior bureaus (FWS, BLM, and BOEM) to determine needs and provide scientific information to make informed decisions concerning permitting, implementation, and operation of wind facilities on public lands. Planning and data gathering efforts will commence in 2012 and continue on into 2013.
- The Global Mineral Resource Assessment Project will complete its assessments in 2012, release a final synthesis report, and rollout all results in collaboration with international partners in 2013.
- Final planning and preparation will take place for a new national scale domestic mineral resource assessment, scheduled to begin in 2013.
- The interdisciplinary Science and Decisions Center is initiating a pilot study in 2012 on the development of an integrated resource assessment that will align ecosystem services evaluations with existing mineral and energy resource assessments.
- A 10-year science vision for USGS resources activities will be delineated in a Strategic Science Plan which will complete peer review in 2012 and begin implementation in 2013.

Supporting Performance Measures


Outputs, Supporting Performance Measures and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Number of systematic analyses and investigations delivered to customers (MRP)	USGS	3	3	4	3	3	2
Number of formal workshops or training provided to customers (MRP)	USGS	6	6	8	6	5	3
Number of mineral commodity reports available for decisions (MRP)	USGS	649	707	748	705	680	620
Number of megabytes collected annually (ERP)	USGS	1,201	18,07	1,707	2,323	1,126	1,024
Number of systematic analyses and investigations delivered to customers (ERP)*	USGS	5	6	5	205	150	150
Number of outreach activities provided to customers (ERP)**	USGS	8	8	9	1,570	1,500	1,600

\* Budget increases proposed in 2013 will result in performance increases in outyears. The 2011 actual level was used for re-baselining the redefined measure.

\*\*2011 actual level was used for re-baselining the redefined measure.

**Mission Area 4: Provide a Scientific Foundation for Decisionmaking**  
**Goal #3: Provide Scientific Data to Protect and Inform Communities**  
**Strategy #1: Monitor and Assess Natural Hazards Risk and Resilience**

[Key Funding Sources](#)

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Natural Hazards	85,651	135,242	92,763	91,237	90,539	95,449	

[Overview of Program Contributions](#)

Disaster risk reduction is an important component of building a sustainable future. The USGS works with its many partners to characterize the potential impact and consequences of natural hazard events on human activity, health, the economy, and the environment. The USGS supports national and global monitoring capabilities and long-term investigations of earthquakes, volcanic eruptions, landslides and geomagnetic storms. Timely and relevant data, maps and assessments are provided to support emergency response and decrease loss of life and property due to a wide range of natural hazards.

**Challenges and Risks**

A major goal of the Natural Hazards programs is to reduce the vulnerability of the people and areas most at risk from natural hazards. Working with partners throughout all sectors of society, the USGS provides information, products, and knowledge to help build more resilient communities. Addressing the challenge requires monitoring and hazard assessment products that are relevant to decision making at local, regional and national scales.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #1: Monitor and Assess Natural Hazards Risk and Resilience									
Percent completion of earthquake and volcano hazard assessments for moderate to high hazard areas (Earthquake Hazard Program & Volcano Hazard Program) (SP)	USGS	26.6%	28.5%	30.8%	33.0%	34.0%	36.6%	38.4%	
		53	57	62	66	68	73	77	
		200	200	200	200	200	200	200	
Percent implementation of optimal earthquake and volcano monitoring for moderate to high hazard areas (EHP & VHP) (SP)	USGS	24.1%	24.6%	26.1%	28.7%	29.5%	29.6%	29.9%	
		48	49	52	57	59	59	60	
		200	200	200	200	200	200	200	

Performance Assessment through FY 2011

Over the past 3 years and in 2011, performance has shown a gradual increase. This level of performance indicates that critical natural hazard knowledge and tools were developed and provided to land managers and policymakers to inform decisionmaking.

Almost all performance targets were met. A performance target that was not met was for the measure that related to the number of systematic analyses and investigations for the Earthquake Hazard Program. The lower number identified was a result of the large amount of staff time required in responses to major earthquakes in Japan and New Zealand. Another performance target that was not met was for the Geomagnetism Program’s monitoring system. This missed target was largely due to the program setting too ambitious 2011 target.

Strategic Actions Planned during FY 2012 and 2013

- During 2012, the Volcano Hazard Program will begin the installation of new digital broadband seismometers, continuous GPS receivers, and pressure sensors on Augustine Volcano, Cook Inlet, Alaska and complete and publish the Lassen Volcanic Center Hazard Assessment.
- During 2012, the Earthquake Hazards Program will update National Seismic Hazards Maps and deliver the maps to the Building Seismic Safety Council and American Society of Civil Engineer's building codes committees in 2013 to inform standards for building design across the United States.
- The USGS will continue to operate the 100-station USGS portion of the Global Seismographic Network (GSN) at a high level of data recovery and real-time telemetry performance, and high cost efficiency.



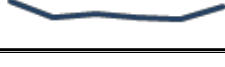
- The USGS will work with GSN partners in the U.S. Air Force, the Comprehensive Nuclear Test Ban Treaty Organization, and the International Federation of Digital Seismographic Networks to improve the efficiency of station operations and reduce maintenance costs.
- In 2013, the USGS will build on current work to improve understanding of induced seismicity related to hydraulic fracturing.
- In 2012 and 2013, the Landslide Hazards Program will provide landslide susceptibility maps to Departmental land management bureaus that incorporate the information into emergency response and land management plans.
- Attempt to maximize USGS monitoring and communications capabilities by taking full advantage of technological advances and deliver reliable products by supporting a network of monitoring stations across the country that will provide timely and reliable information on volcanic and earthquake and other potential hazards.

**Supporting Performance Measures**

Outputs, Supporting Performance Measures and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Number of monitoring stations operated by Volcanoes Hazard Program (VHP)	USGS	734	743	743	765	773	785
Number of systematic analyses and investigations completed (EHP)	USGS	132	146	146	146	146	150
Number of systematic analyses and investigations completed (VHP)	USGS	71	99	75	124	75	75
Number of systematic analyses and investigations completed (Landslide Hazard Program)	USGS	15	15	15	15	15	15
Percent completion of optimal monitoring (EHP)	USGS	22.0% 1,562/7,100	23.0% 1,633/7,100	26.0% 1,846/7,100	30.4% 2,158/7,100	30.2% 2,142/7,100	30.2% 2,142/7,100
Percent completion of optimal monitoring (VHP)	USGS	26.0% 2,291/8,800	26.1% 2,299/8,800	26.2% 2,308/8,800	28.6% 2,520/8,800	29.0% 2,552/8,800	29.6% 2,604/8,800
Percent completion of optimal monitoring (GSN)	USGS	79.0% 80.6/102	86.0% 87.7/102	86.5% 88.2/102	88.6% 90.4/102	88.2% 90/102	88.2% 90/102
Percent completion of optimal monitoring (Geomagnetism)	USGS	46.0% 13.8/30	45.0% 13.5/30	57.3% 17.2/30	84.7% 25.4/30	83.3% 25/30	83.3% 25/30

**Mission Area 4: Provide a Scientific Foundation for Decisionmaking**  
 Goal #3: Provide Scientific Data to Protect and Inform Communities  
 Strategy #2: Identify the connection between the natural environment and wildlife and human health

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Contaminant Biology	8,658	9,201	9,411	9,216	9,062	9,900	
Toxic Substance Hydrology	13,516	10,767	11,084	10,778	10,628	11,464	
<b>Total</b>	22,174	19,968	20,495	19,994	19,690	21,364	


Overview of Program Contributions

The USGS provides research, assessments and data to address occurrence, behavior, and effects of environmental contaminants, including their impacts on susceptible ecosystems and implications for human, wildlife and fish health. These capabilities help to inform decisionmaking made by industry and the public, and assists resource managers and policymakers assess environmental risks; prevent contamination; license and approve chemicals; and manage, protect, and restore natural resources, contaminated lands, and important natural ecosystems, including trust resources of the Department of the Interior.

**Challenges and Risks**

Environmental health threats to the Nation are an inescapable consequence of the interactions between people and their physical, chemical, and biological environment. The USGS investigates the effects and exposure of environmental contaminants to the Nation's living resources, including those under the stewardship of the Department of the Interior. This information helps to establish cleanup levels and restoration goals; assess risk and damage to natural resources; discern the role of contaminants in species declines and mortality; and, monitor changes resulting from restoration or natural processes. The USGS research includes intensive field investigations of representative cases of subsurface contamination at local releases, and watershed and regional scale investigations of contamination affecting aquatic ecosystems from nonpoint and distributed point sources.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Strategy #2: Identify the connection between the natural environment and wildlife and human health									
Number of emerging disease outbreak (contaminants and pathogens) investigations (Contaminants)	USGS	672	669	673	679	581	503	503	

**Performance Assessment through FY 2011**

Over the past 3 years and in 2011, performance has been relatively stable or reflected a slight decrease. This level of performance indicates the number of critical environment and wildlife knowledge and tools were developed and provided to land managers and policymakers to inform decisionmaking and respond to disease outbreaks. Performance is dependent on effectively using provided funding and leveraging partner funding.

Almost all performance targets were met. The performance target that was not met was for the measure that related to the number of emerging disease outbreak investigations. The lower number identified was due to a redirection in priorities within the FWS during 2011.

**Strategic Actions Planned during FY 2012 and FY 2013**

- In 2012, the USGS will develop trans-disciplinary methods and strategies for identifying and assessing the effects of multiple stressors (including co-occurring contaminants and mixtures of contaminants and infectious agents) on the environment.
- In 2012, the USGS will continue to expand its engagement with other DOI bureaus, the White House Office for Science Technology and Policy, the Department of Homeland Security, the Department of Health and Human Services, the U.S. Department of Agriculture and others to identify opportunities for leveraging USGS resources and for the investment of external resources into USGS environmental health related activities.

- The USGS will continue in 2012 and 2013 to study and report on emerging contaminants focusing on completing the National Animal Feeding Operation Study, initiation of a national survey of emerging contaminants in landfill leachate and characterization of endocrine active chemicals in collaboration with studies of Intersex fish in the Potomac River.
- New and understudied pesticides will be a priority in 2012 and 2013, with a focus on the environmental fate and effects of fungicides on early life stage zebrafish and on Coho salmon in collaboration with NOAA’s National Marine Fisheries Service, and measuring the occurrence of newer fungicides in agricultural areas, urban settings, and groundwater.
- Priorities in 2012 and 2013 for the study of mercury in aquatic ecosystems include continuation of studies of the effects of coastal atmospheric processes on mercury methylation and bioaccumulation. Crude oil spill research and studies of wastewater effluent and solvents in fractured rock aquifers will continue.
- The USGS will continue to support efforts of the Department and its partners to restore the Nation’s natural resources impacted by hazardous substance releases into the environment. Activities will include assessing ecological restoration needs and determining mitigation responses to support the Natural Resource Damage Assessment and Restoration Program; and, developing research priorities and collaborative projects to assess emerging contaminants in the Chesapeake Bay.
- Starting in 2012, the USGS will undertake a collaborative effort to conduct a pilot study to develop a plan to conduct a national assessment of domestic uranium resources. This effort will include an assessment of the environmental impacts associated with uranium occurrence and development. This effort is linked to Mission Area 4, Goal #2, Strategy #5.
- A 10-year science vision for USGS Environmental Health science activities will be delineated in a Strategic Science Plan which will complete peer review in 2012 and begin implementation in 2013.

Supporting Performance Measures

Outputs, Supporting Performance Measures and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Number of systematic analyses delivered to customers (Contaminants)	USGS	104	73	72	83	Measure to be discontinued	N/A
Number of knowledge products on environmental contamination provided to support management decisions (Toxics)	USGS	149	128	115	146	115	100

In 2013, the President’s budget proposes a decrease of 2.5 million in ongoing activities and an increase of 2.0 million for new activities related to WaterSMART. The discontinuation of ongoing activities will result in fewer products completed in 2013. The new WaterSMART activities are not anticipated to have products in the first year (2013).



**Mission Area 4: Provide a Scientific Foundation for Decisionmaking**  
 Goal #4: Develop a Comprehensive Science Framework for Understanding the Earth  
 Strategy #1: Develop an Integrated Data Framework that is used to Guide Science-Based Stewardship of Natural Resources  
 Strategy #2: Generate Geologic Maps and Models for Sustaining Resources and Protecting Communities  
 Strategy #3: Advance the Earth Science Application of Geospatial Information

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2008 - 2013 Trend
Science Synthesis, Analysis and Research	22,422	21,965	24,946	18,563	15,052	26,325	
Nat'l Geological & Geophysical Data Preservation Program	1,000	1,000	1,000	998	996	0	
National Cooperative Geologic Mapping	26,626	27,724	28,163	27,713	26,300	27,991	
National Geospatial Program	69,082	69,816	70,748	65,755	64,330	66,074	
<b>Total</b>	<b>119,130</b>	<b>120,505</b>	<b>124,857</b>	<b>113,029</b>	<b>106,678</b>	<b>120,390</b>	

Overview of Program Contributions

The Department, through the USGS, will lead the effort to create a scientific framework that will enable understanding about the Earth. 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 groundwater aquifers and energy and mineral deposits in the subsurface will be generated to help identify prospective areas for exploration and utilization. The USGS will deliver high resolution geospatial databases and topographic map images in the public domain to support public purposes and enhance resource management. The USGS 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.

**Challenges and Risks**

To address societal challenges regarding Earth’s complex systems and processes, the Nation requires current, complete, and scientifically defensible map information about the surface and geology of the Nation, and analyses of connections among Earth systems. Through these maps, data, and analyses, the USGS provides the foundation for informed decisionmaking regarding the Nation’s natural and cultural heritage, trust responsibilities, scientific research, wise stewardship of energy and mineral resources, sound use of land and water resources, conservation of fish and wildlife, and recreational opportunities. USGS products and services that deliver this information provide increased accessibility and the basis for integration of data and information from multiple disciplines, time periods, and geographic boundaries.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	2008 - 2013 Trend
Percent of online natural resource products available via National Biological Information Infrastructure* whose utility is validated through user interactions and downloads (Science Synthesis, Analysis and Research (SSAR))	USGS	20.5%	21.3%	21.5%	19.0%	19.8%	0.0%	0.0%	
		21	21	22	19	20	-	-	
		100	100	100	100	100	100	100	
Percent of the U.S. that is covered by at least one geologic map and is available to the public through the National Geologic Map Database (NCGMP)	USGS	48%	49%	49%	50%	50%	51%	52%	
		1,687,637	1,729,771	1,746,550	1,782,868	1,767,763	1,797,019	1,832,393	
		3,537,438	3,537,438	3,537,438	3,537,438	3,537,438	3,537,438	3,537,438	
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 (NGP)	USGS	N/A	26%	64%	100%	100%	33%	67%	
		N/A	13,203	32,013	50,414	50,515	17,895	35,789	
		N/A	50,414	50,414	50,414	50,414	53,684	53,684	

\* The NBII is being terminated and will no longer be available online.

**Performance Assessment through FY 2011****Strategy #1 Develop an integrated data framework that is used to guide science-based stewardship of natural resources.**

Over the past 3 years and in 2011, performance has remained relatively stable. This level of performance indicates that critical natural resources knowledge and tools were developed and provided to land managers and policy makers to inform decisionmaking.

Almost all performance targets were met. The performance target that was not met was for the measure that related to the percent of focal migratory bird populations for which species pages are available through NBII. The lower percent identified was due to an unexpected funding decrease enacted in the 2011 Operating Plan.

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

Over the past 3 years and in 2011, performance has shown a gradual increase. This level of performance indicates that national coverage increased for baseline geological maps, research, and assessments and these products were made available to land managers and policymakers to inform decisionmaking.

Almost all performance targets were met. The performance target was not met for the percent of the U.S. that was covered by at least one geologic map and was available to the public through the National Geologic Database. The lower percent identified was because funding is commonly applied to remapping high-priority areas (compared with mapping new areas) with the purpose of providing more detailed and modern geoscience information. Therefore, it is logical that the yearly rate of increase in this cumulative metric would decrease over time. Even though the target was not met, year after year, the program continues to increase geologic map coverage.

**Strategy #3 Advance the Earth science application of geospatial information.**

Over the past 3 years and in 2011, performance has been positive as recent capabilities have enabled the USGS to update all topographic maps for the Nation on a three-year cycle. This level of performance indicates that high quality and up-to-date baseline geospatial data layers and tools were available to inform a wide array of scientific and decisionmaking needs.

The performance target was exceeded. The performance target for the 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 was exceeded due to a mature production system and the more experienced users.

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**Strategic Actions Planned during 2012 and 2013**

- In 2012, the USGS will complete a Science Strategy Plan for the Core Science Systems mission area and will begin to implement actions across the USGS and with partners that will enable understanding of Earth systems in new and innovative ways and transform research results into usable, relevant science.
- In 2012, the Science Synthesis, Analysis and Research subactivity will complete 98 percent of the United States with land characterization and species distribution information that has been updated within the last five years, allowing resource managers and decision makers to make more informed assessments and decisions.
- In 2012 and continuing through 2013, the USGS will inventory geological and geophysical data collections and create metadata for items in those collections.
- In 2012 and continuing through 2013, the USGS will improve digital infrastructure by converting paper documents to digital formats and updating digital formats.
- The education (EDMAP) component of the National Cooperative Geologic Mapping Program (NCGMP) will issue an annual satisfaction survey to students of the program. The NCGMP will use results from the EDMAP satisfaction survey to guide efforts in working with faculty to develop better mentoring plans that will strengthen the program's impact on student experience and development.
- The NCGMP will continue to be a leader in USGS Science, Technology, Engineering and Mathematics (STEM) and Youth in the Great Outdoors efforts by training the next generation of geologic mappers in field techniques; advance the latest techniques in three- and four-dimensional geologic mapping to push the edges of the science and build improved tools for communicating impacts of resource management decisions.
- In 2012, the National Geospatial Program (NGP) will complete and publish the National Enhanced Elevation Assessment, a study of customer requirements for detailed elevation data from LIDAR and other modern data acquisition techniques. Preliminary results show that all USGS mission areas have requirements for such data. In 2013, the NGP will work with other Federal and State agencies to design and implement a program that acquires, generates, and delivers these data and related products and services, and replaces the current ad hoc interactions among these organizations.
- As part of the three-year data improvement cycle, the NGP will update the surface water map information in its National Hydrography Dataset for a third of the conterminous 48 States in 2012 and an additional third in 2013. It will upgrade the content of the database to better model water flows in support of WaterSMART and other Federal and State agency water monitoring programs.
- In 2012, the NGP will start the second three-year production cycle of the US Topo electronic topographic map coverage for the conterminous 48 States, and conduct studies to determine the best way to provide coverage for Alaska. The Alaska pilot projects will include input from regional offices of Federal agencies, and State, local, and tribal organizations. In 2013, the program will continue the three-year cycle of replacement coverage for the 48 States, and begin production for Alaska.

Supporting Performance Measures

Outputs, Supporting Performance Measures and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Percent of focal migratory bird populations for which species pages are available through NBII (SSAR)*	USGS	15%	22%	29%	29%	Measure discontinued	Measure discontinued
Percent of U.S. with land characterization and species distribution information available for resource management decisionmaking updated in the last 5 years (SSAR)*	USGS	37%	77%	88%	91%	98%	100%
Number of metadata records (Data Preservation)	USGS	NA	600,000	1,052,038	741,545	1,341,545	1,941,545
Annual production of geologic maps for the Nation (summed and represented as a percent of U.S. land area) made available to the public through the National Geologic Map Database (NCGMP)*	USGS	4.15%	2.90%	2.70%	2.00%	1.80%	1.80%

\* National Geological and Geophysical Data Preservation Program is being combined with the Science Synthesis, Analysis and Research Program.

## **Mission Area 5: Building a 21<sup>st</sup> Century Department of the Interior**

**Mission Area 5: Building a 21<sup>st</sup> Century Department of the Interior****Goal #1: Building a 21<sup>st</sup> Century Workforce**

During FY 2012 and 2013, the Department's Human Capital Programs will continue to develop and implement critical workforce management programs and reforms. The Department benefits from a workforce that is passionate about the mission, dedicated to public service and highly skilled and knowledgeable. We value our mission by valuing our workforce; the Department's greatest asset. We 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. In doing so, we are committed to leveraging the use of technology to assist in the elimination of redundancies while increasing efficiencies and streamlining business practices.

Interior's vision for a highly skilled and engaged workforce that reflects the diversity of the Nation includes a new inclusivity strategy that values the unique qualities of individuals. Differences in background, thought, education, and experience contribute to varied perspectives in the workplace and create a dynamism for higher performance and success in achieving mission goals. It is the strategy of hiring the right person with the right skills in the right place at the right time in an efficient manner that allow us to build a 21<sup>st</sup> Century Workforce. Activities underway include workforce assessment and planning and hiring reforms to reduce the time it takes to bring employees on board, with specific efforts to increase the number of veterans hired, as well as individuals with disabilities. In addition, Interior places an emphasis on leadership and supervisory development to engage the workforce and align performance to mission goals.

**Challenges and Risks**

- Workforce that includes a large portion of seasonal hires, which impacts hiring initiatives for veteran and individuals with disability employment;
- A highly distributed workforce and highly decentralized recruiting and hiring, which creates challenges to consistent implementation of strategy;
- A workforce that is nearing retirement, creating challenges in knowledge management and succession planning;
- Interior has so many diverse programs and missions, there are challenges in training in such a wide range of areas;
- Supervisory skill gaps for employee engagement, performance management, and workforce and succession planning; and
- Lack of interoperability of automated systems to share data, resulting in the inability to track timelines of the individual steps in the recruitment process in order to further assess barriers that effect the overall time to hire statistics.

**Strategic Plan Performance Measures**

\*FY2009 through FY2011 metrics include only those hires made via Delegated Examining Authority

DOI Strategic Plan Performance Measures	Office	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	Long-term Target 2016
Percent of veteran hires; as a percentage of total hires (includes other than permanent)	PHR	10.9% 2,026	11.6% 2,298	11.5% 2,453	15.6% ~3,091	12.2% 2,658	16.6% 2,988	20.0% 3,600	25% ~4,953
Percent of disabled veteran hires; as a percentage of total hires (includes other than permanent)	PHR	2.6% 488	3.1% 612	3.7% 780	5.1% ~1,010	3.98% 703	6.9% 1,242	7.9% 1,422	7.9% 1,422
Total number of hires where a Job Opportunity Announcement (JOA) was posted on USA JOBS	PHR	New Measure	New Measure	1,866	No Target	1,671	No Target	No Target	No Target
Percentage of employees hired within 80 calendar days where a JOA was posted	PHR	New Measure	New Measure)	56%	No Target	58%	Increase by 3%	Increase by 5%	75%
Average number of calendar days per hire where a JOA was posted	PHR	New Measure	190	125	No Target	101	Improve by 10%	Improve by 10%	80

**Performance Assessment through FY 2011**

Building on its prior successes, the Office of Human Resources will continue to work on providing policy and direction in implementing the new human capital priorities across Interior. In 2011, the Office of Human Resources made significant progress in a number of key areas. The Office led the bureaus in the implementation of a major hiring reform initiative. A significant part of this initiative is designed to streamline the hiring process and DOI achieved a reduction in the time to hire to 101 days department-wide. In 2012, the Office completed evaluating automated tools to ensure that Interior is able to effectively classify positions and subsequently attract and hire the right people for the right jobs in a timely manner. The Office plans to follow thru on this evaluation with the acquisition of a single automated system that will be utilized Department-



wide. The Office plans to continue to lead the effort in multi-sector workforce planning with the design, development and deployment of a standard model that is automated and incorporates guided inquiry, risk analysis, data analytics and action planning.

In early 2011, the Office revised the SES performance management system to address Department leadership's desire to ensure a high-performing workforce and to renew DOI's OPM certification of its SES performance management system. The office implemented the revised system Department-wide in February 2011. The Department now is taking proactive steps to be ready to implement the new, Federal government-wide SES appraisal system at the end of 2012.

The Department continues to improve the Workman's Compensation Program, developing a Department-wide reporting system for workers compensation claims and preparing a Workers' Compensation Departmental Manual for use by all bureaus and offices. In 2011, the Department continued to implement substantial efforts to manage the Workers' Compensation Program Department-wide, including updating the use of the Safety Management Information System and training Workers' Compensation specialists and supervisors to better utilize the Department of the Interior's resources. Also in 2011, Department-wide working groups created a series of recommendations for improving the program and reducing costs. Selected recommendations are being implemented in 2012 and 2013. The Department will continue to improve its return-to-work effort and look towards providing return to work and other suitable work and employment opportunities for its injured workers to meet the President's Protecting Our Workers and Ensuring Reemployment (POWER) initiative.

In 2011, the Department and its bureaus completed another full schedule of accountability reviews; reports and Corrective Action Plans to respond to required and recommended actions identified. In 2012, the Department will continue its role of providing oversight and guidance in the execution of its Accountability Program, as well as participation to provide support and guidance, as well as to serve as a liaison with the Office of Personnel Management (OPM).

Interior achieved total veteran hiring of 12% and total disabled veteran hiring of 4% in FY 2011. Activities that supported the initiative in FY 2011 included conducting several nationwide seminars that brought managers and human resource professionals together to discuss barriers, challenges and non-competitive appointment authorities; providing mandatory training online; establishing local networks of partnering agencies to enhance the veteran talent pipeline for managers; and working directly with veterans and veteran service organizations to market DOI to veteran talent and assist veterans in finding placement within Interior's workforce. In FY 2012, we will continue to build local networks that provide robust candidate pools into our talent pipeline at the national and local levels; continue to analyze and mitigate organizational and management barriers and challenges to hiring veterans; and market DOI opportunities.

During FY 2011, Interior established a Persons with Disabilities Employment Program and worked with bureaus to outline a strategy that includes goals for increasing representation of people with disabilities by 2% over the next four years and increasing representation of people with targeted disabilities by 1.1% over the next four years. The strategy, in collaboration with the Workers Compensation Program, also

identifies goals of returning 2% of employees who sustain work-related injuries and/or illnesses, as defined by FECA, to work each year from FY 2012 to FY 2015. Notable accomplishments for FY 2011 included: establishing Project SEARCH, a program that brings high school students to DOI offering them internship opportunities that develop work skills at DOI; engaging managers and human resource professionals with local network partners to enhance recruitment of individuals with disabilities into career opportunities; and conducting several workshops to promote employment of individuals with disabilities.

### Strategic Actions Planned during FY 2012 and FY 2013

- Integrate non-competitive/special hiring authorities training into Supervisory Development Programs during FY 2012.
- Integrate Uniformed Services Employment and Reemployment Rights Act (USERRA) training into Supervisory Development Programs during FY 2012.
- Increase organizational awareness of reasonable accommodation and Assisted Technology Center resources.
- Partner/collaborate with Federal, state, and local agencies, which support veterans and individuals with disabilities, to increase management's participation in work experience, hiring, and developmental programs for targeted groups.
- Develop a "Departmental Recruitment Strategy" that is aligned to the Department's Strategic Plan and integrates hiring reform, veterans and individual with disabilities employment, youth engagement, diversity, and student pathways programs; monitor and re-evaluate in FY 2013.
- Provide current information to potential candidates through a variety of media that highlight Interior's employment opportunities and programs.
- Develop a Time-to-Hire measure for all hires where a Job Opportunity Announcement (JOA) was posted on USAJOBS.
- Separate hires made from Delegated Examining procedures from all other hires where a JOA was posted for reporting purposes.
- Develop a standard methodology to process new hires as a result of selection from a Job Opportunity Announcement.
- Design and develop a standard methodology to extract information from the Federal Personnel Payroll System (FPPS) in order to calculate time to hire.
- Design and develop a scorecard reporting method that is based on OPM's 80-day hiring model that will measure individual Bureau status and progress in status and progress in relationship to the 80-day model.
- Generate the time to hire report on a quarterly basis for submission to OPM and provide the report to Bureau executives.
- Re-assess, confirm and/or revise the DOI Mission Critical Occupations (MCO's).
- Identify occupations within DOI that will be considered Commonly Filled Positions in addition to the MCO's.
- Design and develop a reporting mechanism that separates and distinguishes Time to Hire measures for Delegated Examining, all other hires where a vacancy was posted, MCO's and Commonly Filled Positions (FY 2012).
- Combine time to hire measures for Delegated Examining and all other hires where a vacancy was posted (FY 2013 and beyond).
- Incorporate the Time to Hire measure into the Organizational Assessment (SES performance Standards) and communicate the requirements.

- Incorporate the Time to Hire measures into the appropriate category of the Human Capital Management Report (HCMR).
- Outline the connection of Time to Hire measures to the Human Capital Assessment and Accountability Framework (HCAAF).
- Outline the connection and incorporate the workforce management goals into the DOI Human Capital Strategic Plan.
- Complete a workforce plan for 2012 and 2013
- Leverage workplace flexibilities to attract and retain a highly skilled workforce for the 21st Century.
  - Percent of employees who telework on a regular (core) schedule: FY 2011 4% (actual); FY 2012 11.1% (goal); FY 2013 11.9% (goal); FY 2016 14.6% (goal)
  - Retention Rate: FY 2011 80.4%; FY 2012 82%; FY 2013 84%; FY 2016 86%
  - Employee Assistance Program (EAP) Costs: FY 2011 \$1.5M; FY 2012 \$1.5M; FY 2013 \$1.2M; FY 2016 \$1.2M

Supporting Performance Measures

<b>Outputs, Supporting Performance Measures and/or Milestones</b>	<b>Office</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Plan</b>	<b>2013 Plan</b>
Hiring Managers trained on special hiring authorities	PHR	--	--	--	50%	75%	100%
Percent Human Resource Spec training on special hiring authorities	PHR	--	--	--	100%	100%	100%
Percent of Veteran workforce to total workforce (Permanent)	PHR	17.2%	17.0%	16.7%	16.5%	18%	20%

**Mission Area 5: Building a 21<sup>st</sup> Century Department of the Interior****Goal #2: Youth Stewardship and Engagement****Overview of Program Contributions**

The Department's Youth Program is coordinated by the Office of Youth in the Great Outdoors, which works closely with bureaus and offices in the Department, as well as other Federal agencies and non-governmental partners, to implement innovative program management reforms to expand and enhance quality conservation jobs and service opportunities for youth ages 15–25 that protect and restore America's natural and cultural resources. With a potential retirement rate of 40 percent in the next 4 to 6 years, the Department of the Interior has a tremendous opportunity to provide entry level positions for young Americans, returning veterans, and other underserved communities experiencing high unemployment rates.

**Challenges and Risks**

- Since a significant proportion of youth are hired as seasonal summer and temporary employees, bureaus need the resources in late winter to enter into partnership agreements with youth conservation corps organizations, which account for approximately one-third of DOI youth employment. Otherwise, bureaus risk losing summer hires to other organizations. It is critically important to ensure hiring is conducted during the standard recruiting period for youth summer hires.
- The underrepresentation of minorities in STEM (Science, Engineering, Technology and Mathematics) fields of study and the number of young people who are not prepared for or interested in STEM education or career options present increasing challenges for the Department. It is essential that we engage young people, through place-based, experiential learning, from early adolescence through higher education to expose them to the opportunities at the Department and to develop the next generation of science-literate conservation leaders.
- The diversity of DOI programs and geographically dispersed locations challenge coordinated strategies.

Strategic Plan Performance Measures

DOI Strategic Plan Performance Measures	Office	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	Long-term Target 2016
Percent increase in youth employment over 2009 baseline	PYGO	N/A	N/A	35%	35%	31%	35%	35%	35%
Percent of DOI youth employees converted to new job assignments, promotions, and permanent positions	PYGO	N/A	12%	15%	18%	16%	17%	18%	20%
Percent of youth employment programs facilitated through DOI partners	PYGO	N/A	16%	31%	35%	34%	36%	38%	42%

Performance Assessment through FY 2011

The Department achieved its goal of a 50 percent increase in youth hires, translating to over 21,000 youth employed in both FY 2010 and FY 2011 through the Department and its partners. These young people performed a variety of conservation jobs and service work that aided in the protection and restoration of America’s natural and cultural resources. Of particular note this year, the Department issued joint guidance with the Department of Labor in February to Bureau Directors and Field Managers on strategies for leveraging Work Force Investment Act funding to support summer youth employment as well as native youth employment on public lands. In addition, through one of our partner organizations, the Department leveraged AmeriCorps National funding to support both summer and year-round youth employment on public lands. As the Department continues to implement the Youth in the Great Outdoors initiative, launched by President Obama on April 16, 2010, it will focus on employing, educating, and engaging young people from all backgrounds in exploring, connecting with, and preserving America's natural and cultural heritage.

### Strategic Actions Planned during FY 2012 and FY 2013

- Implement the America's Great Outdoors recommendations related to youth, jobs and service through interagency sub-work groups, including USDA, DOL, OPM, EPA, DOC-NOAA, U.S. Army Corp of Engineers(USACE), HHS, Corporation for National and Community Service (CNCS) and Council on Environmental Quality (CEQ).
- Establish the 21<sup>st</sup> Century Conservation Service Corps (21CSC) Federal Advisory Committee to provide recommendations on developing the 21CSC program to connect youth to Federal employment opportunities and educational experiences.
- Work with the Departments of Labor and Agriculture to leverage Workforce Investment Act and Civic Justice Corps funding to increase opportunities for youth employment on public lands and waters.
- Develop partnerships to contribute to a Youth Innovation Fund that leverages private funding, including corporate and philanthropic funding, to increase opportunities for youth employment on public lands and waters.
- Fully implement the Public Land Corps Non-Competitive Hiring Authority to provide pathway opportunities for employment in the Federal government.
- Build out the YouthGO.gov Web Portal to streamline youth impact pre/post assessments, implementation of the Public Lands Corps Non-Competitive Hiring Authority and access to information about natural and cultural resource job opportunities in the Federal Government.
- Coordinate the implementation of the First Lady's *Let's Move! Outside* and *Let's Move! in Indian Country* initiatives with DOI Bureaus and Inter-Agency Partners, including USDA, HHS, ED, USACE, and CNCS.
- Work with CNCS and the Federal Inter-Agency Team on Volunteerism to consolidate National Service websites including Take Pride in America, Volunteer.gov, and Serve.gov.
- Work with the Federal Inter-Agency Team on Volunteerism to provide training, technical assistance, and common metrics to enhance service and service-learning on public lands and waters.
- Develop and implement DOI's STEM (Science, Technology, Engineering, and Mathematics) Education and Employment Pathways Strategic Plan, and support the Bureaus in implementing the plan.
- Implement America's Great Outdoors Education Work Group action items through inter-agency coordination with EPA, ACHP, DOC-NOAA, USDA, USACE, ED, HHS, CEQ and OMB, to promote healthy activity outdoors and connect formal education with place-based, experiential service learning on public lands.

**Mission Area 5: Building a 21<sup>st</sup> Century Department of the Interior****Goal #3: Sustainability of Interior's Operations****Overview of Program Contributions**

In 2011 the bureaus and applicable offices completed sustainability action plans that document actions undertaken to meet the Departmental sustainability goals outlined in Executive Orders (EO) 13514 and 13423, the Energy Independence and Security Act, and the Department's Strategic Sustainability Performance Plan. The action plans represent the baseline from which future metrics are measured. In 2012 and 2013, the performance measure will represent the percent of planned sustainability action plan items that were achieved.

Section 431 of the Energy Independence and Security Act of 2007 requires that government agencies target reductions in the annual percent change in energy intensity relative to fiscal year 2003. Energy intensity is measured in British Thermal Units (BUT's) per gross square foot of building space. It includes energy consumed at Department-owned or leased buildings, or General Services Administration-provided space where the Department pays the utility bills. The Department is committed to supporting and adding emphasis to Federal energy management and conservation initiatives; enhancing the Nation's energy security; protecting the environment; and reducing energy costs, eliminating waste, and conserving energy resources by using energy-efficient and cost-effective technology.

Section 142 of the Energy Independence and Security Act of 2007 requires Federal fleets to decrease petroleum consumption and increase alternative fuel use. Federal agencies are targeting to reduce petroleum consumption 2 percent annually through 2015 and increase alternative fuel use 10 percent annually through 2015, both relative to a 2005 baseline.

Section 2.(g)(iii) of Executive Order 13514: Federal Leadership in Environmental, Energy, and Economic Performance, requires that agencies implement high performance sustainable Federal building design, construction, operation and management, maintenance, and deconstruction and ensure that at least 15 percent of the agency's existing buildings (above 5,000 gross square feet) meet the guiding principles by fiscal year 2015.

**Challenges and Risks**

- Difficulties implementing infrastructure changes to implement efficiencies at many, dispersed locations.
- Changes in the sustainability goals that may result in re-baselining some of the goals.
- Ensuring all employees are aware of the sustainability action plans and their role in achieving the goals.
- Ensuring formal lines of communication are established in order to share best practices and lessons learned.
- Retrofitting historic buildings to reduce energy consumption can be costly or pose risk to the historic integrity of the building.
- The Department builds very few new buildings. Retrofitting existing buildings is more costly than building energy efficiency technology into new buildings, and yields a lower return on investment.
- Energy conservation projects compete with health and safety issues or other mission-critical projects.
- There are difficulties placing fuel efficient vehicles in some remote locations due to vehicle performance requirements.
- Alternative fuels are not consistently available in some locations.

Strategic Plan Performance Measures

DOI Strategic Plan Performance Measures	Office	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	Long-term Target 2016
Reduce energy intensity by 3% annually relative to the FY 2003 baseline, to achieve a 30% reduction in FY 2015	PAM	18%	21%	21.5%	23.5%	22%	25.5%	27%	30%
Increase alternative fuels use by 10% annually relative to the FY 2005 baseline	PAM	94%	94%	99%	77.2%	81%	95%	114.4%	185%
Percent increase of square footage that meets EO 13514 sustainable building goals.	PEP	-	1.2%	1.8%	3.4%	0.8%	1%	2%	5%



### Performance Assessment through FY 2011

The Department has conducted energy and water evaluations in 75 percent of its covered facilities to identify potential energy and water efficient technologies and renewable energy systems; and continued efforts to meter appropriate buildings for electricity, steam, and natural gas. The Guiding Principles for High Performance and Sustainable Design Buildings have been incorporated into the siting, design, and construction of Interior projects and into the operations and maintenance of existing buildings. These policies help ensure that all of Interior's new construction projects meet sustainable design requirements, and that all of Interior's existing buildings are slowly moving toward compliance through the course of regular operations and maintenance. Interior's reported compliance with the sustainable building goal dropped in FY 2011 due to a change in reporting systems. OMB began using the Federal Real Property Profile (FRPP) as the system of record for the sustainable building goal and Interior is doing the same. Interior believes it is under-reporting compliance in the FRPP, an issue that Interior hopes to resolve in FY 2012. Additionally, Interior is working with OMB to find solutions to challenges Interior has in meeting the 15% goal: large inventory of unique buildings not suited for 100% compliance with the Guiding Principles; few new buildings construction projects, which are easier to make sustainable; and a large maintenance backlog including critical health and safety projects. Energy managers work closely with their engineers, architects, and design offices to address energy conservation retrofits and new building designs, and ensure that buildings comply with Federal energy laws and regulations. All cost effective, energy conservation opportunities are analyzed for consistency with resource management objectives. Energy conservation efficiency standards are included as an integral part of all engineering design and construction project technical specifications.

- **Compliance with ASHRAE 90.1** - DOI strives to design its buildings to achieve 30% better energy efficiency than ASHRAE 90.1 or to the highest level of energy efficiency that is cost effective.
- **Increase use of renewable energy** - In FY 2011, approximately 10% of DOI's facility electricity use came from renewable energy sources. This includes the use of on-site renewable electricity systems, such as solar photovoltaic and small wind turbines, as well as the purchase of renewable electricity and renewable energy certificates. This exceeds the Federal requirement of 5%.
- **Reduce potable water intensity** – In FY 2011, DOI reduced its potable water intensity by 11% relative to FY 2007. This exceeds the FY 2011 goal of 8%.
- **Increase alternative fuels use** - In FY 2011, DOI increased its use of alternative fuels to 81% relative to the FY 2003 baseline. This exceeds the FY 2011 goal of 77.2%.

DOI increased its inventory of alternative fueled vehicles and use of alternative fuels. The Department made the placement of alternative fueled vehicles in locations where the fuels are available a priority. Placing vehicles in these locations has increased the use of alternative fuels and reduced the consumption of conventional, petroleum-based fuels.

### Strategic Actions Planned during FY 2012 and FY 2013

- Focus on completing the action plan targets/milestones planned to make progress toward meeting the sustainability goals.
- Using the 2011 baseline action plans, the bureaus/offices will be assessed on how many of the action plan items were completed as planned
- Conduct energy and water evaluations in covered facilities to identify potential energy and water efficient technologies and renewable energy systems
- Ensure that all appropriate buildings are metered for electricity to comply with Section 103 of the Energy Policy Act of 2005 (EPAAct 2005). To the extent possible, meter buildings for potable water; identify and meter appropriate buildings for natural gas and steam so that all appropriate buildings are metered for natural gas and steam by FY 2016.
- Ensure compliance with standards that require all new buildings to be designed to be 30 percent more energy efficient than the American Society of Heating, Refrigeration, and Air Conditioning Engineers (ASHRAE) Standard 90.1-2007, or the International Energy Conservation Code 2004 Supplement, as appropriate, and life-cycle cost effective. If the 30 percent savings is not cost effective, ensure that buildings are designed to the highest level of energy efficiency which is cost effective, as required by EPAAct 2005.
- Ensure that renewable energy consumption goals are in compliance with Section 203 of EPAAct 2005 and Executive Order 13423. Promote on-site renewable energy and the purchase of green power and renewable energy certificates to meet statutory goals. Incorporate on-site solar hot water heaters in new construction and major renovations to meet at least 30 percent of the building's hot water demand, unless it is demonstrated that it is not life-cycle cost effective.
- Continue reducing potable water intensity to achieve a 26 percent reduction by FY 2020
- Achieve fuel efficiency requirements by:
  - Continue efforts to reduce the Department's overall fleet size (over 10 percent since FY 2005)
  - Continue the practice of one-for-one exchanges for less fuel-efficient vehicles
  - Increase the number of alternative fueled vehicles and hybrid-electric vehicles in the DOI fleet inventory
  - Implement an acquisition strategy to place alternative-fueled vehicles in locations where alternative fuels are available

Supporting Performance Measures

<b>Outputs, Supporting Performance Measures and/or Milestones</b>	<b>Office</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Plan</b>	<b>2013 Plan</b>
Percent of adequate Sustainability Action Plans completed	PAM	N/A	N/A	N/A	90%	N/A	N/A
Percent of Action Plan items completed as planned	PAM	N/A	N/A	N/A	N/A	60%	70%

**Mission Area 5: Building a 21<sup>st</sup> Century Department of the Interior**

**Goal #4: Dependability and Efficiency of Information Technology**

Overview of Program Contributions

Information Technology supports every facet of the Department’s diverse missions. Employees, volunteers, and the public require modern, reliable, and agile IT services that can be delivered in a cost-effective and transparent manner. With its redirection of oversight, management, ownership, and control of all Departmental information technology infrastructure in the Office of the Chief Information Officer, Secretarial Order 3309 (Order), issued in December 2010, provided an unprecedented opportunity to change about the organization and governance for infrastructure at the Department of the Interior. During FY 2012 and 2013, the Department will continue to implement a series of technology innovations and efficiencies as part of an enterprise-wide program of IT Transformation.

**Challenges and Risks**

- Geographically dispersed and independent IT infrastructures in ten bureaus and multiple offices;
- Lack of centralized control over IT spending and development.

Strategic Plan Performance Measures

DOI Strategic Plan Performance Measures	Office	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	Long-term Target 2016
Percent change in operating costs (as a percentage of total IT spending as reported in Exhibit 300) by consolidating and centralizing the IT infrastructure across the Department, as measured by the reduction in the number of data center facilities, servers, and telecom data circuits from the FY2010 base.	PIO	TBD	TBD	TBD	TBD	No Report	No Target	No Target	-4%
Percent change in the number of DOI data centers to 115 from FY2010 base of 210.	PIO	UN-KNOWN	UN-KNOWN	210	-6.2% 197/210	-6.2% 197/210	-13.8% 181/210	-17.1% 174/210	-45%
Transition of all DOI employees to a unified messaging and collaboration solution (e.g., email, collaboration, virtual meeting, etc.)	PIO	0	2,500	15,000	25% 20,500/ 82,000	12% 10,000/ 82,000	90%	100%	100%

**Performance Assessment through FY 2011**

In 2011, the Department met its target for consolidating data centers as planned under the Department’s Data Center Consolidation Initiative. There are restrictions on investments in new data centers and a focused effort to consolidate the targeted 210 identified in our inventory. The Department was enjoined from proceeding with its plan to implement a consolidated, cloud-based email service in early 2011. Following the September 2011 dismissal of the Google/Onix lawsuit against Interior, DOI developed an updated acquisition strategy and updated its market research. On October 28, 2011, Interior issued a Request for Information and a draft Statement of Work (SOW) for cloud-based messaging and collaboration services with the intent to award a contract for these services in February 2012. Pending the award in this timeframe, Interior plans to migrate all DOI mailboxes by the end of calendar year 2012.

**Strategic Actions Planned during FY 2012 and FY 2013**

- Release detailed plan for IT Transformation.
- Establish an IT workforce plan that positions the Department to effectively deliver IT services in a consolidated IT environment.
- Complete the integration of Tier III email support with the OCIO’s service delivery organization.
- Complete the migration of bureaus and offices from legacy email services to the unified messaging system.
- Evaluate and select commercial and government hosting options, including cloud and virtualization.
- Continue to evaluate data centers and applications as part of ongoing identification of candidates for consolidation.
- Reduce redundancies and duplicative services at 172 collocated sites, including telecom data circuits
- Engage commercial and government service providers to provide consolidated infrastructure services, such as asset management.
- Implement a service-based cost model that allows managers to choose an appropriate level of service for their needs and budget.
- Publish a service catalog with explicit pricing and features for IT services, including hosting, collaboration, and messaging.

**Supporting Performance Measures**

<b>Outputs, Supporting Performance Measures and/or Milestones</b>	<b>Office</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Plan</b>	<b>2013 Plan</b>
Number Email accounts in DOI system	PIO	0	2,500	15,000	27,000	73,800	82,000
Number Data centers	PIO	UNKNOWN	UNKNOWN	210	197	181	174
Number Telecom data circuits	PIO	2,395*	2,180	2,269	2,287	2,171	2,059

\*2008 circuit count is higher due to the nature of the network at that time; there were many more point-to-point and individual Frame Relay/ATM services. Since then the network has been consolidated and flattened.

**Mission Area 5: Building a 21<sup>st</sup> Century Department of the Interior****Goal #5: Improving Acquisition and Real Property Management****Overview of Program Contributions**

**Acquisition:** The President's March 4, 2009, Memorandum on Government Contracting calls on Federal agencies to examine their use of noncompetitive and cost-reimbursement contracting as one of several key actions to improve results achieved from government contractors. Each of these contracting authorities carries significant potential risk of overspending taxpayer resources. Noncompetitive contracts place agencies in the position of having to negotiate contracts without the benefit of a direct market mechanism to help establish pricing. Competitions that yield only one offer in response to a solicitation deprive agencies of the ability to consider alternative solutions in a reasoned and structured manner. Cost-reimbursement contracts, as well as time-and-materials and labor-hour contracts, provide limited direct incentive to control costs.

**Real Property Management:** The DOI real property portfolio contains approximately 47,000 buildings and 115,000 structures, valued at more than \$236 billion, as well as nearly every type of asset found in a local community. Many of these assets have historic or cultural significance that not only support Interior's mission, but are important to our Nation's heritage. The use of the Facility Control Index (FCI) and Asset Priority Index (API) performance metrics are key ingredients to managing the Department's portfolio to support the Department's many and diverse missions.

The goal is to maximize the use of real property, in terms of economy and efficiency, and to minimize expenditures for the purchase of real property. Bureaus develop bureau-specific Asset Management Plans and site-specific Asset Business Plans to evaluate properties that are critical to fulfilling the mission, maximize the utilization of critical assets, and appropriately, dispose of assets that no longer support mission-critical needs or are no longer cost effective to maintain. Asset Managers make decisions on disposal to eliminate requirements to manage real property that is no longer needed, to facilitate economic development, and to comply with Interior policy to hold no more real property than is required for mission accomplishment. This applies to land and buildings that are no longer needed for protection or public purposes.

**Challenges and Risks**

- Reports from the Government Accountability Office, agency inspectors general, and agency management point to a general overuse of these acquisition authorities and significant lost opportunities for savings and performance efficiencies.
- Mission critical assets that are not properly maintained pose risk to mission delivery and may present health and safety risks.
- Retaining unneeded assets defers O&M funding from mission critical assets increasing risk of mission delivery.

Strategic Plan Performance Measures

DOI Strategic Plan Performance Measures	Office	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	Long-term Target 2016
Percent savings compared to relevant GSA Federal Supply Schedule prices for contracts awarded through Strategic Sourcing.	PAM	20%	5%	23%	5%	Not Reported	New baseline to be established	--	--
Percent of contract dollars awarded through competitive procurements.	PAM	--	--	--	75%	66%	75%	75%	75%
Percent reduction in high-risk contracts.	PAM	--	--	--	2% New baseline	+11.5%*	4%	6%	10%



DOI Strategic Plan Performance Measures	Office	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	Long-term Target 2016
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.	PAM	0.12	0.11	0.10	0.11	0.11	0.10	0.10	0.10
Percent of assets targeted for disposal that were disposed during the fiscal year.	PAM	66%	109%	138%	100%	187%	100%	100%	100%

\*The increase in the number of high-risk contracts awarded in FY 2011 is the result of a change in OMB methodology for calculating the high-risk contracting figures has been revised. Initially, OMB guidance directed agencies to base calculations for high-risk contracts on new awards only. However, in mid-FY 2011, OMB issued revised guidance to agencies to reduce risk in total spending for all awards, which includes modifications, Blanket Purchase Agreements, and delivery and task orders against IDIQ contracts.

Note: The Department was unable to provide FY 2011 performance data for savings achieved through Strategic Sourcing due to the loss of the DOI Strategic Sourcing program manager which impacted the Department's ability to collect Strategic Sourcing data. However, a new program manager has been hired and reporting will resume in FY 2012. The Department continues to make progress nonetheless and has awarded a number of Strategic Sourcing contracts for IT hardware, office supplies and multi-function printing devices. The Department has also issued policy to make the use of those Department-wide contracts mandatory. The Department is exploring additional strategic sourcing opportunities to further increase Interior's buying power Department-wide. The Department actively participates in government-wide Federal Strategic Sourcing Initiative acquisitions for office supplies and will participate in other planned Federal initiatives.

**Performance Assessment through FY 2011**

Although more stringent reporting requirements for competition in contracting were implemented in FY 2010, the Office of Management and Budget (OMB) implemented new methodology for calculating the percentage of non-competitive contracts in FY 2011. This included reclassifying contracts that are awarded under small business set-aside programs such as the 8(a) Program from Exempt to Non-competitive. As a result, contracts awarded under those programs were included in the overall rate of non-competitive contract awards, which resulted in a 9 percent decline in the rate of competition Government-wide.

In FY 2012, DOI will consider establishing a new performance baseline for high-risk contracting that will take into account the updated methodology for calculating non-competitive contract awards.

The performance level for the asset management measures has remained consistent over the past three years. A large inventory of assets that is geographically dispersed and increasing funding constraints will hinder the ability of the bureau facility management programs to sustain operations and maintenance needs and dispose of assets. However, through implementation of the DOI and bureau Real Property Cost Savings and Innovation Plans, available funding will be directed toward mission critical assets and savings will be realized through more effective management practices which will result in more consolidation, collocation and disposal of DOI real property assets.

### Strategic Actions Planned during FY 2012 and FY 2013

The Department is committed to meeting its obligations as identified in OMB Memorandum M-09-25, *Improving Government Acquisition*, dated July 29, 2009. This memorandum requires agencies to reduce the share of dollars obligated under new contract actions that are awarded with high-risk contracting authorities. The Department will implement the following actions:

- Increase the level of competition in the acquisition process by awarding 75 percent of contracted dollars as competed procurements.
- Promote use of the reverse auction program for commodity purchases that was implemented in FY 2011.
- Require the use of e-Buy procurements to the maximum extent possible, where reverse auctions are not suitable.
- Develop guidance materials and training to increase negotiation skills of the acquisition workforce to implement negotiation strategies, establish pre-negotiation positions, and promote interest-based negotiations.
- Develop acquisition planning and market research guidance and training for the acquisition workforce.
- Increase competition for procurements that historically only receive one bid, through training of the acquisition workforce to assist in identifying sources in the marketplace to increase competition.
- Institute cost/price analyst reviews and approval thresholds.

DOI will implement the Real Property Cost Savings and Innovation Plan to improve program effectiveness, efficiency and identify ways to better utilize limited O&M funds, which improves the condition of remaining priority assets. Actions include:

- Reduce the growth of the DOI footprint by consolidating space and disposing of unneeded assets
- Utilize energy efficient technologies when implementing building retrofits and routine maintenance
- Utilize industry standard metrics and benchmarks to monitor appropriate O&M funding and corresponding square footage

Disposal of unneeded/underutilized assets and reducing DOI's space footprint are important elements of the DOI Real Property Cost Savings & Innovation Plan. Planned actions include:

- Facilitate the demolition and transfer of unneeded assets to redirect operation and maintenance funding to priority assets;

- Freeze the Department footprint of GSA-provided space and direct leases at 2010 levels by terminating leases due to expire and returning GSA-provided space;
- Promote facility consolidation;
- Reduce the Department's data center footprint by consolidating data centers by capitalizing on innovative technologies to increase efficiencies
- Actively formulate plans to collocate and consolidate with DOI bureaus and other Federal agencies, especially in high value markets

**Mission Area 5: Building a 21<sup>st</sup> Century Department of the Interior****Goal #6: Financial Integrity and Transparency****Overview of Program Contributions**

During FY 2012 and 2013, the Department will continue to maintain a clean audit opinion, deploy bureaus to the Financial and Business Management System (FBMS), and implement improved policy and procedures that achieve the goals of the Campaign to Cut Waste, reduce risk, and strengthen internal controls to minimize risks in operating programs and in financial management. Interior will focus on the reduction of risk in Interior programs that are considered to be high risk by the Government Accountability Offices and address management challenges identified by the Office of the Inspector General. The Department will again achieve closure rates of 85 percent or more for OIG and GAO audit findings and corrective action plans.

**Challenges and Risks**

- Implementation of the Financial and Business Management System , increases internal control risk due to potential data conversion issues, configuration issues, user adoption/change management issues, etc., all of which could trigger new and unforeseen significant deficiencies.
- Interior had a material weakness in the 2011 audit related to legal reporting, which will be a focus of a corrective action plan.
- Repeat audit findings on single audit act reporting, IT controls over financial management systems, grant monitoring, and controls over undelivered orders will require extraordinary effort to eliminate.
- Proposed efficiencies and reorganizations, introduce risks that need to be managed to ensure they do not impede or negatively impact program delivery.

Strategic Plan Performance Measures

DOI Strategic Plan Performance Measures	Office	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual	2012 Target	2013 Target	Long-term Target 2016
Number of Significant Deficiencies Reported in Auditor’s Report on Internal Controls	PFM	6	6	4	3	4	2	1	0

Performance Assessment through FY 2011

While the Department successfully addressed the monitoring legislation significant deficiency, a new and unanticipated deficiency arose in regards to Controls Over Contingencies. There is a corrective action in place to remedy this material weakness. The Department continued to carry three other deficiencies in FY2011 as follows:

- Information Technology Controls over Financial Management Systems;
- Controls Over Undelivered Orders; and
- Grant Monitoring Controls.

Corrective action plans for each deficiency have been drafted. We anticipate efforts to address Grant Monitoring Controls and Controls Over Contingencies will be successfully implemented in FY 2012 which puts the Department on track to reach its 2012 performance goal of two deficiencies.

DOI reached a Department-wide performance goal of closing 85% of all open audit recommendations with corrective actions scheduled to occur in 2011. These actions addressed General Accountability Office recommendations, Office of Inspector General recommendations, as well as recommendations from the financial statement auditors and covered management, program, and financial issues.

### Strategic Actions Planned during FY 2012 and FY 2013

- Controls Over Contingencies  
The Solicitor has put a corrective action plan in place consisting of training, increase reviews, and increased management accountability.
- Information Technology Controls Over Financial Management Systems  
To remedy IT controls over financial management systems, Interior will take actions consistent with the corrective action plan in order to closely manage user access, monitor and report access, maintain documentation, and restrict access as appropriate.
- Controls Over Undelivered Orders  
Interior will implement the corrective action plan and train personnel, ensure adequate operational controls and oversight, conduct periodic reviews, test results, and maintain high levels of communication.
- Grant Monitoring Controls  
Interior will utilize increased functionality in FBMS and maintain accurate and consistent lists of grantees, monitor the timeliness of single audit act reporting, update and distribute policies and procedures, monitor policy implementation, and elevate issues to senior management as needed.

Corrective action plans for each deficiency above are being monitored for adherence to milestones and required actions by the Office of Financial Management. The Department should again meet an 85% open audit recommendation closure rate in FY 2012.

**Mission Area 5: Building a 21<sup>st</sup> Century Department of the Interior****Goal #7: Safety, Security, and Preparedness****Overview of Program Contributions**

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's **Law Enforcement Program** is the third largest contingent of Federal law enforcement officers in the Executive Branch. Approximately 3,500 law enforcement officers, rangers, and other employees 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.

The **Emergency Management Program** promotes All-Hazard preparedness and response; ensures continuity of the Department to respond in catastrophic events; and assists communities during imminent threats. Collectively, the Department supports the *National Response Framework (NRF)*, the National Incident Management System (NIMS), and the *National Oil and Hazardous Substances Pollution Contingency Plan (NCP)* with our vast resources while continuing in our mission to protect natural and cultural resources. The *Department of the Interior (DOI) Environmental Safeguards Plan for All-Hazards Emergencies* specifically guides the protection of natural and cultural resources and historic properties and describes the Department's response to oil spills and hazardous materials releases.

The **Central Hazardous Materials Fund (CHF)** will continue to conduct internal control reviews of projects being funded by the CHF. The Office of Environmental Policy and Compliance (OEPC) is responsible for oversight and coordination of the CHF Program. The purpose of internal control reviews is to improve the management, oversight and accountability of activities conducted using CHF funds. OEPC is currently reviewing the process for internal control reviews and will be completing a third party assessment of the internal control program by the end of FY 2011. During the beginning of FY 2012, OEPC will review recommendations from this assessment, and incorporate those determined to enhance the program prior to conducting the FY 2012 internal control reviews.

The CHF focuses on the cleanup of sites that pose the highest risk to employees, public health and welfare, and the environment. These sites are typically so costly and complex to clean up that they cannot adequately be addressed using available bureau resources. Presently, there are approximately 35 projects that receive funding through the CHF. For projects to be eligible for CHF funds, bureaus must follow the

Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) process. The Central Hazardous Materials Fund receives approximately \$10 million in appropriations annually. The Office of the Solicitor works with the CHF to obtain cost recoveries from potentially responsible parties. The establishing legislation for the fund authorizes DOI to keep cost recoveries in the fund to use for cleanup. DOI has recovered \$58.5 million in cost recoveries since the establishment of the fund.

Internal control reviews focus on the challenges and risks listed above. Reviewers assess high-risk areas that could affect employees, projects, and/or the program. OEPC submits reports detailing findings and observations identified during reviews to the corresponding bureaus. Bureaus develop corrective action plans within 30 days of being notified of findings. Corrective action plans include timelines and processes bureaus have developed to remedy findings. Observations are best management practices that bureaus can determine whether or not to implement. Observations do not have to be incorporated in corrective action plans, and are not included in the following performance goal. OEPC reviews the status of open findings on a quarterly basis. OEPC will close findings upon receipt of documentation that findings have been sufficiently addressed to reduce the likelihood of negative impact to employees, the project or the program.

The DOI **Health and Safety** community Strategic Plan sets the future direction of the Department's leadership and management. While metrics and measures closely focus on organizational goals, the Safety and Occupational Health Program Elements cross-reference the specific guidelines from OSHA and the Department Manual. Through the Department's Occupational Health and Safety annual accomplishments and Protecting Our Workers and Ensuring Reemployment (POWER) reporting, the Bureaus will provide the quantitative and qualitative information to describe their progress in these goals and metrics: leadership and management; employee participation; hazard recognition and prevention; evaluation and analysis; training and awareness; and program implementation and operation.

### Challenges and Risks

Like other jurisdictions, the Department consistently faces the risk of large non-recurrent disasters impacting our lands. During FY 2012 and FY 2013, we will be revising plans to remain compliant with Presidential Policy Directive 8 (PPD-8) for National Preparedness, and the resulting interagency frameworks. While DOI remains prepared to address responsibility on our own lands and programs, challenges persist in preparedness for interagency support missions as identified in the *Quadrennial Homeland Security Review Report: A Strategic Framework for a Secure Homeland*, to strengthen our Department's ability to support homeland security missions.

The Central Hazardous Materials Fund wants to ensure through the use of internal control reviews that:

- Projects are following the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) process
- Costs incurred by the Department for cleanups are tracked for potential cost recovery
- The program is operating efficiently and effectively, and that the controls in place are minimizing risks and avoiding waste, fraud, and abuse in the program



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### Performance Assessment through FY 2011

- **Law Enforcement:** I-READ Index Scores have been trending upward over the past 3 years. In FY 2011, bureaus showed marked improvement demonstrating an increase in emergency preparedness not only at their headquarters level but also at the regional level. The I-READ Index is undergoing a revision in FY 2012 to establish a new baseline of data that will make prior scores obsolete in terms of trend analysis beyond FY 2011. This is in line with the updated DOI Strategic Plan effort.
- **Emergency Preparedness:** No change. The baseline was established in FY 2011 by reviewing the bureaus' current *Environmental Safeguards (ES) Plans*. The next step in FY 2012 is to identify and incorporate needed policy guidance or revisions in these ES plans by drawing on selected recommendations from the DOI Deepwater Horizon After Action Report. Additional work will improve and update the BIA ES Plan and get new ES Plans developed for two new bureaus: BOEM and BSEE.
- **Central Hazardous Materials Fund:** OEPC is currently reviewing the process for internal control reviews and completing a third party assessment of the internal control program.
- **Health and Safety:** The DOI health and safety program achieved significant accomplishments in FY 2011. Many of these accomplishments continue to address concerns raised by the DOI Inspector General (IG) audit report - Health and Safety Concerns at Department of the Interior's Facilities (2008). The DOI OSH continued to conduct critical Safety and Occupational Health (SOH) Program Management Evaluations. Most importantly, the DOI established proactive FY 2012 goals to further enhance its SOH programs.

### Strategic Actions Planned during FY 2012 and FY 2013

- Ensure compliance with Presidential Policy Directive 8, including the development of operational plans to address protection, prevention, mitigation, response and recovery.
- Implement of a Department-wide Incident Qualification Certification System (IQCS) to train and certify personnel for all-hazard incidents and an integrated single-point ordering system. These activities will address shortfalls identified by the Department during the Deepwater Horizon Gulf of Mexico oil spill, and will ensure compliance with the National Incident Management System (NIMS).
- Revise and update the Interior Readiness (I-READ) Index. The updated I-READ Index will include data points to measure the progress of implementing the DOI All-Hazards Emergency Management Program, including the single-point ordering system (therefore I-READ data for FY 2012 and subsequent years will be different than that collected in previous years).
- Complete update of 6 DM 446 chapters which provides policy and oversight for Departmental law enforcement programs.
- Complete one Serious Incident Review Group (SIRG) each quarter and implement recommendations through training or policy.
- Develop, in coordination with Federal Law Enforcement Training Center (FLETC) and BIA, a new basic law enforcement training program to meet the critical needs of Indian Country.
- Conduct policy review of three Bureau Internal Affairs Programs.
- Review the security of at least four key Department Facilities.

- Ensure National Incident Based Reporting System (NIBRS) implementation and electronically reportable NIBRS incidents are entered into Incident Management Analysis Reporting System (IMARS).
- Conduct focused assessment/audit of intelligence systems policy and practices at field level activity to ensure Privacy/Civil Liberties protections are in place.
- Complete 2012 Annual Drug Report by June 1st.
- Coordinate two Policy Compliance Inspections with the Bureaus and OPM.
- Mitigate environmental impacts of illegal cross border activities on Interior border lands by enhancing interagency coordination with DHS and DOI by strengthening the Public Lands Liaison Program.

### Environmental Safeguards Plan

- Complete revisions of the Deepwater Horizon Oil Spill Response After Action Report (AAR) based on priorities endorsed by senior management.
- Subsequent to the completion of Deepwater Horizon Oil Spill Response AAR, conduct a review of the bureaus' current Environmental Safeguards plans and integrate the AAR's recommendations into those plans.
- On an as needed basis, use the lessons learned and after action reports based on the Department's responses activities to oil spills, natural disasters, and other all hazards incidents to ensure that bureaus' Environmental Safeguards plans are revised, improved, and updated.
- Ensure bureaus' points of contact and catalogs of response resources are updated annually to ensure the information can be accessed efficiently and promptly during responses to all-hazards emergencies.

### Central Hazardous Fund

- Review recommendations of third party assessment and incorporate those determined to enhance the program prior to conducting the FY 2012 internal control reviews;
  - Upon completion of FY 2012 reviews, evaluate the effectiveness, and potential impacts of the changes to the process;
  - Incorporate any improvements or enhancements to the process prior to conducting FY 2013 reviews;
- Conduct nine internal control reviews of CHF funded projects in FY 2012 and eight in FY 2013.

### Health and Safety

- Enhancing the role of leadership in promoting a culture of safety;
- Reducing our Total Case Rates (TCR) and Lost Time Case Rates (LTCR) by 4% annually commensurate with the Presidential POWER Initiative; and
- Improving the Safety and Occupational Health (SOH) program's effectiveness through increased management awareness and employee involvement.

Supporting Performance Measures

Outputs, Supporting Performance Measures and/or Milestones	Office	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
I-READ Index scores (percentage of compliance with performance standards established to ensure readiness for response to emergencies)	OEM						
AS/IA		47.06				TBD	TBD
BIA			74.48	84.84	86.01	TBD	TBD
BIE				89.30	88.05	TBD	TBD
BOEMRE		82.70	92.38	93.13	95.84	TBD	TBD
BLM		84.4	89.89	92.17	89.08	TBD	TBD
BOR		84.04	88.95	95.83	95.83	TBD	TBD
FWS		78.53	96.67	87.71	90.86	TBD	TBD
NPS		85.19	90.54	91.1	92.45	TBD	TBD
OSM		88.44	87.5	86.8	89.50	TBD	TBD
USGS		78.47	81.14	82.95	84.95	TBD	TBD

Outputs, Supporting Performance Measures and/or Milestones	Office	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Complete update of <u>6</u> DM 446 chapters which provides policy and oversight for Departmental law enforcement programs.	OLES	3	4	4	8	6	6
Develop, in coordination with FLETC and BIA, a new basic law enforcement training program to meet the critical needs of IC.	OLES	NA	NA	NA	NA	1	1
Complete <u>1</u> SIRG each quarter and implement recommendations through training or policy	OLES	2	1	1	1	3	4
Conduct policy review of <u>3</u> Bureau Internal Affairs Programs	OLES	2	2	2	3	3	2
Review the security of at least <u>4</u> key DOI Facilities	OLES	1	2	9	10	4	4
Ensure NIBRS implementation and electronically reportable NIBRS incidents are entered	OLES	NA	NA	NA	NA	4 <sup>th</sup> QTR	4 (1 per Qtr)
Conduct focused assessment/audit of intelligence systems policy and practices at field level activity to ensure Privacy/Civil Liberties protections are in place.	OLES	NA	NA	NA	0	2	2
Complete 2012 Annual Drug Report by June 1st	OLES	3rd QTR	3rd QTR	3rd QTR	3rd QTR	3rd QTR	3 <sup>rd</sup> QTR
Coordinate 2 personnel security_policy Compliance Inspections with the Bureaus and OPM (new in 2009)	OLES	NA	2	1	3	1	1

Outputs, Supporting Performance Measures and/or Milestones	Office	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2013 Plan
Mitigate environmental impacts of illegal cross border activities on Interior border lands by enhancing interagency coordination with DHS and DOI by strengthen PLLA program. Facilitate 4 Border Management Task Force (BMTF) meetings; 1 each Quarter.	OLES	4	4	4	4	4	4
Number of Law Enforcement Compliance Reviews	OLES	2	2	2	2	3	3
Identifying and incorporating needed policy guidance or revisions--including Deepwater Horizon (DWH) reforms/improvements--into DOI bureaus' Environmental Safeguards plans for emergency preparedness and response	OEPC	N/A	N/A	N/A	Establish baseline	50%	70%
Ensure that each DOI bureau has annually updated their bureau's Environmental Safeguards plan with an updated catalog of response resources and points of contacts	OEPC	75%	100%	0%	75%	75%	75%
Central Hazardous Fund (CHF):	OEPC						
CHF Internal Control Reviews Conducted	OEPC	3	8	10	9	9	8
CHF Number of New Findings Identified	OEPC	0	9	7	0	-	-
CHF Number of New Findings Closed	OEPC	0	6	7	0	-	-
CHF Number of Open Findings from previous fiscal years	OEPC	-	0	3	1	-	-
CHF Number of findings closed from prior fiscal years	OEPC	-	0	2	0	-	-
CHF Number of Outstanding Findings	OEPC	-	-	1	1	-	-
CHF Percent of Open Findings Closed	OEPC	N/A	66.6%	90%	50%	70%	70%
Total Case Rate	PSH	N/A	6.03	-	5.26	5.56	5.34
Lost Time Case Rate	PSH	N/A	2.08	-	1.85	1.92	1.84

**Mission Area 5: Building a 21<sup>st</sup> Century Department of the Interior**

**Goal #8: Empowering Native Hawaiian Communities**

Overview of Program Contributions

The Office of Native Hawaiian Relations will seek to empower Native Hawaiian communities by preserving Native Hawaiian culture and cultural resources, supporting self-governance and self-determination, and promoting homesteading opportunities, economic self-sufficiency, and social well-being of the Hawaiian Homes Commission Act Beneficiaries.

Title of performance metric/milestone	Office	Target for FY 2011	Actual for FY 2011	Target for FY 2012	Target for FY2013
Promote homesteading opportunities, economic self-sufficiency, and social well-being of the Hawaiian Homes Commission Act Beneficiaries – measured by percent of land exchanges and proposed amendments to the Hawaiian Homes Commissions Act reviewed within the time allotted under the Hawaiian Home Lands Recovery Act.	PNH	100%	100%	100%	100%

Performance Assessment through FY 2011

During FY 2011, the Office developed the Hawaii Positive Educational Requirements project as a model for how to work with minority serving institutions including the traditionally Black, Hispanic, and Native American Indian/Alaska Native/Native Hawaiian colleges of the United States. By using the relationship building completed between Interior and the University of Hawaii-Mānoa as a model, this project provides a measurable action to help deliver on two Department priorities for ensuring diversity and the employing youth. The Office also created policies and procedures for compliance with the National Environmental Policy Act on Hawaiian Home lands. By authoring the new procedures, the Department provided the Native Hawaiian Beneficiaries with a valuable tool in managing their lands and also helped carry out the original intention of NEPA by allowing for a deliberative measure of review based upon the nature of the transaction.

### Strategic Actions Planned during FY 2012 and FY 2013

- The Program serves as a Project Coordinator for the Geothermal-Hydrogen Bus Demonstration Project at Hawaii Volcanoes National Park. The Office and Park Superintendent developed this project to create climate-friendly parks. During FY 2012 and FY 2013 field testing of the geothermal-hydrogen system will begin. This project will help in determining if a shuttle system will help to alleviate some of these impacts. It also will also provide guidance on the viability of a geothermal-hydrogen based economy.
- Consistent with the requirements of section VII of the Department's Policy on Consultation with Indian Tribes, the Office is developing a consultation policy to strengthen the Department's relationship with Native Hawaiian organizations and the Native Hawaiian community and better effectuate Federal laws that require consultation with the Native Hawaiian community. This policy will reflect the Secretary's commitment to consultation with the native peoples of our country.

**Mission Area 5: Building a 21<sup>st</sup> Century Department of the Interior****Goal #9: Promoting Small and Disadvantaged Business****Overview of Program Contributions**

Interior's Small and Disadvantaged Business Program promotes contracting with small and disadvantaged businesses to result in a high level of contracts with small businesses and businesses that are in HUBZones and are women-owned and disabled-veteran owned. In order to achieve annual goals of 51.5 percent, Interior's Small Business program provides outreach and assistance opportunities for procurement and contracting officials and program officials. The Program assists other programs in supporting the use of minority colleges and universities.

The program is focused on key strategies for FY 2012 and 2013 including improved collaboration with program officials; development and implementation of clearer, stronger policies; improved training and expanded training opportunities; access to user-friendly tools and technologies for small businesses looking; and educating small businesses about greening their business in accordance with Executive Orders 13514 and 13423.

**Performance Assessment through FY 2011**

Interior's Small Business Program is guided by a five year Strategic Plan for FY 2011 - FY 2015. The Small Business Program maintains an active outreach, education and training program, with opportunities across the Nation posted on the website:

<http://www.doi.gov/pmb/osdbu/index.cfm>

In collaboration with the DOI Office of Acquisition and Property Management, the Program works with bureaus and offices to analyze data and identify opportunities to improve small business contracting, conducts internal reviews, conducts frequent training sessions, and works in unison with small business advocates to identify best practices in the Small Business Program. The Office of Small and Disadvantaged Business Utilization (OSDBU) conducts reviews of contracts to identify bundling opportunities with small businesses and assists to developing strategic sourcing initiatives that do not exclude small businesses.



**Mission Area 5: Building a 21<sup>st</sup> Century Department of the Interior****Goal #10: Diversity and Inclusion****Overview of Program Contributions**

The Department's workforce should be reflective of the Nations diversity of culture and talents. The Department is working to 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. In this pursuit, there are three primary strategies being employed, which target:

- a) Transforming workforce diversity training and education from anti-discrimination compliance policy to a talent optimization and organization development platform
- b) Increasing recruitment capacity by instituting a Department of the Interior Student Ambassador Program that utilizes Interior interns as recruitment and outreach emissaries on college campuses and to increase familiarity with Interior's mission, programs, and employment and career opportunities.
- c) Instituting effective internal and external communication strategies to publicize the Department of Interior's commitment to establishing and sustaining an inclusive workplace

**Challenges and Risks**

- Traditional approaches may not be as effective in promoting diversity and inclusion;
- Lack of clarity around the distinction between equal employment processes and requirements vs. strategic diversity management;
- No framework measurement focused on evaluating and assessing diversity and inclusion performance;
- There are very few models for training and models to promote inclusive approaches.
- Insufficient recruitment capacity has resulted in "diversity fatigue" for many of Interior's managers and supervisors;
- Lack of clarity around recruitment and outreach roles and responsibilities;
- Not enough collaboration between hiring officials and the human capital community;
- Need to institute effective workforce planning to establish entry-level positions and create a sustainable talent pipeline;
- Need to increase Interior brand awareness on college campuses

### Performance Assessment through FY 2011

During FY 2011, Interior completed a review of diversity training courses to determine effectiveness and the return on investment. Although there are diversity training courses being offered, few provide the breadth of the definition of diversity and inclusion that is needed to implement Interior's Inclusive Workplace Strategy. Therefore, Interior has developed a Diversity Change Agent program. This program is comprised of a cadre of trained diversity change agents who affect and mobilize a critical mass of stakeholders and lead efforts to educate the workforce about diversity: what it is, why it is important, and how to guide people towards achieving it. The work of the diversity change agents extends the reach of Interior's EEO and human resources professionals. In August 2010, the diversity change agents successfully completed a 5-day course which included the FranklinCovey® workshops *Championing Diversity* and *Working at the Speed of Trust*, as well as action planning on how to best implement change strategies throughout Interior.

The Department also entered into a Cooperative Agreement with the Partnership for Public Service for the purpose of increasing interest in and knowledge of Interior on college campuses through developing a corps of passionate student advocates who actively promote public service following their completion of summer internships. Interior will be able to strategically leverage its *Student Ambassadors Program* as a critical recruitment tool to further engage and educate youth about the mission of Interior and to attract top talent to the agency.

The Department established a Diversity and Inclusion page on its OneINTERIOR Intranet and developed a framework for utilizing the networks and connections of its highly successful *Diversity Change Agent Program* and its bureaus' EEO professionals to communicate Interior's diversity and inclusion happenings to employees, the media, potential applicants for employment, and stakeholder organizations. Additionally, the Department established new types of relationships with partners and stakeholder organizations and began collaborating on a variety of crosscutting diversity and inclusion issues of mutual concern, including a communication plan to promote conservation education and to communicate Interior employment and career opportunities to traditionally underserved communities.

### Strategic Actions Planned during FY 2012 and FY 2013

- Expand the diversity and inclusion training course to provide the Interior workforce with a common understanding of what diversity is and what diversity is not, and teach managers and supervisors the craft of utilizing multiple cultural backgrounds as competitive tools;
- Market the training course to Interior manager and supervisors;
- Conduct the training in 10 Interior locations that have high concentrations of managers and supervisors;
- Incorporate the training into bureau diversity and inclusion plans;
- Track participation and analyze reaction to, and effectiveness of, the training;
- Create rubric program aligned with Interior workforce priorities for selection of student ambassadors;
- Create marketing materials to promote opportunity to serve as Interior Student Ambassadors;
- Train Student Ambassadors to perform as recruitment and outreach emissaries;

- Hold regular individual check-in calls with Ambassadors to check status and obtain feedback on activities, provide new tasks, training and guidance, address questions/barriers, and provide general support;
- Develop internal and external diversity and inclusion communication plans;
- Communicate diversity and inclusion major milestones, accomplishments, recognition and awards, upcoming events, and emergent best practices.

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## GAO High Risk List

## GAO High Risk List Management of Federal Oil and Gas Resources

In February 2011, the Department of the Interior was listed for the first time in the Government Accountability Office's (GAO's) "High-Risk" Report for deficiencies in its oversight of onshore and offshore oil and gas operations. GAO's report specified ongoing challenges in three broad areas:

- A. **Revenue Collection:** (1) whether Interior is collecting a "fair return"; (2) whether Interior is consistently meeting its target for production verification inspections; and (3) whether Interior has sufficient capacity to ensure that it is collecting reliable and consistent data on the production and sale of oil and gas from Federal lands and waters.
- B. **Human Capital:** Interior's ability to adequately address persistent problems in hiring, training, and retaining sufficient staff for oversight and management of oil and gas operations on Federal lands and waters.
- C. **Reorganization:** whether Interior has the capacity to undertake the broad reorganization of its offshore oil and gas management and revenue collection functions while still providing reasonable assurance that billions of dollars in revenue are properly assessed and collected as well as managing oil and gas exploration and production on Federal lands and waters.

Given its oversight responsibilities for the bureaus responsible for managing onshore and offshore oil and gas operations, the Assistant Secretary for Land and Minerals Management developed a comprehensive, strategic, and cross-bureau approach to the problem areas identified by the GAO's High Risk Report. Interior's approach included the following actions:

- Meeting with GAO to gain a better understanding of 1) the concerns that led to Interior's high risk designation, and 2) the approach to best position Interior to address those concerns and be de-listed within the minimum two-year period.
- Conducting a thorough analysis of all open GAO and Office of the Inspector General (OIG) recommendations related to management of Interior's oil and gas operations, as well as determining if actions underway or already taken effectively address the issues identified in the GAO High-Risk Report.
- Conducting a "trend" analysis to determine the categories or subject matter that most closely correlated with each open recommendation (such as measurement accuracy, measurement regulations, technological improvements, training, and hiring). Based on this trend analysis, ASLM determined how many open recommendations corresponded to the three high-risk problem areas identified by the GAO, and what subject matter areas generated the most scrutiny by both the GAO and the OIG.
- Engaging bureau senior management and subject matter experts in developing a strategic approach to addressing open recommendations that ensures that corrective action focuses on comprehensively addressing the underlying areas of concern, not solely on closing specific recommendations.
- Continuing to consider and address issues raised by external reports such as the *Report to the President, National Commission of the BP Deepwater Horizon Oil Spill and Offshore Drilling* and the Royalty Policy Committee's Subcommittee report on *Mineral Revenue Collection from Federal and Indian Lands and the Outer Continental Shelf*.

This approach recognizes the need, as emphasized by the GAO, for strong high-level leadership and coordination in making material progress in improving Interior's management of oil and gas operations and ensuring a fair return.

In addition, the Department's Production Coordination Committee will provide leadership and oversight to assist with ensuring adequate progress toward sustainable long term improvement on the Federal oil and gas management issues raised in the GAO High-Risk Report. The PCC is chaired by senior management from ASLM, and is comprised of senior management from BLM, BSEE, BOEM, and ONRR.

As part of the PCC's efforts, the Department's Gas and Oil Measurement Team, established in 2010 as a cross-bureau workgroup of subject matter experts, will continue its work in developing cross-bureau solutions to improve measurement accuracy and consistency in our production verification methods. Further demonstrating strong leadership and commitment in addressing the high-risk areas identified by the GAO, the Department has established a Priority Goal related to management of Federal oil and gas resources and ensuring a fair return.

In summary, the Department is working diligently and has initiated an ambitious yet attainable schedule to address the GAO's concerns and recommendations. The Department has already completed actions to address over 60 percent (30 out of 49) of the GAO recommendations from the reports referenced in the GAO High-Risk Report. Below is a sampling of the actions already completed, underway, and/or planned for completion in FY 2012 or FY 2013.

#### Actions Completed in FY 2011

- Established a Priority Goal to increase the percentage of inspections of Federal onshore and Indian high-risk oil and gas cases completed from 74 percent in FY 2011 to 95 percent in FY 2013.
- Closed five GAO High-Risk recommendations related to accuracy of company-reported data. Companies are now required to report additional details, such as agreements and meter identification numbers. Implemented new data mining business processes to monitor companies' adjustments to previously reported royalties and to compare volumes between royalty and production reports.
- Published a Federal Register notice reminding lessees, operators, and lessee's representatives of their responsibility for accurate royalty measurement of federal offshore gas production processed at gas processing plants and other processing facilities.
- Developed an offshore "Production Verification Procedures Manual" to enhance consistent training for production measurement personnel.
- Created a National Offshore Training and Learning Center and began development of a training module for production measurement.
- Effective October 1, 2011, successfully completed the reorganization of the Bureau of Ocean Energy Management, Regulation and Enforcement into the new BSEE, BOEM, and ONRR.

#### Actions Underway or Scheduled for Completion in FY 2012 and FY 2013

- Create a High Priority Goal for 2012 and 2013 to track the fair return from oil and gas inspections implementation of a risk-based strategy for onshore production inspections.
- Revise onshore oil and gas regulations regarding gas measurement and storage in a secure facility to prevent theft and mishandling of production.
- Develop a training course for BLM managers of oil and gas operations and have all managers with oil and gas responsibilities take the course within one year.
- Complete feasibility study on automated production metering systems, in addition to short-term and long-term solutions for improving efficiencies in production accounting verification.
- Witness offshore gas sample collections and inspect offshore orifice plates and meter tubes according to established policy.
- Establish consistent guidance to address standardized measurement methods where oil and gas is commingled.
- Hire additional inspection and engineering staff.
- Develop and issue clear consistent national beneficial use guidance and requirements.
- Carefully monitor the areas of BOEM and BSEE functions that require interagency coordination to ensure that new processes are being successfully implemented.
- Complete and provide the report, “Comparative Assessment of the Federal Oil and Gas Fiscal System,” to Congress.

## **Priority Goals**



Priority Goals identify opportunities to significantly improve near-term performance within 24 months as compared to the longer 5-year window for performance management contained in the Strategic Plan. Beginning in FY 2010, the Department established Priority Goals to focus on key Presidential initiatives and use the performance management process to speed progress on projects and processes critical to attainment of the goals and to improve collaboration among the Department's diverse bureaus and offices and with partners. The Secretary and Deputy Secretary have used the goals, quarterly progress reviews, and information learned through the collaborative process to educate the budget formulation process and ensure goals are adequately resourced, keep stakeholders informed, gain senior level attention on key milestones, and to accurately quantify performance as compared to plans. The following 5 goals were Interior's highest priorities for the 2010-2011 high priority performance goal cycle. For 2012 and 2013, Interior expanded some of the goals in order to stretch performance and drive increased results and added a goal to assess performance of oil and gas high risk inspections. Additional detail is available at [www.performance.gov](http://www.performance.gov).

<b>Priority Goal Table 1</b>	<b>Renewable Energy Development</b>
Goal for 2010-2011	Increase the approved capacity authorized for renewable (solar, wind, and geothermal) energy resources on Department of the Interior managed lands, while ensuring full environmental review, by at least 9,000 megawatts through 2011.
Overview	BLM has identified 20.6 million acres of public land with wind energy potential in 11 western states, 29.5 million acres with solar energy potential in six southwestern states, and 140 million acres of public land in western states and Alaska with geothermal resource potential.
Progress to Date	Approved projects total over 6,000 mw of generating capacity relative to the original 9,000 MW goal
Challenges	Projects were withdrawn due to changes in the economy and competing energy sources. Additional resources were allocated to address studies and clearances for sensitive species and efforts were made to realign locations to protect scenic vistas.
Strategy	Developed a 2011 Priority Project list to expand Department efforts and resources beyond the original "Fast Track" renewable energy projects pursued in 2010; established strike teams to work on the environmental impact documents as their primary focus; allocated resources to address programmatic needs; assigned specific goals to key managers responsible for attainment of the goal.
Goal for 2012-2013	Increase the approved capacity for production of energy from domestic renewable resources to support a growing economy and protect our national interests while reducing our dependence on foreign oil and climate-changing greenhouse gas emissions. By September 30, 2013, increase approved capacity authorized for renewable (solar, wind, and geothermal) energy resources affecting Department of the Interior managed lands, while ensuring full environmental review, by at least 11,000 megawatts.

<b>Priority Goal Table 2</b>	<b>Water Conservation</b>
Goal for 2010-2011	Enable capability to increase the available water supply for agricultural, municipal, industrial, and environmental uses in the western United States up to 350,000 acre-feet by the end of 2011 through the bureau's conservation related programs, such as water reuse and recycling (Title XVI) and WaterSMART grants.
Overview	Reclamation is working closely with non-federal, state and local governments, water districts, other entities, and individuals to identify practices and select projects that will gain water conservation capacity in western states.
Progress to Date	The 2-year cumulative water conservation target of 350,000 acre-feet was met when including Reclamation's full collection of water conservation programs – additional opportunities were identified for water conservation.

Challenges	The amount of water savings that can be reported is heavily dependent on the types of projects non-Federal project sponsors choose to propose from year to year and grant requests.
Strategy	Aggressive action was taken to identify additional water conservation from other Reclamation programs and projects to complement the water conservation outcomes from WaterSMART Grants and Title XVI projects.
Goal for 2012-2013	Enable capability to increase the available water supply in the western states through conservation related programs to ensure adequate and safe water supplies. By September 30, 2013, the Department of the Interior will further enable the capability to increase the available water supply for agricultural, municipal, industrial, and environmental uses in the western United States through Reclamation water conservation programs to 730,000 acre-feet, cumulatively since 2009.

<b>Priority Goal Table 3</b>	<b>Safe Indian Communities</b>
Goal for 2010-2011	Achieve significant reduction in violent criminal offenses of at least five percent within 24 months on targeted tribal reservations by implementing a comprehensive strategy involving community policing, tactical deployment, and critical interagency and intergovernmental partnerships.
Overview	The rate of violent crime for American Indians is well above the national average and substance abuse is a major contributor, including methamphetamines - considered by Tribes as a leading public safety threat.
Progress to Date	Based on crime statistics for fiscal years 2007-2009, violent crime has shown an overall decrease of 35 percent through FY 2011.
Challenges	BIA and other Federal bureau partners have implemented numerous community policing projects that have shown results verified by a reduction in crime.
Strategy	Evaluate the need for improved infrastructure and support, including improved human resources support, which is critical for hiring, and enhanced acquisition support to ensure there are adequate equipment and services. A computer aided dispatch and records management system will be implemented to provide better tools to analyze crime data, identify crime trends and report criminal offenses. Increased resources have been directed to increase staff, equipment, and training of BIA officers and tribal officers and in supporting programs such as tribal courts.
Goal for 2012-2013	Reduce violent crime in Indian communities. By September 30, 2013, in addition to continued efforts at 4 targeted tribal reservations that have achieved reductions of at least 5 percent in violent criminal offenses, achieve significant reduction in violent crime offenses of at least 5 percent within 24 months on 2 additional targeted tribal reservations by implementing a comprehensive strategy involving community policing, tactical deployment, and critical interagency and intergovernmental partnerships.

<b>Priority Goal Table 4</b>	<b>Climate Change Adaptation</b>
Goal for 2010-2011	By the end of 2012, for 50 percent of the Nation, resources will be identified that are particularly vulnerable to climate change, and coordinated adaptation response actions will be implemented.
Overview	Address the impacts that climate change is having on America's natural resources and identify strategies to ensure that our Nation's resources remain resilient in the face of those changes. Utilize the climate change program to the greatest extent to optimize the use of scientific information and adaptive management to effectively manage lands and resources. Use LCC as an organizing framework to improve collaboration at the landscape level and leverage activities conducted by Federal, state and

	local entities and partner efforts.
Progress to Date	An inventory of planned vulnerability assessments has been developed for regions corresponding to greater than 50 percent of the Nation, with initial adaptation actions similarly inventoried for ten regions. Some activities were delayed due to delays in appropriations and operations under multiple continuing resolutions.
Challenges	Funding to establish planned Climate Science Centers and Landscape Conservation Cooperatives was delayed in the FY 2011 budget process, thereby reducing the level of accomplishment. Funding was not provided in the levels originally planned to complete the LCC network, requiring prioritization of efforts.
Strategy	Identify vulnerable resources and implement coordinated adaptation strategies to mitigate risks of changing climate. Assess the vulnerability of resources that may be impacted by climate change and the threats to resources that may be exacerbated by climate change. Those resources include (i) fresh water supplies; (ii) landscapes, including wildlife habitat; (iii) native and cultural resources; and (iv) ocean health; and specific threats to those resources, including (i) invasive species; (ii) wildfire risk; (iii) sea-level rise; and (iv) melting ice/permafrost.
Goal for 2012-2013	By September 30, 2013, for 50 percent of the Nation, the Department of the Interior will identify resources that are particularly vulnerable to climate change, and implement coordinated adaptation response actions.

<b>Priority Goal Table 5</b>	<b>Youth Stewardship of Natural and Cultural Resources</b>
Goal for 2010-2011	By the end of 2011, increase by 50 percent (from 2009 levels) the employment of youth between the ages of 15-25 in the conservation mission of the Department.
Overview	Through increased exposure to outdoor experiences, young people will gain increased awareness and appreciation of natural and cultural resources; develop an environmental ethic; learn about and possibly become motivated to seek careers in the environmental field; and help develop a generation of environmentally-conscious adults.
Progress to Date	DOI achieved its goal of a 50% increase in DOI youth hires.
Challenges	Goal achieved.
Strategy	Maintaining comparable youth hiring levels in FY 2011 despite the fact that budget uncertainty for FY 2011 resulted in delayed recruitment actions, particularly for DOI partnerships.
Goal for 2012-2013	Build the next generation of conservation and community leaders by supporting youth employment at the Department of the Interior. By September 30, 2013, the Department of the Interior will maintain the increased level of employment of individuals between the ages of 15 to 25 that was achieved in FY 2010 (35 percent increase in total youth employment over FY 2009) to support the Department's mission of natural and cultural resource management.

For the 2012-2013 cycle, in addition to the five goals from the 2010-2011 cycle, the Department has a sixth goal that will focus on improving the Department’s management and oversight of safety, environmental protection, and accountability associated with extraction of oil and gas from Federal lands managed by the Department.

<b>Priority Goal Table 6</b>	<b>Oil and Gas Resources Management</b>
Goal for 2012-2013	Improve production accountability, safety, and environmental protection of oil and gas operations through increased inspection of high-risk oil and gas production cases. By September 30, 2013 the Bureau of Land Management (BLM) will increase the completion of inspections of federal and Indian high risk oil and gas cases by 9 percent over FY 2011 levels, which is equivalent to covering as much as 95 percent of the potential high risk cases.
Overview	The inspection of high risk producing oil and gas cases is paramount to help ensure that hydrocarbon production on federally managed lands are properly accounted for and results in accurate royalty payments to the public and Indian owners of such minerals.
Strategy	<p>The progress of the number of inspections of the high risk producing cases goal will be routinely assessed on a quarterly basis. The supporting measures (number of high risk producing cases) are derived from the Field Offices based on the risk-based inspection strategy. BLM will also be engaged over the next two years in:</p> <ol style="list-style-type: none"> <li>1) Revising Onshore Oil and Gas Orders, which address how oil and gas is measured and stored in a secure facility to prevent theft and inaccurate accounting and valuation</li> <li>2) Revise regulations to increase the royalty rate and require a review of the royalty rates at least every five years.</li> <li>3) Develop a training course to address the responsibilities of a manger of oil and gas operations, to be taken by all related managers within a year of development.</li> </ol>

## **Program Evaluations**

## FY2011 Program Evaluations

Program evaluations are an important tool in analyzing the effectiveness and efficiency of Interior’s programs, and in evaluating whether the programs are meeting their intended objectives. Interior’s programs are evaluated through a variety of means, including performance audits, financial audits, management control reviews, and external reviews from Congress, OMB, GAO, OIG, and other organizations, such as the National Academy of Public Administration and the National Academy of Sciences. Interior uses self-assessments to verify that performance information and measurement systems are accurate and support the Department’s strategic direction and goals. Data collection and reporting processes are further reviewed and improved through the use of customer and internal surveys.

Examples of some of the program evaluations conducted for the Department during FY 2011 follow.

Bureau	Title of Program	Strategic Plan Mission Area	Purpose of Program Evaluation	Actions Taken/Planned in Response to Evaluation	For Copy Contact
BOEMRE	Federal Oil and Gas Leases: Opportunities Exist to Capture Vented and Flared Gas, Which Would Increase Royalty Payments and Reduce Greenhouse Gases (GAO-11-34)	Sustainably Manage Energy, Water, and Natural Resources	GAO’s objectives were to (1) examine available estimates of the vented and flared natural gas on Federal leases; (2) estimate the potential to capture additional vented and flared natural gas with available technologies and associated potential increases in royalty payments and reductions in greenhouse gas emissions and; (3) assess the Federal role in reducing venting and flaring of natural gas.	The evaluation resulted in five recommendations for BOEMRE [and BLM]. Effective October 1, 2011, BOEMRE reorganized into two new bureaus—BSEE and BOEM. BSEE will be responsible for implementing the five BOEMRE-related recommendations in FY 2014 and FY 2015.	Charles Norfleet 202-208-3973 charles.norfleet@boem.gov

Bureau	Title of Program	Strategic Plan Mission Area	Purpose of Program Evaluation	Actions Taken/Planned in Response to Evaluation	For Copy Contact
BOEMRE	A New Horizon: Looking to the Future of the Bureau of Ocean Energy Management, Regulation and Enforcement (CR-EV-MMS-0015-2010)	Sustainably Manage Energy, Water, and Natural Resources	The OIG's objectives were to determine if specific deficiencies in BOEMRE policies exist that need to be addressed to ensure that operations on the Outer Continental Shelf are conducted in a safe manner protective of human life, health, and the environment.	The evaluation resulted in 64 recommendations—28 due in FY 2011, 35 due in FY 2012, and 1 due in FY 2013. BOEMRE implemented or closed 28 recommendations in FY 2011. Effective October 1, 2011, BOEMRE reorganized into two new bureaus—BSEE and BOEM. BSEE will be responsible for implementing the majority of the recommendations due in FY 2012 and FY 2013.	Charles Norfleet 202-208-3973 charles.norfleet@boem.gov
BOR	Program Planning Processes	Sustainably Manage Energy, Water, and Natural Resources	The evaluation was intended to provide a resource for the Department and bureaus to use when planning new programs or modifying existing programs and may serve as a starting point for such discussions.	The OIG found issues that need to be further addressed, and will prepare a separate report.	Avra Morgan, Program Mgr. AOMorgan@usbr.gov 303-445-2906
FWS	Endangered Species	Provide Natural and Cultural Resource Protection and Experiences	FY 2011 Internal Control Review for Division of Consultation, Habitat Conservation Planning, Recovery and State Grants	Completed in coordination with Division of Policy and Directives Management	Gary Frazer, Asst. Director for Endangered Species gary_frazer@fws.gov 202-208-4646
FWS	Endangered Species	Provide Natural and Cultural Resource Protection and Experiences	FY 2011 Internal Control Review for Office of Communications and Candidate Conservation	Completed in coordination with Division of Policy and Directives Management.	Gary Frazer, Asst. Director for Endangered Species gary_frazer@fws.gov 202-208-4647

Bureau	Title of Program	Strategic Plan Mission Area	Purpose of Program Evaluation	Actions Taken/Planned in Response to Evaluation	For Copy Contact
FWS	Endangered Species	Provide Natural and Cultural Resource Protection and Experiences	FY 2011 Annual Assurance Statement on Internal Control over Financial Reporting	Based on the results of this evaluation, the Endangered Species Program provided reasonable assurance that internal controls over financial reporting were operating effectively as of June 30, 2011.	Gary Frazer, Asst. Director for Endangered Species gary_frazer@fws.gov 202-208-4647
FWS	Migratory Birds – Division of Bird Habitat	Provide Natural and Cultural Resource Protection and Experiences	A-123 Audit – Financial Assistance	No significant findings	Cheryl Leonard, Cheryl_Leonard@fws.gov (703) 358-1725
FWS	Migratory Birds – Division of Bird Habitat	Provide Natural and Cultural Resource Protection and Experiences	FY 2011 Internal Control Review for Financial Systems	No significant findings or deficiencies.	Cheryl Leonard, Cheryl_Leonard@fws.gov (703) 358-1726
FWS	National Wildlife Refuge System	Provide Natural and Cultural Resource Protection and Experiences	The NWRS completed an extensive strategic planning process that engaged both FWS employees and the public in developing a strategic plan to guide overall management of the NWRS for the next decade. The product of this effort is publication of “Conserving the Future – Wildlife Refuges and the Next Generation”. It was released on Oct 20, 2011, and includes 15 recommendations to strengthen the capacity of the NWRS to deliver conservation benefits.	An overall implementation plan is under development and is scheduled to be completed by January 20, 2012. Implementation teams are being formed to develop follow-up actions for each of the 15 recommendations.	Michael Gale, Conserving the Future Coordinator, Michael_Gale@fws.gov (703)358-1712
OSM	Mine Map Repository Program	Provide Natural and Cultural Resource Protection and Experiences	The review tested the objectives of key business processes related to: Customer Service, Finance, Human Capital, Information Management and Technology, Records Management and Safety and Security.	No material weaknesses were identified.	Michael Robinson Chief, Technical Support Division mrobinson@osmre.gov 412-937-2882



Bureau	Title of Program	Strategic Plan Mission Area	Purpose of Program Evaluation	Actions Taken/Planned in Response to Evaluation	For Copy Contact
OSM	State Regulatory Amendment Processing	Sustainably Manage Energy, Water, and Natural Resources	The purpose of the review was to determine if State Program Amendments are being processed in accordance with the requirements of 30 CFR 732.17, Directive STP-1, the Federal Register Document Drafting Handbook, and the OSM Correspondence Handbook.	No material weaknesses were identified. Improvements were recommended and are being implemented.	Andy DeVito Regulatory Analyst Program Support Directorate adevito@osmre.gov 202-208-2701
OST	FISMA	Fulfill Fiduciary Trust	In order to ensure OST's Information Security Program is in compliance with DOI guidance on the implementation of requirements set forth in the Federal Information Security Management Act.	While OST IA program received a score of 96% on OCIO's review Plans of Action and Milestones were created to address perceived deficiencies relating to the System Inventory and Asset Management procedures.	Mr. J Lente  (505) 816-1153
OST	OTRA - Risk Management	Fulfill Fiduciary Trust	The purpose is to ensure OST compliance with OMB Circular A-123 and Appendices, which include the Federal Managers Financial Integrity Act (FMFIA)	Tested internal controls at OST locations and ensured corrective action plans were developed as necessary.	Harvey Gates (202) 254-2126
OST	Trust Services – Office of Trust Fund Investments	Fulfill Fiduciary Trust	The U.S. Treasury Overnighter rate reached historically low levels, providing minimal yields on tribal trust fund short term investments.	In FY 2011 Trust Services continued to explore the development and implementation of a Short Term Investment Fund (STIF) which may provide higher returns on tribal short term investments, currently being invested in the U.S. Treasury Overnighter.	Chuck Evans (505) 816-1100

## Appendix A – Acronym List

21CSC	21 <sup>st</sup> Century Conservation Service Corps	DOI	Department of the Interior
AAR	After Action Report	DOL	Department of Labor
AGO	America’s Great Outdoors	DRR	Dam Reliability Rating
APD	Application for Permit to Drill	EHP	Earthquake Hazard Program
API	Asset Priority Index	EPA	Environmental Protection Agency
APIPA	Association of Pacific Island Public Auditors	ERP	Energy Resource Program
APP	Annual Performance Plan	ESP	Environmental Studies Program
APP&R	Annual Performance Plan and Report	FASS-CMS	Financial Assistance and Social
APR	Annual Performance Report		Services – Case Management System
ARPA	Archeological Resources Protection Act	FCI	Facilities Condition Index
ARRA	America Recovery and Reinvestment Act	FELD	Forum on Economic and Labor Development
AS-IA	Assistant Secretary for Indian Affairs	FERC	Federal Energy Regulatory Commission
AS-PMB	Assistant Secretary for Policy, Management, and	FLETC	Federal Law Enforcement Training Center
	Budget	FPPS	Federal Personnel Payroll System
AYP	Adequate Yearly Progress	FRPP	Federal Real Property Profile
BEA	U.S. Bureau of Economic Analysis	FRR	Facility Reliability Rating
BIA	Bureau of Indian Affairs	FWS	Fish and Wildlife Service
BIE	Bureau of Indian Education	GAM	Geographic Analysis and Monitoring
BIMD	Biological Information and Management	GAO	Government Accountability Office
	Delivery	GDP	Gross Domestic Product
BLM	Bureau of Land Management	GIS	Geographic Information System
BOEM	Bureau of Ocean Energy Management	GLAS	Guaranteed Loan Accounting System
BOEMRE	Bureau of Ocean Energy Management,	GPRA	Government Performance Results Act
	Regulation, and Enforcement	GPS	Geospatial Positioning System
BOR	Bureau of Reclamation	GRP	Groundwater Resources Program
BSEE	Bureau of Safety and Environmental	GSN	Global Seismographic Network
	Enforcement	HHS	Department of Health and Human Services
CA	Communitization Agreement	HIP	Housing Improvement Plan
CBRS	Coastal Barrier Resources System	HMA	Herd Management Area
CCS	Cuts, Consolidations, and Savings	HPPG	High Priority Performance Goal
CERCLA	Comprehensive Environmental Response,	ICQS	Incident Qualification Certification System
	Compensation, and Liability Act	ICWA	Indian Child Welfare Act
CFR	Comprehensive Facility Review	IGFOA	Island Government Finance Officers’
CFR	Code of Federal Regulations		Association
CFS	Cubic Foot per Second	IIM	Individual Indian Money
CHF	Central Hazardous Materials Fund	ILCO	Indian Land Consolidation Office
CLEO	Conservation Law Enforcement Officer	ILCP	Indian Land Consolidation Program
CMGP	Coastal and Marine Geology Program	IMARS	Incident Management Analysis Reporting
CNMI	Commonwealth of the Northern Mariana Islands		System
COP	Construction and Operations Plan	I-READ	Interior Readiness
CR	Continuing Resolution	JOA	Job Opportunity Announcement
CSC	Climate Science Center	JP&T	Job Placement and Training
CTM	Comprehensive Trust Management	LCC	Landscape Conservation Cooperative
CWP	Cooperative Water Program	LEO	Law Enforcement Officer
CWS	Community Water Systems	LG	Loan Guaranty
DOC	Department of Commerce	LH	Labor Hours
DOE	Department of Energy	LHP	Landslide Hazard Program

LIDAR	Light Detection And Ranging	OSMRE	Office of Surface Mining Reclamation and
LRS	Land Remote Sensing		Enforcement
LTRO	Land Title and Records Office	OST	Office of Special Trustee
MCO	Mission Critical Occupation	OWFC	Office of Wildland Fire Coordination
MMBF	Million Board Feet	OMT	Operations Management Tool
MR&R	Major Rehabilitations and Replacements	ONRR	Office of Natural Resources Revenue
MRP	Mineral Resource Program	OPM	Office of Personnel Management
MTS	Mineral Tracking System	PAM	Office of Acquisitions and Property
NAGPRA	Native American Graves Protection and		Management
	Repatriation Act	PEP	Office of Environmental Policy and Compliance
NAWQA	National Water Quality Assessment Program	PFM	Office of Financial Management
NCCWSC	National Climate Change and Wildlife	PFR	Periodic Facility Review
	Science Center	PG	Priority Goal
NCGMP	National Geologic Map Database	PHR	Office of Human Resources
NCLB	No Child Left Behind Act of 2001	PIO	Office of the Chief Information Officer
NEPA	National Environmental Policy Act	PNH	Office of Native Hawaiian Relations
NERC	North American Electric Reliability	PYGO	Office of Youth in the Great Outdoors
	Corporation	R&D	Research and Development
NFHS	National Fish Hatchery System	REA	Rapid Eco-regional Assessment
NHPA	National Historic Preservation Act	RO&M	Review of Operation and Maintenance
NIBRS	National Incident Based Reporting System	ROW	Right of Way
NIMS	National Incident Management System	RP	Revised Program
NLCD	National Land Cover Database	SMART	Sustain and Manage America's Resources
NOAA	National Oceanic and Atmospheric		for Tomorrow
	Administration	SMCRA	Surface Mining Control and Reclamation
NPS	National Park Service		Act of 1977
NREL	National Renewable Energy Lab	STEM	Science, Technology, Engineering and
NSIP	National Streamflow Information Program		Mathematics
NTTP	National Technical Training Program	T&E	Threatened and Endangered
NWRS	National Wildlife Refuge System	T&M	Time and Materials
O&C	Oregon and California	TAOS	Technical Assessment & Operations Support
O&M	Operations and Maintenance	TFAS	Trust Financial Accounting System
OCS	Outer Continental Shelf	TLOA	Tribal Law Enforcement Act
OEPC	Office of Environmental Policy and	USDA	U.S. Department of Agriculture
	Compliance	USERRA	Uniformed Services Employment and
OIA	Office of Insular Affairs		Reemployment Rights Act
OIG	Office of the Inspector General	USGS	U.S. Geological Survey
OJS	Office of Justice Services	VHP	Volcano Hazard Program
OLES	Office of Law Enforcement and Security	VRM	Visual Resource Management
OMB	Office of Management and Budget	WECC	Western Electricity Coordinating Council
OSG	Office of Self-Governance	WRIA	Water Resource Inventory Analysis
		WUI	Wildland-Urban Interface